

Public Document Pack



To: All Members of the Council

Town House,
ABERDEEN, 26 February 2019

COUNCIL BUDGET

The Members of the **COUNCIL** are requested to meet in Council Chamber - Town House on **TUESDAY, 5 MARCH 2019 at 2.00pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

- 1 No urgent business at this stage

DETERMINATION OF EXEMPT BUSINESS

- 2 No exempt business at this stage

DECLARATIONS OF INTEREST

- 3 Declarations of Interest (Pages 5 - 6)

GENERAL BUSINESS

- 4(a) Council Delivery Plan 2019/20 - COM/19/200 (Pages 7 - 72)

- 4(b) General Fund Revenue Budget 2019/20 to 2023/24; and General Fund Capital Programme 2019/20 to 2023/24 - RES/19/201 (Pages 73 - 170)
- 4(c) Housing Revenue Account Budget 2019/20 - RES/19/202 (Pages 171 - 222)
- 4(d) Common Good Budget 2019/20 - RES/19/203 (Pages 223 - 240)

EXEMPT / CONFIDENTIAL BUSINESS

- 5 No exempt/confidential business at this stage

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Agenda Item 3

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

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

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

OR

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

OR

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

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

OR

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

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

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ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 March 2019
REPORT TITLE	Council Delivery Plan 2019/20
REPORT NUMBER	COM/19/200
DIRECTOR	Angela Scott
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Martin Murchie
TERMS OF REFERENCE	<i>1 and 2</i>

1. PURPOSE OF REPORT

The report brings before the Council the Council Delivery Plan for 2019/20.

2. RECOMMENDATION(S)

That Council:

- 2.1 Notes the content of the Council Delivery Plan 2019/20.
- 2.2 Instructs the Chief Executive to realign any of the delivery commitments set out in the Plan that may be required, as a result of any potential council budget decisions, to meet council's instructions.

3. BACKGROUND

3.1 On 22nd February 2017 the Council noted the Strategic Business Plan Refresh 2017-2018 - OCE/17/002 which translated Council strategy into objectives and targets. The attached Council Delivery Plan (the Plan) for 2019/20 builds on this and takes account of the Target Operating Model - OCE/17/024 approved at Council on 23rd August 2017. It details the plans and actions that will be delivered during 2019/20.

3.2 This Plan summarises the key deliverables under the headings:

- Our Business for the year
- How we do our business and
- How we behave as an organisation

The 'Performance Management' section of the plan explains how we will monitor and track progress to ensure successful delivery.

3.3 The Plan outlines the projects and tasks that the council intends to deliver during 2019/20 whilst meeting its transformation objectives.

3.4 There are five key areas of delivery, listed below, to which officers will assign the necessary resources in order to meet the deliverables within the Plan. All five areas are aligned to the themes contained within the refreshed Local Outcome Improvement Plan (LOIP). The five areas are:

i. Policy Statement

These include the commitments due to be delivered arising from the council approved Policy Statement agreed by Council on 23rd August, 2017 – OCE/17/017.

ii. Aligning Strategic Commissioning to the Local Outcome Improvement Plan

The strategic commissioning committee considered a report SCC/COM 18/292 Outcomes Based Commissioning, which set out the stages of the commissioning cycle, which the council is developing to deliver the Target Operating Model.

Stage 3 of the cycle involves defining the contribution to the refreshed LOIP by the council and partners. The refreshed LOIP was submitted in draft form to the January 2019 Strategic Commissioning Committee and will be formally presented to the CPP Board on 26th February 2019. Section 2 (ii) of the delivery plan sets out the proposed commissioning intentions for the council arising from the refreshed LOIP.

Stage 4 of the commissioning cycle will include expressing the commissioning intentions by the council into a series of service specifications based on available resource. Service specifications will be developed during 2019/20.

iii. Activity arising from Regional Strategies

The Aberdeen City Region has, for a number of years, ensured a layer of regional planning to ensure that on matters of regional interest, partners could develop and deliver on a series of regional strategies. The Plan details the projects that will be commenced or delivered in 2019/20.

iv. Legislative Duties

The Plan details new legislation that may impact on statutory duties during 2019/20. It is important that council is prepared to implement new legal duties.

v. Phase 3 Transformation

Phase 1 of the Target Operating Model (TOM) has been successfully implemented and Phase 2 commenced during 2018/19. During 2019/20, implementation and planning for Phases 3 and 4 (respectively) of transformation will be achieved through the delivery of seven programmes which are designed to enable the Council to develop the following organisational capabilities. The capabilities flow from the design principles of the TOM:

- Managing demand through prevention and early intervention
- Being flexible and adaptable
- Ensuring accountability, transparency and openness
- Becoming intelligence led
- Encouraging inclusiveness, engagement and collaboration
- Achieving consolidation and consistency
- Focussing on outcomes that make a difference

The Plan details the projects against each of the above organisational capabilities which will ensure the Council continues to exploit digital opportunities to transform the way we work and improve customer experience by making sure they have access to the right support at the right time.

3.5 A further section within the Plan, “How we behave as an organisation”, sets out the commitment to the staff within the organisation and describes the approach required to ensure organisational structures, roles, responsibilities, skills and capabilities are effective for a modern organisation.

3.6 Lastly, the Plan also sets out a revised approach to managing performance to ensure the implementation of the commitments and priorities set out within the Plan will be supported and scrutinised through a Performance Management Framework which establishes robust performance management of service delivery whilst ensuring everyone within the organisation knows their personal contribution.

4. FINANCIAL IMPLICATIONS

- 4.1 The Council Delivery Plan is presented to the Council with the 2019/20 budget. The commitments laid out in the Plan will be subject to the budget decisions made by Council on 5 March 2019.

5. LEGAL IMPLICATIONS

- 5.1 The Council Delivery Plan details new statutory duties that may impact the Council during 2019/20.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Budget submission from officers may not receive Council approval on 5 th March	M	Consultation and engagement
	The financial risks associated with the delivery commitments contained within the plan have been identified and are managed within individual delivery programme risk registers and performance measures.	M	Regular review of programme risk registers and performance indicator data
Legal	Non-compliance with council's legal and statutory obligations have been considered and are identified within individual delivery programmes	L	Consultation with and review by Legal Service to ensure adherence with legislation and statutory requirements
Employee	Changes in workforce creates skills and knowledge gaps	M	Knowledge capture and Workforce of the Future

	affecting the ability to deliver projects and outcomes expected		activities are embedded within the organisation.
	The scale of transformation and change may affect morale and staff retention	M	Embedded line management processes (1-2-1's) provides engagement and support. Collaboration, information sharing and discussion with staff via structured sessions and information pages on the Zone
Customer	Delivery commitments contained within the plan do not meet the needs of all or some customers and communities	M	The commitments contained within the plan are based upon customer, community and partnership engagement. Monitor via ongoing engagement with community groups and partner organisations
Environment	Non-compliance with environmental legislation and failure to achieve or deliver environmental targets and commitments contained within the plan.	M	Monitoring of environmental risks captured within delivery programme risk registers. Monitoring of environmental performance monitoring data
Technology	Enabling technology and dependencies required in order to achieve the delivery commitments is not available and/or not effective	L	Regular monitoring of the technology risks within the delivery programme risk registers. The digital programme group is accountable to the alignment and suitability of technology projects.
Reputational	Reputational damage from risks identified in all areas resulting in delivery commitments not being achieved.	M	As set out within mitigation.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The alignment of the Council Delivery Plan to Aberdeen City's Community Planning Partnership's Local Outcome Improvement Plan will have significant positive effects for the delivery of the Partnership's vision. The programmes of organisational change and transformation included within the Council Delivery Plan are designed to develop the TOM.
Prosperous People	
Prosperous Place	
Enabling Technology	

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The Council Delivery Plan details projects that improve customer experience
Organisational Design	The Council Delivery Plan details projects that improve organisational effectiveness and design
Governance	The Council Delivery Plan details projects that continue to ensure appropriate governance
Workforce	The Council Delivery Plan details projects that enhance staff development
Process Design	The Council Delivery Plan projects will adopt the process design principles
Technology	The Council Delivery Plan details projects that promote the use of digital technologies
Partnerships and Alliances	The Council Delivery Plan is designed to reinforce partnership working

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	<i>N/A – Programmes of work within the Council Delivery Plan may require EHRIA and will be completed as necessary</i>
Data Protection Impact Assessment	<i>N/A – Programmes of work within the Council Delivery Plan may require DPIA and will be completed as necessary</i>
Duty of Due Regard / Fairer Scotland Duty	<i>N/A – Programmes of work within the Council Delivery Plan may require DDR and will be completed as necessary</i>

9. BACKGROUND PAPERS

Strategic Business Plan Refresh 2017-2018 - OCE/17/002

Policy Statement - OCE/17/017

Council Target Operating Model - OCE/17/024

Outcomes-based Commissioning - COM 18/292

Refreshed Aberdeen City Local Outcome Improvement Plan 2016-26 - COM/19/164

10. APPENDICES

Council Delivery Plan

11. REPORT AUTHOR CONTACT DETAILS

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Aberdeen - A place where all people can prosper

COUNCIL DELIVERY PLAN 2019-2020





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SECTION 1:

CHIEF EXECUTIVE'S INTRODUCTION

The Council's journey of change

The Council's Strategic Plan for 2017/18 was refreshed on the basis of the introduction of a programme of change, entitled Shaping Aberdeen, which had three parts:

1. Our purpose (what our business is):

To ensure the alignment of all Council strategies and plans to the Local Outcome Improvement Plan's (LOIP) vision 'A place where all people can prosper' as well as ensuring clear delivery plans for the Council's own set of strategies and priorities.

2. How we do business:

The modernisation and transformation of how we deliver our services through making best use of technology.

3. How we behave as an organisation:

A focus on the Council's culture.



In relation to **our purpose**, significant work has been carried out in conjunction with partners since the refresh of 2017/18 Strategic Plan to review and refresh the LOIP. Launched in 2016, the LOIP identifies how Community Planning Aberdeen, a multi-agency partnership, will work together to ensure Aberdeen is a place where all people can prosper, regardless of their background or circumstances. The refreshed LOIP, submitted to the Community Planning Partnership board on 26 February 2019, reflects a refocus of the partnership on priority issues, which were identified from the population needs assessment, partnership performance data, City Voice and data from improvement activity. A focus on early intervention and prevention underpins the partnership approach. **Our purpose** is aligned to the vision of the LOIP for Aberdeen; 'a place where all people can prosper'.

In terms of **how we do business**, much has happened. In August 2017, Council approved a new target operating model (TOM) which is designed to provide a platform to deliver the scale and pace of modernisation and transformation required in terms of how the Council does its business. Since approval of the target operating model, the transformation has been characterised by four distinct phases underpinned by an implementation plan. This acceleration of scale and pace was necessary due to ongoing financial challenges due to funding reductions, cost pressures and rising demand.

How we behave as an organisation has continued to be progressed and the codification of a behaviour framework represents a significant milestone.

A reflection on what has been achieved since the Strategic Plan 2017/18

Much has been delivered since the refreshed Strategic Plan in 2017/18, including the following achievements:

Policy Statement achievements delivered:

- Delivery of three new school complexes at Lochside Academy, Stoneywood School and Orchard Brae
- Roll-out of the Food and Fun project, providing free school meals during holiday periods in key communities
- Increased uptake of free school meals during term time to those eligible
- £100,000 investment to continually support children's mental health
- Continual funding for new pupil support assistants
- Completion of the Broad Street regeneration, transforming a key quarter of the city and creating a new event space
- Reopening of the Music Hall following a £9million refurbishment
- Support for the inaugural Grampian Pride event and LGBT
- Review of the Regional Economic Strategy to maximise Aberdeen's economic potential post Brexit
- Supported activities of the Elevator social enterprise

Aberdeen City Council actions delivered:

- Approval and introduction of the Target Operating Model and transition to the interim structure
- Move to quarterly reporting, bringing enhanced financial monitoring and reporting
- Introduction of self-service IT and HR platforms to ensure efficiency and improve staff experience
- Implementation of Customer Experience Platform and enhanced digital capabilities, including new Council website and an extensive portfolio of new online services including digital school admissions
- Consolidation of remaining business support function to better allocate resource and improve staff development and progression opportunities
- Review of the outcomes of the 2016 Employee Opinion Survey, involving staff in identifying actions arising
- Adoption of London Stock Exchange requirements and credit rating processes, strengthening financial governance
- Developing cross organisational programmes of work through the transformation programme
- Identifying opportunities to drive community empowerment through the transformation programme

An introduction to the 2019/20 Council Delivery Plan

Aberdeen City Council's (ACC) priorities for 2019/20 reflect identifiable priorities for the Council from the following domains within the strategic framework:

ACC AS A SINGLE AGENCY	ACC AS PART OF THE CITY'S COMMUNITY PLANNING PARTNERSHIP	ACC AS PART OF THE CITY REGION PARTNERSHIP	ACC AS PART OF THE LAYERS OF GOVERNMENT ACROSS THE UK AND SCOTLAND
<p>Aberdeen City Council Policy Statement</p> <p>The policy statement was adopted following the Scottish Local Government elections in 2017 and aligns the political priorities of the administration to the LOIP.</p>	<p>The Aberdeen City Local Outcome Improvement Plan</p> <p>The LOIP provides a clear blueprint for collaborative actions to address the challenges facing the city in four strategic themes:</p> <ul style="list-style-type: none"> - Prosperous Economy - Prosperous People - Adults - Prosperous People - Children - Prosperous Place <p>The Council's commissioning intentions define the contribution of the organisation to the LOIP. The commissioning intentions describe the priorities for the Council's in-house commissioned services in the next financial year</p>	<p>Regional and city strategies</p> <p>Regional Strategies are in existence for the economy, spatial plan, infrastructure and skills. ACC will have to play its part in delivering the key actions associated with these strategies.</p>	<p>UK and Scottish legislative and policy programmes</p> <p>As a local authority we are subject to the parliamentary legislatures of Scotland, the UK and currently Europe. These legislatures place a range of statutory duties onto Councils.</p>



SECTION 2: OUR BUSINESS FOR THE YEAR

The Council's delivery commitments across the organisation are consistently presented in this delivery plan using the four outcome themes contained within the LOIP. This is part of the ambition expressed in the Strategic Plan 2017/18 to ensure the alignment of all Council strategies and plans to the LOIP's vision as well as ensuring clear delivery plans for the Council's own set of strategies and priorities. The Council Delivery Plan is set out under the following sections:

Section i) contains the commitments arising from the Council's approved Policy Statement, aligned to the LOIP

Section ii) contains the commissioning intentions arising directly from the LOIP and evidences the Council's contribution to the improvement aims contained within the LOIP

Section iii) contains an outline of activity arising from regional strategies, again aligned to the LOIP city outcomes

Section iv) contains the statutory duties being placed on the Council, aligned to the LOIP outcome themes

Section i)

Commitments arising from the Council's approved Policy Statement

Delivery of the Council's approved Policy Statement will maximise opportunities from delivery of other policy drivers and programmes, as well as collaborating with external local and national partners. These include the Aberdeen City Region Deal (Digital, Transport and Aberdeen Harbour in particular), the City Centre Masterplan, a Memorandum of Understanding (Transport and Housing) with the Scottish Government, Strategic Development Plan (including the Local Development Plan and Regional Transport Strategy). Key delivery partners include the member organisations of VisitAberdeenshire, Opportunity North East (ONE), Culture Aberdeen and Invest Aberdeen, as well as the UK Government and Scottish Government agencies.

ECONOMY	PEOPLE	PLACE
<ol style="list-style-type: none"> 1. Assess the digital needs of the region, working with our partners to ensure the city has the required infrastructure 2. TECA, including digestion plant 3. Complete the refurbished Aberdeen Art Gallery 4. Increase city centre footfall through delivery of the City Centre Masterplan, including the redesigned Union Terrace Gardens 5. Support the Aberdeen Harbour expansion and work collaboratively to maximise tourism opportunities, including attracting high value cruises 6. Review Council industrial estate to ensure it supports the Regional Economic Strategy 7. Deliver Aberdeen 365, an annual calendar of headline and feature events 8. Complete the refurbished Provost Skene's House 9. Maximise community benefit from major developments 10. Campaign for the reform of local government finance, including business rates and the replacement of Council Tax. 11. Open negotiations to secure funding for a second Aberdeen City Region Deal 12. Establish a business development fund to support small business 13. Use Business Loans Scotland to help lift the finance barrier for small and medium enterprises 14. Work with both governments in order to unleash the non-oil and gas economic potential of the city 15. Support the delivery of the 3 innovation centres envisaged by the Aberdeen City Region Deal 	<ol style="list-style-type: none"> 1. Completion of school estate review (P1) and development of estate strategy for next 5-10 years (P2) 2. UNICEF Child Friendly accreditation 3. Work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes 4. Support the implementation of Developing the Young Workforce, seek to gain the highest level of investors in young people accreditation and ensure there is a focus on supporting pupils excel in STEM subjects 5. Appoint a mental health champion 6. Explore how the successes of the Sistema project can be shared and spread across the city 7. Commit to closing the attainment gap in education while working with partners across the city 8. Review of local adult protection arrangements and implement an improvement programme 9. Promote diversion activities for youths and adults in our city with enhanced focused on our three locality areas 10. Build 2,000 new Council homes and work with partners to provide more affordable homes 11. Reduce fuel poverty across our most deprived communities through combined heat and power schemes including the Energy from Waste Plant 	<ol style="list-style-type: none"> 1. Build up our existing strength in hydrogen technology 2. Support efforts to develop the Energetica corridor 3. Refresh the local transport strategy, ensuring it includes the results of a city centre parking review; promotes cycle and pedestrian routes; and considers support for public transport 4. Cycle hire scheme 5. Commit extra funding to resurface damaged roads and pavements throughout the city 6. Increase the business community's resilience awareness 7. Development of locality plans across the city in conjunction with communities

ECONOMY

Policy Statement	Description of 2019/20 key Milestones
1. Assess the digital needs of the region, working with our partners to ensure the city has the required infrastructure	<ul style="list-style-type: none"> • Five digital workstreams have been approved, through the City Region Deal, by the UK and Scottish governments. A review and update of digital needs is underway and will be presented to the City Region Deal Joint Committee in May 2019. • £40M approved for digital infrastructure investment by CityFibre. For the commercial roll out 30km has been completed with 2,692 homes passed. Phase 2 completed, with next phase to be completed by February. • Full business cases for sensor network and Regional Data Exchange to be submitted to City Region Deal Joint Committee in May 2019. Implementation will follow during 2019.
2. TECA, including digestion plant	<ul style="list-style-type: none"> • Construction works are on programme. Expected opening in Autumn 2019.
3. Complete the refurbished Aberdeen Art Gallery	<ul style="list-style-type: none"> • Complete fit out and open.
4. Increase city centre footfall through delivery of the City Centre Masterplan, including the redesigned Union Terrace Gardens	<ul style="list-style-type: none"> • UTG decision deferred to budget process, if approved construction period will be Spring 2019 – Spring 2021.
5. Support the Aberdeen Harbour expansion and work collaboratively to maximise tourism opportunities, including attracting high value cruises	<ul style="list-style-type: none"> • Opening is scheduled for 2020. ACC is working collaboratively with Visit Aberdeenshire and the Harbour Board to ensure new visitors are connected to city destinations.
6. Review Council industrial estate to ensure it supports the Regional Economic Strategy	<ul style="list-style-type: none"> • Phase one of study review to be progressed during 2019/20 and is expected to cover development of a brief to manage commercial and economic development interests in the hinterland of Aberdeen Harbour south.
7. Deliver Aberdeen 365, an annual calendar of headline and feature events	<ul style="list-style-type: none"> • The 2019/20 calendar of events is available and will be delivered, managed by Visit Aberdeenshire, throughout the year.
8. Complete the refurbished Provost Skene's House	<ul style="list-style-type: none"> • Tender being evaluated, construction period will be Spring 2019 – Spring 2020.
9. Maximise community benefit from major developments	<ul style="list-style-type: none"> • The Community Benefits Policy was agreed by the Strategic Commissioning Committee in November 2018 which set expectations to be delivered from each major project. • A report will be presented to the Strategic Commissioning Committee in November 2019 outlining the benefits accrued through the Policy.
10. Campaign for the reform of local government finance, including business rates and the replacement of Council Tax.	<ul style="list-style-type: none"> • Council engagement with businesses to continue. Analysis of options to be reviewed following Scottish Government budget for 2019/20.

Policy Statement	Description of 2019/20 key Milestones
11. Open negotiations to secure funding for a second Aberdeen City Region Deal	<ul style="list-style-type: none"> • Continue in 2019/20 to work to secure funding for Economic Development priorities. • Focus on Scottish Government Memorandum of Understanding and objective to deliver £200m rail infrastructure.
12. Establish a business development fund to support small business	<ul style="list-style-type: none"> • Officers to progress feasibility study for a co-operative business development fund.
13. Use Business Loans Scotland to help lift the finance barrier for small and medium enterprises	<ul style="list-style-type: none"> • Continue to promote Business Loans Scotland and are actively involved in the roll-out of the Scottish Government's new Business Loan offer, which is part of the Scottish Growth Scheme.
14. Work with both governments in order to unleash the non-oil and gas economic potential of the City	<ul style="list-style-type: none"> • Work to continue on diversification around Oil and Gas Technology Centre and with Department of International Trade (UK Gov) Scottish Development International (SG) to secure investment by Invest Aberdeen.
15. Support the delivery of the 3 innovation centres envisaged by the Aberdeen City Region Deal	<ul style="list-style-type: none"> • Oil and Gas Technology Centre in place (year two). Food Hub and Therapeutics Hub business cases to be progressed.

PEOPLE

Policy Statement	Description of 2019/20 key Milestones
1. Completion of school estate review (P1) And development of estate strategy for next 5-10 years (P2)	<ul style="list-style-type: none"> • Document advising on approach and next steps will go to committee in Q1 2019/20. • Consultation leading to a school estate report in Q3 2019/20.
2. UNICEF Child Friendly accreditation	<ul style="list-style-type: none"> • Submission of self-evaluation document. • Development of implementation plan to achieve accreditation.
3. Work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes	<ul style="list-style-type: none"> • Early Years Expansion Capital Programme Implementation Phase 1 and 2. • Implementation of quality improvement framework in keeping with the National Quality Standards. • Develop strategy for external providers to sustain successful model.
4. Support the implementation of Developing the Young Workforce, seek to gain the highest level of investors in young people accreditation and ensure there is a focus on supporting pupils excel in STEM subjects	<ul style="list-style-type: none"> • Continue to implement the improvement outlined in the National Improvement Framework Plan. • Implement key improvement reporting cycle.

Policy Statement	Description of 2019/20 key Milestones
5. Appoint a mental health champion	<ul style="list-style-type: none"> • Strong emphasis of mental health across LOIP – looked after children and wider child population.
6. Explore how the successes of the Sistema project can be shared and spread across the city	<ul style="list-style-type: none"> • Review of current agreement. • As part of this review consider how best to embed the principles within communities.
7. Commit to closing the attainment gap in education while working with partners across the city	<ul style="list-style-type: none"> • Delivery throughout 2019/20 and beyond. National Improvement Framework in place to drive forward and evidence progress with accountability through new education management structure.
8. Review of local adult protection arrangements and implement an improvement programme	<ul style="list-style-type: none"> • Chief Officer Group for public protection (COG) in place. • Joint chair appointed for Adult and Children’s protection committees. • Integration Joint Board Clinical and Care Governance Committee being reviewed in terms of reference, reporting and alignment. • Improvement programme being developed and will be approved by Chief Officers Group.
9. Promote diversion activities for youths and adults in our city with enhanced focused on our three locality areas.	<ul style="list-style-type: none"> • Aberdeen Motorcycle Project for Educational Development project delivered and being evaluated for further delivery.
10. Build 2,000 new Council homes and work with partners to provide more affordable homes	<ul style="list-style-type: none"> • Summerhill project will commence for 369 Council flats.
11. Reduce fuel poverty across our most deprived communities through combined heat and power schemes including the Energy from Waste Plant	<ul style="list-style-type: none"> • Award of contract.

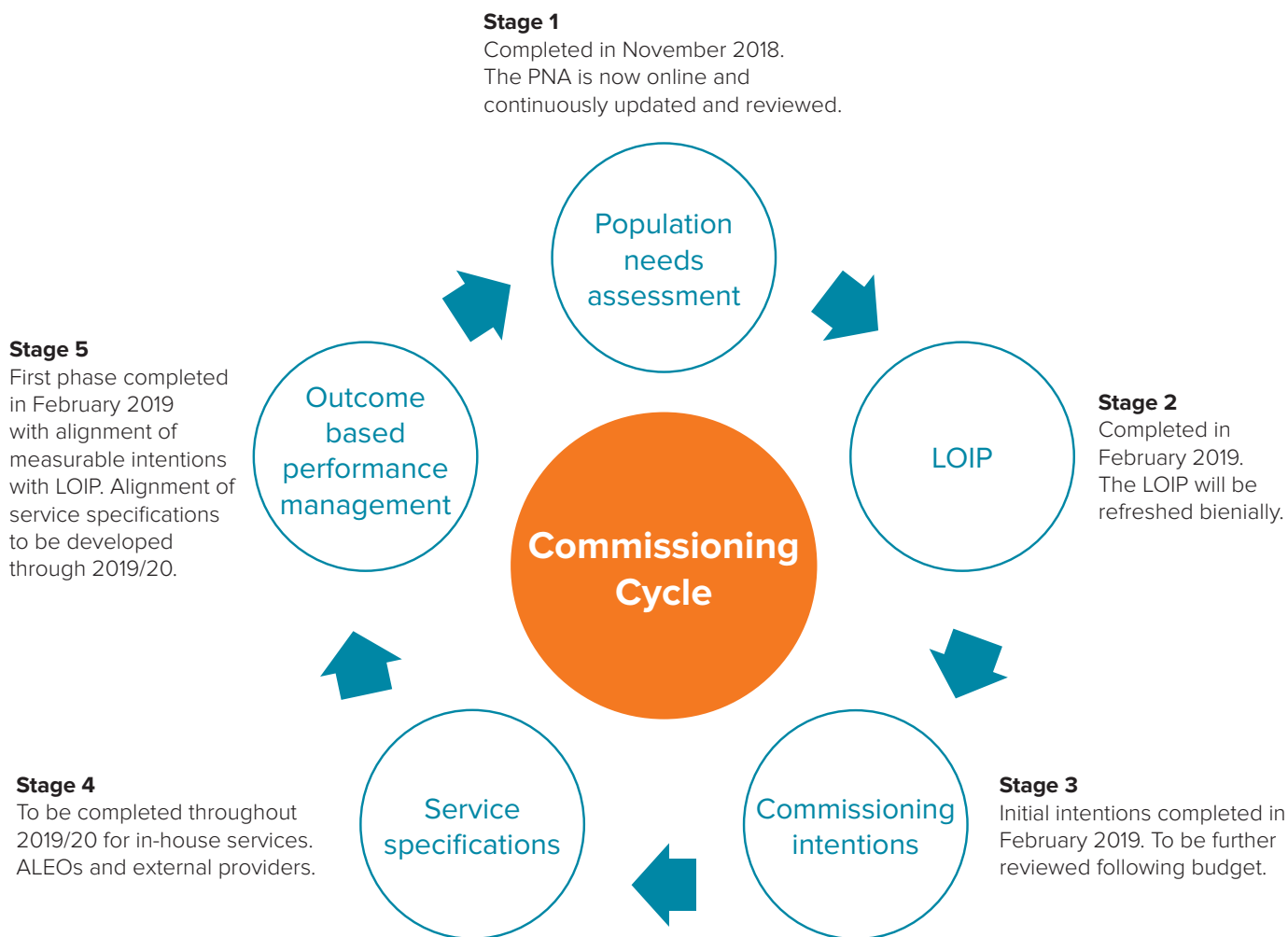
PLACE

Policy Statement	Description with 2019/20 key Milestones
1. Build up our existing strength in hydrogen technology	<ul style="list-style-type: none"> Hydrogen Aberdeen recently included in the Department for International Trade's energy investment portfolio.
2. Support efforts to develop the Energetica corridor	<ul style="list-style-type: none"> Inward investment asset included in Invest Aberdeen prospectus for investor ready projects.
3. Refresh the local transport strategy, ensuring it includes the results of a city centre parking review; promotes cycle and pedestrian routes; and considers support for public transport	<ul style="list-style-type: none"> Review of the local transport strategy will follow the review of the regional transport strategy which is anticipated in 2020.
4. Cycle hire scheme	<ul style="list-style-type: none"> Development of a sustainable cycle hire scheme is progressing through funding from the EU funded CIVITAS PORTIS project. Consultation with a wide range of stakeholders is underway with a report to Committee due in September 2019 to implement a preferred solution.
5. Commit extra funding to resurface damaged roads and pavements throughout the city	<ul style="list-style-type: none"> £10 million extra funding provided over a 4 year period. Projects in 2018/19 where capital was allocated have been completed.
6. Increase the business community's resilience awareness	<ul style="list-style-type: none"> Community Resilience arrangements are under review and are being progressed through the Local Resilience Partnership.
7. Development of locality plans across the city in conjunction with communities	<ul style="list-style-type: none"> Specific project working on this, closely linked to Health and Social Care Partnership consultation on localities and strategy refresh. Also linked to Participatory Budgeting, Community Platform and Citizen Engagement projects.

SECTION 2ii)

Supporting delivery of the LOIP through Council commissioning intentions

The Strategic Commissioning Committee, in November 2018, agreed a commissioning approach for the Council which set out, through a five stage Commissioning Cycle, how that approach would be developed and implemented through 2019/20 and beyond.



This section of the Council Delivery Plan sets out a series of commissioning intentions which define the contributions which the Council will make to the delivery of the LOIP and which frame the ask of our in-house commissioned services. This is a key step in Stage 3 of the Commissioning Cycle and precedes the development, throughout 2019/20 of clear service specifications which reflect the nature, design and level of services required and the available resource (Stage 4). The Council's annual budget setting process will determine the overall funding envelope and the commissioning intentions will be reviewed early in 2019/20 in the light of this.

Stage 5 of the Commissioning Cycle is concerned with the performance management of the Council, ALEOs and the Council's supply chain services against agreed key measures and ultimately in terms of contribution to LOIP outcomes. Whilst the aggregated contribution of all partners will be managed through Community Planning Aberdeen (CPA), the arrangements for the Council's performance management of its contribution

is set out in section five of this Council Delivery Plan, including reporting to, and scrutiny by, Council committees.

Noted below are the Council’s commissioning intentions, aligned to the LOIP key drivers and stretch outcomes, for 2019/20 and key measures. Although the commissioning intentions define the contribution, from a single agency perspective, it should be noted that partners will also have single agency intentions to meet their obligations derived from the LOIP. It is expected, for example, that the Integrated Joint Board will demonstrate their contribution to the LOIP through their Strategic Plan which is currently being reviewed.

LOIP stretch outcomes

ECONOMY	PEOPLE (Children & young people)	PEOPLE (Adults)	PLACE
<p>1. 10% increase in employment across priority and volume growth sectors by 2026.</p> <p>2. 90% of working people in Living Wage employment by 2026.</p>	<p>3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.</p> <p>4. 90% of children and young people will report that they feel mentally well by 2026.</p> <p>5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.</p> <p>6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.</p> <p>7. Child Friendly City which supports all children to prosper and engage actively with their communities by 2026.</p> <p>8. 25% fewer young people (under 18) charged with an offence by 2026.</p>	<p>9. 25% fewer people receiving a first ever Court conviction each year by 2026.</p> <p>10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.</p> <p>11. Healthy life expectancy (time lived in good health) is five years longer by 2026.</p> <p>12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.</p>	<p>13. No one in Aberdeen will go without food due to poverty by 2026.</p> <p>14. Addressing climate change by reducing Aberdeen’s carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate.</p> <p>15. 38% of people walking and 5% of people cycling as main mode of travel by 2026.</p>

Council commissioning intentions and key measures

LOIP stretch outcome 1.		
10% increase in employment across priority and volume growth sectors by 2026 (Economy LOIP theme)		
Key drivers:	Commissioning Intentions	Key Measures
1.1 Diversification of the economy into other growth sectors including wider energy related sectors; tourism; food and drink; life sciences; health and social care and construction.	Support the Aberdeen and Grampian Chamber of Commerce to deliver a new Local Export Partnership, NE Scotland Trade Group, with key local and regional partners	<ul style="list-style-type: none"> • Number of businesses participating in Council-supported outward trade activity • Export value (£) • Key sector employment
	Support diversification of the city's tourism sector by securing new audiences through support to cultural venues, programmes and other events, including delivery of the Aberdeen 365 delivery model, The Event Complex Aberdeen, operation of the new Aberdeen Art Gallery, the museums service and ACC supported venues in the city	<ul style="list-style-type: none"> • Number employed in creative and cultural business enterprises • Annual visitors to the Art Gallery and museums
	Promote the city and its venues to new national and international audiences through a new service level agreement with VisitAberdeenshire, collaborating with Culture Aberdeen, VisitScotland and industry	<ul style="list-style-type: none"> • International Congress and Convention Association ranking worldwide • Number of tourists visiting Aberdeen annually
	Support delivery and maximise opportunities from Offshore Europe	<ul style="list-style-type: none"> • Offshore Europe 2019 visits and occupancy levels
	Prepare an up to date Strategic Development Plan and Local Development Plan to deliver development opportunities for Aberdeen	<ul style="list-style-type: none"> • Number of development opportunities
	Deliver decisions on planning, building standards and roads construction consent applications to enable growth in new sectors	<ul style="list-style-type: none"> • Average time (weeks) to deliver commercial planning applications • % of traffic regulation orders processed within agreed timescale • % of building warrant applications processed within agreed timescale
	Work with partners to ensure that public and private sector development sites are delivered and monitored through the housing and employment land audits	<ul style="list-style-type: none"> • Number of development sites delivered

1.2 Developing the talent and future workforce necessary to support diversification of businesses and economy.	Commission new employability activity for Progress through Positive Partnerships framework	<ul style="list-style-type: none"> • Proportion of working age population who are economically active • Number and rate of claimants • Number of over 50s in employment • % of people entering employment within 13 weeks of completion of skills academies
	Progress the Council's Investors in Young People programme	<ul style="list-style-type: none"> • Number apprenticeships available by growth sector • Number foundation, modern and graduate apprenticeship places offered by the Council per year • Number staff engaged in mentoring young people • Number internships offered to / successfully completed by care experienced young people
	Commission providers in relation to positive destinations	<ul style="list-style-type: none"> • Number of young people achieving positive destinations • % of young people from priority localities achieving positive destinations • % of those achieving a modern apprenticeship of all those leaving a modern apprenticeship • Number of young people on foundation apprenticeships
	Deliver Invest Aberdeen to attract and maintain existing company locations; and secure financial investment to support economic development	<ul style="list-style-type: none"> • Conversion rate (%) of enquiries leading to investment
1.3 Improving investment into Aberdeen and Aberdeen businesses.	Provide an 'investor ready' pipeline of development opportunities in response to new enquires as a result of Council and City Region Deal supported investment	<ul style="list-style-type: none"> • Number of new companies attracted to the city • Amount (£) of new investment attracted to the city
	Assess the economic impact of major planning applications and investments (commercial, developer and investor)	<ul style="list-style-type: none"> • Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan
	Support delivery of the Business Gateway contract and evaluate its impact.	<ul style="list-style-type: none"> • Number of business gateway start-ups per 10,000 population

LOIP stretch outcome 2.

90% of working people in Living Wage employment by 2026 (Economy LOIP theme)

Key drivers:	Commissioning Intentions	Key Measures
2.1 Promoting inclusive economic growth for our most disadvantaged communities	Maximise opportunities that flow from the Scottish Government's <i>No-One Left Behind</i> policy	<ul style="list-style-type: none"> • Number of people progressing positively through the employability pipeline • Number of young people achieving positive destinations • Number of jobs created as a result of wage incentives • Number of people in low-skilled, low-paid and insecure employment
	Increase the value of the Council's community benefits programme through tendering processes	<ul style="list-style-type: none"> • Value of Council community benefits programme
	Provide community learning and development services, together with partners, which are targeted towards priority areas where intervention addresses local needs and makes most impact	<ul style="list-style-type: none"> • Number of learners achieving awards within priority areas
2.2 Ensuring access for all employers to skilled labour	Increase the range and number of accredited courses being provided by schools and partners	<ul style="list-style-type: none"> • % of employers reporting skills gaps • % of employers reporting that they have appropriately skilled people in their workforce
	Increase the number of young people taking up foundation apprenticeships	

LOIP stretch outcome 3.

95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026 (People children and young people LOIP theme)

Key drivers:	Commissioning Intention	Key Measures
3.1 Ensuring that families receive the parenting and family support they need	Ensure sufficient supply of early learning and childcare places by August 2020 and beyond	<ul style="list-style-type: none"> • Number of Early Learning and Childcare places allocated • % of eligible population allocated Council funded ante pre-school and pre-school nursery places in local authority and partner provider Early Learning and Childcare settings • Number of Me 2 programme places
	Increase the number of funded places in the three priority localities (including childminders)	<ul style="list-style-type: none"> • Number of funded places in the three priority localities • % of eligible 2s accessing Early Learning and Childcare provision
	Support all early learning and childcare settings to deliver early learning and childcare provision in line with National Quality Standard	<ul style="list-style-type: none"> • Combined % of partner provider Early Learning and Childcare centre inspections receiving positive Care Inspectorate and Education Scotland reports per financial year • % of quality indicators rated as Good or above during inspections of local authority and partner provider Early Learning and Childcare centres by the Care Inspectorate • % of positive evaluations of quality reference indicators from Education Scotland and Care Inspectorate inspection reports of publicly funded Early Learning and Childcare
	Build, extend or refurbish to ensure the estate is fit for purpose (quality) and gives sufficient capacity (places) to meet the differing needs of children and families in all localities	<ul style="list-style-type: none"> • % of eligible population allocated Council funded ante pre-school and pre-school nursery places in local authority and partner provider Early Learning and Childcare settings • % of parents/guardians expressing that they agree and/or strongly agree with the statement 'I am happy with the nursery school setting' per financial year • Number of settings offering family support
	Support and expand out of school care in line with the expansion of early learning and childcare and the new National Framework for Out of School Care (2019) to meet the needs of families	<ul style="list-style-type: none"> • Number of after school club places • Number of breakfast club places • Number of childminder places • Number of day nursery places

3.2 Keeping young children safe	Improve the Council's recognition and response to indicators of cumulative neglect	<ul style="list-style-type: none"> • Number / rate of children on Child Protection Register under the category of neglect • Recorded offences of cruelty, neglect and unnatural treatment of children • Number emergency hospital admissions for unintentional injury to children under 5 years
	Improve the Council's recognition and response to the child protection implications of domestic abuse, coercive control, emotional abuse, FGM, Ethnicity, LGBT+, prevent, forced marriage and disability	<ul style="list-style-type: none"> • Number / rate of children, including unborn children, on the Child Protection Register by age and category • Children and young people subject to a Child Protection Order in a 12-month period • Number of Child Protection Investigations where Joint Investigative Interview took place in a 12-month period • Number of initial case conferences and conversion rate to registration
	Adopt a strength based and participatory approach to child protection practice	<ul style="list-style-type: none"> • Number of Child Protection Register case conferences which take a strength base approach
3.3 Supporting early speech, language and literacy	Deploy early learning and childcare excellence and equity practitioners to lead direct support to children and families to help close the gap in those aged 2-5	<ul style="list-style-type: none"> • % of P1 pupils achieving Curriculum for Excellence levels by Scottish Indices of Multiple Deprivation Quintiles
	Implement emergent literacy and Talk Boost	
3.4 Improving health and reducing inequalities	Deliver 2 hours of physical activity per week	<ul style="list-style-type: none"> • % of schools delivering 2 hours per week

LOIP stretch outcome 4.

90% of children and young people will report that they feel mentally well by 2026 (People children and young people LOIP theme)

Key drivers:	Commissioning Intention	Key Measures
4.1 Improving the knowledge, understanding and skill of the universal workforce to recognise and respond to emerging mental wellbeing vulnerability	Build capacity across the universal provision to identify and support children and young people with emerging mental health needs and deliver bespoke targeted support to children and young people who have established mental health needs	<ul style="list-style-type: none"> • Number of young people self-reporting being bullied • Number of young people who report being able to recognise symptoms of poor mental health among their peers • Number of appropriate referrals to the school Nurse for targeted support
4.2 Increasing children's and parents' knowledge and understanding of their own physical and mental wellbeing	Establish a universal offer of support to staff, children, parents and carers and families to raise awareness of mental health and wellbeing identifiers and initial early intervention and prevention	<ul style="list-style-type: none"> • Number of school communities who raise awareness
4.3 Early intervention and prevention of self harming behaviours through timely and effective support for those with mental health issues.	Establish a targeted positive response to mental health and emotional wellbeing for those children and young people with recognised needs	<ul style="list-style-type: none"> • Number of children with a supported pathway which incorporates Aspire

LOIP stretch outcome 5.

95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026 (People children and young people LOIP theme)

Key drivers:	Commissioning Intention	Key Measures
5.1 Improving education outcomes for care experienced children and young people	Increase capacity of all educational resource to support identified vulnerabilities	<ul style="list-style-type: none"> • Number of care experienced young people receiving a bespoke education support pathway • Number of care experienced children and young people attending school on a part time basis
	Increase the education outcomes for care experienced children and young people	<ul style="list-style-type: none"> • % of care experienced young people (S4-6) who leave school and go to a sustained positive destination • % of care experienced school leavers attaining SCQF Level 3 in Literacy and Numeracy • % of care experience young people leaving school with 4 or more SCQF awards at Level 3 • School exclusion rates (per 1,000 'looked after children') • % of care experienced pupil school attendance
5.2 Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity	Further develop an integrated approach to supporting children remain in their community	<ul style="list-style-type: none"> • % of children being looked after in the community • % of children supported to remain at home • % of looked after children cared for in a kinship arrangement • % of looked after children placed in an external foster placement • % / number of looked after children placed in external residential placements
	Increase the number of children and young people remaining in a placement between 16-18 years	<ul style="list-style-type: none"> • Number of children and young people remaining in a placement between 16-18 years
5.3 Supporting children and young people to understand and access multiagency throughcare and aftercare services	Support children and young people to understand and access multiagency throughcare and aftercare services	<ul style="list-style-type: none"> • Number of 15-year-olds in care with a pathway plan • Number of care leavers who receive throughcare and aftercare support • Number of 16+ year-olds in care • Number of young people offered targeted support linked to tenancy sustainment • % of care leavers accessing their benefit entitlement
5.4 Improving physical and emotional health outcomes for care experienced young people	Increase the physical and emotional health outcomes for care experienced young people	<ul style="list-style-type: none"> • % of care experienced children and young people who report feeling mentally well • Number of children that report being happy in their care placement
	Create a clear set of programming guidelines that will afford access to the public, including those with specialist requirements	<ul style="list-style-type: none"> • % of disabled people taking part in sport and physical activity
	Ensure programming guidelines reflecting needs of local communities and incentives for targeted groups	<ul style="list-style-type: none"> • % of people reporting an improvement in their physical and / or mental health and well-being

LOIP stretch outcome 6.

95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026 (People children and young people LOIP theme)

Key drivers:	Commissioning Intention	Key Measures
6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs)	Improve pathways for all to employment and training and provision of additional support for identified groups including care experienced and those with additional support needs	<ul style="list-style-type: none"> • % difference between 30% most and least deprived for literacy and numeracy • Number of young people leaving school with no qualifications • % of S3-S5 pupils identified as 'at risk' of disengaging that stay on • Number of winter leavers with no positive destination • % of pupils with a transition plan
6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school	Increase the capacity of parents and carers to support children and young people to achieve positive outcomes	<ul style="list-style-type: none"> • Number of Developing Young Workforce programmes available to young people • Number of city-wide engagement opportunities for children, young people, parents, carers and families • Number of local engagement opportunities for parents, carers and families
6.3 Ensuring children, young people and families understand the pathways available to them and skills required for future	Support school staff and parents to have a greater understanding of the world of work and routes into work to improve young people's learning	<ul style="list-style-type: none"> • School staff reporting increased understanding of the world of work and routes into work to improve young people's learning • % of schools offering a fuller range of vocational qualifications, in partnership with colleges and other training providers

LOIP stretch outcome 7.

Child Friendly City by 2026 (People children and young people LOIP theme)

Key drivers:	Commissioning Intention	Key Measures
7.1 Secure required six UNICEF badges to gain Child Friendly City status <i>Equality and Inclusiveness</i>	Make Aberdeen child friendly where children feel safe, heard, nurtured and able to flourish	<ul style="list-style-type: none"> • Achieve UNICEF Child Friendly Accreditation badges in: Participating; Child Friendly Services; Place; Culture; Co-operation and Leadership; and Communication

LOIP stretch outcome 8.

25% fewer young people (under 18) charged with an offence by 2026 (People children and young people LOIP theme)

Key drivers:	Commissioning Intention	Key Measures
8.1 Young people receive the right help at the right time through provision of a strong universal offer alongside availability of multi-disciplinary targeted interventions (using a trauma-informed approach) to improve outcomes for young people at risk of becoming involved in the Justice System	Identify and engage with young people at risk of involvement in offending behaviour	<ul style="list-style-type: none"> • % of young people identified as at risk who are receiving a targeted intervention

LOIP stretch outcome 9.

25% fewer people receiving a first ever Court conviction each year by 2026 (People adults LOIP theme)

Key drivers:	Commissioning Intentions	Key Measures
9.1 Taking an effective, trauma-informed, problem-solving whole system approach to offending by 16 and 17 year olds	Deliver support to young people who receive an Early and Effective Intervention or are diverted from prosecution by the Crown Office and Procurator Fiscal Service and are referred to Social Work Service	• Number of young people ‘diverted’ to Children’s Social Work Services
	Provide appropriate support young people who go to Court	• % of young people who go to court who receive a dedicated youth service
9.2 Tackling antisocial behaviour in problem areas with appropriate and effective interventions	Reduce instances of anti-social behaviour as a result of appropriate and effective interventions in targeted areas	• Number of antisocial behaviour / youth annoyance cases • Number of repeat antisocial complaints
9.3 Ensuring a targeted approach to diverting over-18s from prosecution to effective interventions aimed at reducing the likelihood of reoffending, where appropriate	Deliver relevant support to people who i) receive a Fiscal Work Order and ii) are diverted from prosecution and referred to Criminal Justice Social Work Service for supervision	• Number of Fiscal Work Orders commenced • Number of over-18s over-18s diverted (by the Procurator Fiscal) to Social Work
9.4 Changing attitudes about domestic abuse in all its form	Increase frontline staff awareness of domestic abuse	• Number of awareness raising session and staff participating
	Increase number of secondary schools with mentors in violence prevention scheme in place	• Number of secondary schools with mentors in violence prevention scheme in place
	Develop and implement new Council housing domestic abuse policy	• Number of cases recorded and tenants/ residents supported

LOIP stretch outcome 10.

2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026 (People adults LOIP theme)

Key drivers:	Commissioning Intentions	Key Measures
10.1 Taking targeted interventions aimed at specific offending	Increase the number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021 <i>*Cuckooing is a term used to describe criminals taking over a person’s home by intimidation or other means, for the purposes of using the premises in the course of criminality (e.g. drug dealing)</i>	• Number of individuals involved in cuckooing who undertake effective interventions
10.2 Ensuring people on community sentences and liberated from prison have better access to services	People on community sentences and released from prison are supported to suitable accommodation	• % of people having suitable accommodation on release from prison
	People on community sentences and released from prison are supported towards employment	• Number of people progressing positively through the Employability Pipeline
10.3 Ensuring people in the Justice System diagnosed with mental illness or suffering from mental ill health receive access to the right support at the right time	Work with partners in establishing multi-agency care plans from community to custody to community	• % of people with a diagnosis having a multi-agency continuity of care plan in place community to custody to community

LOIP stretch outcome 11.

Healthy life expectancy (time lived in good health) is five years longer by 2026 (People adults LOIP theme)

Key drivers:	Commissioning Intentions	Key Measures
11.1 Supporting vulnerable and disadvantaged people, families and groups	Ensure that all homeless people and people at risk of homelessness are offered a home and can access advice when they need it	<ul style="list-style-type: none"> • Tenancy sustainment rates • Number of tenants in temporary accommodation who remain in that locality upon accessing permanent accommodation • Number of evictions from Council housing due to tenancy arrears • Number of homeless presentations which repeat within a 12-month period • Number of previously homeless households who do not sustain their tenancy for at least one year, unless for positive reasons • Length of homeless and support assessment periods • Use of hostel accommodation and temporary properties • Average homeless journey (days)
	Increase number of homeless people receiving health and wellbeing support	<ul style="list-style-type: none"> • Number of homeless people receiving health and wellbeing support
	Improve Priority Family outcomes	<ul style="list-style-type: none"> • Number of families achieving 3 or more improved outcomes measures

LOIP stretch outcome 12.

Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026 (People adults LOIP theme)

Key drivers:	Commissioning Intentions	Key Measures
12.1 Increase support for children and young people at risk of developing drug and alcohol problems	Target youth work services at priority neighbourhoods	<ul style="list-style-type: none"> • Number of engagements re drug and alcohol by youth/street workers
12.2 Reduce levels of harmful alcohol consumption across the whole population through “making every opportunity count” approaches	Introduce Making Every Opportunity Count (MEOC) and deliver MEOC conversations in 2019/20	<ul style="list-style-type: none"> • Number of services using Making Every Opportunity Count • Number of Making Every Opportunity Count conversations • % of Making Every Opportunity Count conversations resulting in engagement with support services
12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol	<p>Increase the number of individuals involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021</p> <p><i>*Cuckooing is a term used to describe criminals taking over a person’s home by intimidation or other means, for the purposes of using the premises in the course of criminality (e.g. drug dealing)</i></p>	<ul style="list-style-type: none"> • Number of people undertaking effective interventions
12.4 Increase visibility and support of recovery in our communities	Develop practice and pathways between housing and addiction services	<ul style="list-style-type: none"> • Number of people supported to access support services

LOIP stretch outcome 13.

No one in Aberdeen will go without food due to poverty by 2026 (Place LOIP theme)

Key drivers:	Commissioning Intention	Key Measures
13.1 Increasing food resilience at individual and community level by establishing self-governing community co-operatives to offer further supportive ways of providing food	Engage with partners to address food poverty and implement the provision of a Food Growing Strategy	<ul style="list-style-type: none"> • Number of community pantries established • Number of community pantries established in priority localities • Number of people using community pantries • Number of people using food banks • Number of community food growing initiatives in schools, communities and workplaces
13.2 Developing and supporting community efforts in making our green space productive and resilient.	Encourage people of all ages and abilities to get involved at their local allotment linking in all relevant policy such as the Community Empowerment Act, Part 9	<ul style="list-style-type: none"> • Number of new community growing places: total and in priority localities • Use of Curriculum for Excellence in schools by Head Teachers for food growing

LOIP stretch outcome 14.

Addressing climate change by reducing Aberdeen’s carbon emissions by 42.5% by 2026 (Place LOIP theme)

Key drivers:	Commissioning Intention	Key Measures
14.1 Reducing emissions across the city through delivery of Aberdeen’s Sustainable Energy Action Plan ‘Powering Aberdeen’	Deliver Aberdeen Adapts - Adaptation Plan for climate change in Aberdeen.	<ul style="list-style-type: none"> • % of clusters with Climate Change Adaptation embedded within their risk register • % of internal strategies and policies with climate change adaptation embedded • % of teams / clusters supported to identify and assess relevant climate risks and opportunities and ensure outputs are embedded across their workstreams • % of Council actions completed for Aberdeen Adapts • % of workforce completing Climate Adaption Awareness Training within the Council.
	Ensure compliance of Council strategies, policies and processes with environment all legislation through Strategic Environmental Assessment, Habitat Regulation Assessment etc.	<ul style="list-style-type: none"> • Number of staff who have undertaken awareness training on the requirements to undertake SEA, HRA, EIA, etc. • % of strategies, programmes and plans compliant with SEA, HRA, EIA
	Construct the new Ness Energy facility (energy from waste) for north east Scotland	<ul style="list-style-type: none"> • Construction of facility complete
	Reduce waste and increase re-use opportunities in line with the aims of the circular economy and ensure sufficient alternatives are in place for treatment of general waste to landfill until the energy from waste facility is operational	<ul style="list-style-type: none"> • Household and commercial waste generated (Ts)
	Increase recycling of waste to become more resource efficient	<ul style="list-style-type: none"> • % of Household waste - energy from waste • % Waste diverted from landfill • % of total household waste arising that is recycled
	Reduce road congestion to improve air quality and reduce emissions	<ul style="list-style-type: none"> • % of driver journeys delayed due to congestion • Mean PM 10 concentrations at air quality monitoring sites
	Manage a safe, healthy tree stock	<ul style="list-style-type: none"> • Number of city tree stock
	Increase the energy efficiency of council housing stock	<ul style="list-style-type: none"> • % of council dwellings that are energy efficient

14.2 Developing a bottom up approach to community resilience to encourage greater ownership and independent action towards preventing and mitigating impact of climate change.	Improve resilience to flooding and ensure the safety of the environment	<ul style="list-style-type: none"> • % of of resilience plans in place for areas most vulnerable to flooding (Deeside, Peterculter, Bridge of Don and Denmore) • Cost of damages due to flooding; snow/ ice; and other severe weather incidents • Number of people displaced from their homes due to: flooding; snow/ ice; and other severe weather incidents
	Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change	<ul style="list-style-type: none"> • Number of partners and volunteers involved in parks and bloom groups • Number of “friends of” groups • % of residents reported as being satisfied or fairly satisfied with their local green space city-wide and in priority localities • Number of new community growing places city-wide and in priority localities • Number of people participating in food growing activities in community spaces • Number of Green Flag awards • Cost of damages incurred due to flooding; snow/ ice; and other severe weather incidents • Number of blue, green infrastructure initiatives delivered
	Encourage community resilience and increase signposting to preferred partners	<ul style="list-style-type: none"> • Number of community resilience plans • Number of referrals for advice, support and care (employment, health, finance, housing, environmental) • Number of community visits to raise awareness of resilience issues in localities
	Increase community participation in winter maintenance and other resilience issues	<ul style="list-style-type: none"> • Measures to be confirmed
	Improve the provision of open space and deliver appropriate access to open space through Core Path Plans, Open Space Audit and Strategy Review and Food Growing Strategy	<ul style="list-style-type: none"> • % of residents reported as being satisfied or fairly satisfied with their local green space • Use of green space based on ‘open space audit’ • Feedback on ‘natural space’ from the Place Standard Tool
	Enable every child to have access to an outdoor environment with outdoor play area provision	<ul style="list-style-type: none"> • Local authority and community playgrounds per 1,000 children • Average National Playing Fields Association play value score of children's playgrounds
	Enable greater opportunities for engagement and participation in development planning placemaking	<ul style="list-style-type: none"> • Number of placemaking and consultation events held across the city • % of events where engagement or participation took place • Number of people attending events held across the city • % of digital responses to consultation processes

LOIP stretch outcome 15.

38% of people walking and 5% of people cycling as main mode of travel by 2026 (Place LOIP theme)

Key drivers:	Commissioning Intention	Key Measures
<p>15.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence.</p>	<p>Increase the amount of space for walking and cycling, through the Sustainable Urban Mobility Plan and Local and Regional Transport Strategy, developing safe routes that support and encourage active travel</p>	<ul style="list-style-type: none"> • Kilometres of cycle and footways • Number of people killed or seriously injured in road traffic accidents
	<p>Implement the active travel action plan to encourage walking and cycling</p>	<ul style="list-style-type: none"> • % of people using active travel for everyday journeys • Uptake of Active Travel Hub services • % of people who walk as main mode of travel • % of people who cycle as main mode of travel

Section iii)

Contains activity arising from Regional Economic Strategy, aligned to the LOIP outcomes

The Aberdeen City Region has for a number of years ensured a layer of regional planning to ensure that on matters of regional interest, partners could develop and deliver on a series of regional strategies. The Strategic Development Plan facilitates the planning of land allocation across the region and is facilitated by the Strategic Development Planning Authority (SDPA).

Through Opportunity North East, a Regional Economic Strategy (RES) has been delivered with its associated action plan that has been recently refreshed. Through Nestrans, the regional infrastructure strategy is being refreshed and this will inform the update of the local infrastructure plan and finally, a Regional Skills Strategy has been developed with Skills Development Scotland.

ECONOMY	PEOPLE	PLACE
<ol style="list-style-type: none"> 1. Regional Economic Strategy and Action Plan (RES) 2. City Region Deal Programme (CRD) 3. Inward Investment Plan 4. Tourism Strategy and Action Plan 5. Aberdeen 365 Plan 6. Aberdeen Economic Policy Panel Annual Report (EPP) 	<ol style="list-style-type: none"> 1. Regional Skills Strategy (RSS) 	<ol style="list-style-type: none"> 1. Strategic Development Plan (SDP) 2. Regional Transport Strategy (RTS) 3. Local Development Plan

ECONOMY

Regional Strategy	Strategy Commitment Summary	Actions to Implement 19/20	Financial Implications (19/20 Budget)
RES	EU Structural Funding succession schemes are aligned to needs of the city and region	Ensure lobbying by Council to UK and Scottish Governments	Resources
RES	Maximise WECP membership for Aberdeen to link to international trade and investment opportunities	WECP AGM delivered WECP Presidency secured	Costs will be met from approved 2019/20 Budget

PEOPLE

Regional Strategy	Strategy Commitment Summary	Actions to Implement 19/20	Financial Implications (19/20 Budget)
RSS	Expand Careers Information Advice and Guidance within schools (SDS lead) to include P7/ S1 transition	Project charter being developed to shape multi-agency transition processes to support young people at points of transition Skills Development Scotland (SDS) working with four primary schools to test enhanced approaches to focussing on skills for learning, life and work from upper primary.	Resource Effort

PLACE

Regional Strategy	Strategy Commitment Summary	Actions to Implement 19/20	Financial Implications (19/20 Budget)
RES CRD SDP	<p>Utilise the £20M infrastructure funding to unlock housing sites that are of strategic importance to the local authorities.</p> <p>Seek five-year certainty on £130 million affordable housing grant</p>	Agree Plans via Council Committee	
RES SDP RTS	<p>H2 Aberdeen - Delivery of Hydrogen Strategy and Action Plan</p> <p>Develop a Regional Transport Strategy</p>	<p>Delivery of Hydrogen Strategy and Action Plan</p> <p>Project Initiation - Nestrans</p>	<p>£4.1m Resource Effort</p> <p>Resource Effort</p>
SDP RTS	<p>Strategic Walking / Cycling Links/ Green Networks</p> <p>Work will be coordinated through the Nestrans Active Travel Action Plan 2014-2035 which identifies strategic and long-distance links. Additional work will be undertaken through Aberdeen City Council's Core Path Plans (refresh planned 2018/2019) and the Local Transport Strategies. Synergies with the National Walking and Cycling Network will be explored. Opportunities will be explored where these projects / strategies could enhance the connectivity of existing and new development to green networks, blue green corridors and existing active travel infrastructure.</p>	<p>Project Initiation</p> <p>Examples: Marywell Cycle Project Bridge of Don Path network</p>	<p>Resource Effort CIVITAS</p> <p>Externally Funded Externally Funded</p>
SDP	Pursue Rail Service Enhancements between Aberdeen and Inverness	Project Delivery – Transport Scotland	Resource Effort

Section iv)

Statutory duties aligned to the LOIP themes.

The table below identifies new legislation that may impact the Council directly during 2019/20.

PEOPLE (Children)	PEOPLE (Adults)	PLACE
<ol style="list-style-type: none">1. The Teachers' Superannuation and Pension Scheme (Scotland) (Miscellaneous Amendments) Regulations 20192. Child Poverty (Scotland) Act 20173. The Continuing Care (Scotland) Amendment Order 2019	<ol style="list-style-type: none">1. Community Care (Personal Care and Nursing Care) (Scotland) Amendment (Number 2) Regulations 20182. Domestic Abuse (Scotland) Act 20183. Criminal Justice (Scotland) Act 20164. Local Connection and Intentionality Provisions in the Homelessness etc (Scotland) Act 2003	<ol style="list-style-type: none">1. Housing (Amendment) (Scotland) Act 20182. Planning (Scotland) Bill

The proposed exit of the United Kingdom from the European Union will likely have an impact on the Council during the course of 2019/2020. At this stage there is no indication that either the UK or Scottish Parliaments intend to confer any new duties on local authorities in Scotland as part of the process of the UK exiting the European Union. This matter will continue to be monitored closely by the Council.

National Legislation (Children)

Title of Legislation	Summary of duties	Requirements to Implement in 19/20	Financial Implications
<p>The Teachers' Superannuation and Pension Scheme (Scotland) (Miscellaneous Amendments) Regulations 2019</p>	<p>The regulations will reflect the latest evaluation in respect of the Scottish teachers' pension scheme and this is due to take effect from 1 April 2019. This will have the effect of increasing the employer contribution rate from its current rate of 17.2% to 22.4%.</p>	<p>Increased rate takes effect from 1 April 2019.</p>	<p>The gross cost of meeting this increase is currently estimated, in the draft budget, to be £3,628,765. This is the gross cost. The draft budget originally estimated central funding of £2.419m and net cost to ACC £1.210m.</p> <p>The Scottish Government has made a statement indicating that partial funding may be forthcoming from the UK Government to offset this cost, and that if so then any consequentials will be passed on to local authorities. Based on expectations of additional central funding this net cost could reduce to £762,000.</p>
<p>Child Poverty (Scotland) Act 2017</p>	<p>The Child Poverty (Scotland) Act 2017 was enacted with the aim of setting out a clear agenda for tackling, reporting on and measuring child poverty. The Act sets targets for poverty reduction and requires the Scottish Government to publish child poverty delivery plans and to report annually on those plans.</p> <p>The Act also places a duty on local authorities and health boards to jointly produce an annual local child poverty action report, showing what they are doing to reduce child poverty. The first local child poverty action reports should cover the financial year 2018-2019 and should be published as soon as reasonably practicable after the end of that year. This duty will therefore first fall on ACC during the financial year 2019-2020.</p>	<p>The first local child poverty action reports should cover the financial year 2018-2019 and should be published as soon as reasonably practicable after the end of that year. This duty will therefore first fall on ACC during the financial year 2019-2020.</p>	<p>The COSLA and Scottish Government Settlement and Distribution Group (SDG) proposed that each local authority would receive £4,750 to meet the costs of the new duty. This has not been received in this year's settlement but is expected to be received during the course of 2018/19.</p>

Title of Legislation	Summary of duties	Requirements to Implement in 19/20	Financial Implications
<p>The Continuing Care (Scotland) Amendment Order 2019</p>	<p>Under the Children (Scotland) Act 1995, local authorities have a duty to provide continuing care to young people who were previously looked after by the local authority as children.</p> <p>The aim is to encourage and enable young people who were looked after to remain in safe, supported environments until they are better ready to make the transition into independent living. The current duty is to provide this continuing care up to the age of 20.</p> <p>The Continuing Care (Scotland) Amendment Order 2019 amends this legislation so that from 1 April 2019, the upper age limit for young people eligible for continuing care increases from 20 to 21.</p>	<p>The Continuing Care (Scotland) Amendment Order 2019 amends this legislation so that from 1 April 2019, the upper age limit for young people eligible for continuing care increases from 20 to 21.</p>	<p>The additional cost of extending the right to continuing care from age 20 to 21 is estimated to be £50,000 in total per annum.</p> <p>Nothing is yet in settlement letters nor seen on SDG papers.</p>

National Legislation (Adults)

Title of Legislation	Summary of Duties	Requirements to Implement in 19/20	Financial Implications
<p>Community Care (Personal Care and Nursing Care) (Scotland) Amendment (Number 2) Regulations 2018</p>	<p>Local authorities have an obligation under the Community Care and Health (Scotland) Act 2002 to provide personal care free of charge, where needed, to anyone who is 65 years old or over.</p> <p>The repeal of Regulation 3 of the Community Care (Personal Care and Nursing Care) (Scotland) Regulations 2002, often referred to as “Frank’s Law”, removes the age requirement. This will take effect from 1 April 2019 and means that any adult in need of personal care will be entitled to receive it free of charge.</p>	<p>This will take effect from 1 April 2019 and means that any adult in need of personal care will be entitled to receive it free of charge.</p>	<p>Free personal care is funded by means of ring-fenced funding via the Integration Joint Board. It is therefore anticipated that the Scottish Government will meet the additional costs resulting from this change.</p> <p>The Scottish Government has provided an additional £30m nationally to cover the costs within the 2019/20 funding settlement. The funding has not yet been distributed to LAs. The estimated share for ACC is £1.361m and the assumption is that this will match the additional cost.</p>

Title of Legislation	Summary of Duties	Requirements to Implement in 19/20	Financial Implications
<p>Criminal Justice (Scotland) Act 2016</p>	<p>Amongst the new duties that are likely to be placed on local government during 2019/2020 is the establishment of a statutory Appropriate Adult Service together with suitable oversight and training arrangements. This would be established by way of regulation-making powers in the Criminal Justice (Scotland) Act 2016. The Scottish Budget indicates that this will be rolled out during 2019.</p> <p>The role of an Appropriate Adult is primarily to facilitate communication during police procedures with people who have communication difficulties as a result of a mental disorder. The Council currently provides this service on a non-statutory basis. However, current provision relies on a group of staff who are willing to provide the service, including out of hours, for no additional pay. It is therefore anticipated that complying with the statutory obligation will incur additional costs and require additional staff resources.</p>	<p>The Scottish Budget indicates that this will be rolled out during 2019.</p>	<p>The level of additional cost required is still being determined. Discussions have taken place between the Scottish Government and COSLA to ensure an additional level for local authorities to meet the cost of meeting the new statutory obligation.</p> <p>It is not clear whether additional resources will be provided to local authorities to meet the new requirements. Nothing is yet in settlement letters nor seen on SDG papers.</p>

Title of Legislation	Summary of Duties	Requirements to Implement in 19/20	Financial Implications
<p>Local Connection and Intentionality Provisions in the Homelessness etc (Scotland) Act 2003</p>	<p>The Scottish Government began a consultation on 31 January 2019 seeking views on the commencement of the Local Connection and Intentionality provisions in the Homelessness etc. (Scotland) Act 2003. These can be commenced by order. This could therefore happen quickly without the need for new legislation. The Scottish Government intends that this happen during 2019.</p> <p>Under current legislation local authorities have a legal duty to help people who are homeless or at risk of becoming homeless. However, in cases where the person at risk does not have a sufficient local connection, the local authority has the power to refer them to another local authority where they do have such a connection.</p> <p>The proposal is that the Scottish Government use their powers under the 2003 Act to suspend these referrals. Consequently, ACC would have a duty to accommodate people who are currently considered to lack sufficient local connection with Aberdeen</p>	<p>The Scottish Government intends that this happen during 2019.</p>	<p>During 2017/2018 there were 63 applicants for housing who were assessed as being unintentionally homeless but who were not determined to have a definite local connection. Housing Access and Support consider £10,000 per application to be the norm. Nothing is yet in settlement letters nor seen on SDG papers.</p>

National Legislation (Place)

Title of Legislation	Summary of Duties	Requirements to Implement in 19/20	Financial Implications
Housing (Amendment) (Scotland) Act 2018	<p>Partially in force. This Act amends the power of the Scottish Housing Regulator to appoint a manager to a Registered Social Landlord (RSL) not meeting its duties and allows the Scottish Government to make regulations limiting a local authority's ability to influence an RSL. However, it does not impose any additional duties on local authorities.</p>	<p>Some provisions not yet in force, other provisions in force from 6 September 2018.</p>	<p>No significant financial implications.</p>
Planning (Scotland) Bill	<p>This Bill aims to create a more effective planning system. It examines the possibility for the Scottish Government to impose an infrastructure levy, which would be paid to local authorities to fund infrastructure projects.</p> <p>There will be a new duty to assist in the preparation of the National Planning Framework (replacing the duty to prepare strategic development plans) and a duty to consider, on request, making simplified development zone schemes with requirements to refer decisions to the Scottish Government.</p>	<p>The Bill is currently at Stage 3 and will require a significant level of secondary legislation which may impact in 19/20.</p>	<p>Financial impact is not currently known. A revised Financial Memorandum is due 19/20.</p>





SECTION 3:

HOW WE DO OUR BUSINESS

Phase 1 of the Council's transformation programme was the agreement and the implementation of the Target Operating Model (TOM) by 2020/21. Phase 1 has been successfully implemented and Phase 2 commenced during 2018/19.

Phases 2 to 4 are characterised by a deliberate plan to translate the strategy of the TOM, incorporating the digital strategy, into the everyday of the organisation.

Crucially these phases will formulate the basis for the Council to determine its budget strategy for 2019/20 and beyond. Throughout this journey, the Council will need to continue to cut costs to grow stronger - we must get to a position where all our staff, elected members, and citizens look for cost saving opportunities relentlessly in every way that does not affect customer experience or the efficiency of delivery. Collective and continued attention on not wasting resources is critical.

The transformation is not only about delivering the necessary savings, organisational culture needs to be strategically oriented towards the capabilities envisaged by the TOM e.g. preventing customer demand, anticipating demand, supporting customers to manage their demand and in the event, we respond to demand ensuring that staff are working with a focus on outcomes. A very deliberate attempt will be made towards influencing the culture of the organisation as well as ensuring that all staff have the skills necessary to operate within the new operating model.

Phases 2 to 4 of the transformation will be achieved through the delivery of seven capabilities, with digital as a key enabler to support their delivery. The capabilities flow from the design principles of the TOM and are articulated below:

1. Managing demand through prevention and early intervention
2. Being flexible and adaptable
3. Ensuring accountability, transparency and openness
4. Becoming intelligence led
5. Encouraging inclusiveness, engagement and collaboration
6. Achieving consolidation and consistency
7. Focussing on outcomes that make a difference

The capabilities will be delivered through seven programmes of work, one for each capability and a digital programme, incorporating a suite of transformational projects designed to deliver the capabilities and associated benefits, both financial and non-financial.

Delivery of the projects, and ultimately the capabilities, are managed by eight Programme Groups. The Programme Groups will ensure the delivery of the projects on time, on budget and to the agreed quality. Each of the Programme Groups will be chaired by a Senior Responsible Officer (SRO).

The Programme Groups are accountable to the Transformation Management Group (TMG). The TMG will govern and provide strategic direction to the transformation portfolio and monitor the return on investment, ensuring achievement of the capabilities and subsequent delivery of benefits, both financial and non-financial.

Many projects, listed within the transformation project section below, including those listed under Phase 2, have successfully completed or commenced and the 2019/20 Phase 3 projects are detailed in the following pages.

The following tables set out progress in delivering phase 2 and the key deliverables within the transformation programme for phase 3 2019/20.

Phase 2 delivery progress - 2018/19

Transformation programme	Project	2018/19 Milestones Achieved	Further 2019/20 Milestones
Managing demand through prevention and early intervention	Migration of customer contact		✓
	Digital – online transactions	✓	✓
	Participatory budgeting		✓
Being flexible and adaptable	Agile working - technology	✓	✓
Ensuring accountability, transparency and openness	Leadership and management capability	✓	✓
Becoming intelligence led	Enterprise architecture		✓
	Outcome-based performance	✓	✓
Inclusiveness, engagement and collaboration	Activating civic engagement		✓
	Visible leadership	✓	
Achieving consolidation and consistency	Assets business case	✓	✓
	Community asset transfer	✓	✓
Focussing on outcomes that make a difference	Outcome-based commissioning	✓	✓
	Population needs assessment	✓	
	Fees and charges		✓

Section 3 (i)

Phase 3 2019/20 project deliverables

Transformation programme	Commenced 18/19	Phase 3 2019/20 projects	Project deliverables
1. Managing demand through prevention and early intervention	✓	Digitisation of processes/ transactions	This project will implement digital solutions that speed up transactions for the customer, reduce demands on Council staff, while delivering savings for the Council. Working with employees to understand opportunities for digitising manual processes, we can redesign how we do business. Customer calls and visits to our premises will reduce as more people opt for the ease of automated online contact. Front and back office operations will be integrated, allowing us to rationalise existing systems.
	✓	Customer journey digitalisation	This project will direct us on the journey to becoming a digital public service. Making our systems easier to access and navigate will improve the customer experience. That could mean reducing process complexity, including the number of systems used. This project will consider where we can use key emergent technologies such as artificial intelligence and smart devices to automate and optimise business processes.
	✓	Preparing staff and citizens to become empowered	This project is aimed at increasing the likelihood that individual choice, when interacting with the Council or with communities, reflects the community empowerment principles set out within the TOM. This means moving towards self-help options reducing reliance on Council and partner services. The project also aims to increase workforce engagement and empowerment.

Transformation programme	Commenced 18/19	Phase 3 2019/20 projects	Project deliverables
2. Being flexible and adaptable		Technology and architecture for digital transformation	The project will analyse existing hardware and software systems and governance arrangements with a view to creating a core network that is fast, reliable and has enhanced connectivity, using an increased number of cloud (online) services to support smarter use of data, greater collaboration and partnership working. It will consider opportunities for combining business systems in a secure way to enhance operational efficiency.
	✓	Workforce for the future	This project will build a framework that promotes training and development opportunities to help staff succeed in their career as 21st Century public servants. Job profiles will be reviewed to reflect desired TOM behaviours. The current Performance, Review and Development (PR&D) will be reviewed and new selection processes and retention strategies used to ensure the Council attracts the finest talent and has the skills spread needed to serve communities.
	✓	21 st Century public services	This project will build on what we have been doing to reshape the culture in response to the 2016 employee opinion survey. It will implement measures around leadership, engaging managers, employee voice and integrity to foster a clan culture, which is essential for embedding the TOM's organisational capabilities. By 2021 we will have a less hierarchical 21st Century public service. Together we will reduce the risk of harm, respond to concerns about well-being, and create an attractive, welcoming environment in partnership with our communities.

Transformation programme	Commenced 18/19	Phase 3 2019/20 projects	Project deliverables
3. Ensuring accountability, transparency and openness	✓	Scheme of governance	A Scheme of Governance was approved in March 2018 to support redesign of the Council's organisational structure. The Scheme – essentially rules for running the Council – will be reviewed annually to facilitate the transformation and delivery of the TOM. In refining the Scheme, consideration will be given to terms of reference for Council committees, powers delegated to officers, and standing orders for Council meetings. This project will enhance oversight of Council spending against the LOIP through evidence-based planning.
	✓	Customer-centric accreditation	The need to put the customer first is clearly outlined within the TOM: “We will offer a personalised, sensitive and proportionate approach throughout, whether initial access online or more in-depth support, ensuring our staff are highly trained and take personal responsibility to meet customer needs.” This project will cultivate a “Customer-Centric” environment, whereby staff are empowered through professional development to deliver excellent customer service. A Customer Service Accredited Framework will be aligned to a refreshed Customer Service Charter and Standards.
4. Becoming intelligence led	✓	Master data management	A master data management hub will provide access to a definitive customer record that captures their requirements in a single place. The mastery of information that this project brings will help power the digital transformation required by the TOM, giving confidence that data-driven decisions are right ones. A single view of business entities (including our customers) will also allow us to align data strategy, governance, standards and measures to our business objectives.
	✓	Information and data	The project will enable the Council to transform its approach to decision-making by understanding patterns of behaviour and forecasting demand. There will be a consistent, integrated and transparent approach to generating, managing and analysing data, which will be quality assured, so the Council can have confidence when acting on the intelligence produced.

Transformation programme	Commenced 18/19	Phase 3 2019/20 projects	Project deliverables
5. Encouraging inclusiveness, engagement and collaboration		Internal communications function	A new approach will be taken to internal communications, adopting a digital-first ethos. This project will improve communication and engagement with Council employees by creating a new online channel/channels (utilising Office365) to serve as the main internal communication hub, replacing The Zone and the Ideas Hub. New digital platforms will enable fast, open and clear two-way communication in all locations with all employees, who will be better informed about how they can contribute to the Council's purpose and culture.
	✓	Urban governance leadership model	The project will develop an urban governance leadership model as a modern, inclusive and collaborative approach to place leadership. This will be developed through the Council's participation in collaborative frameworks and officer participation in supporting operational forums.
6. Achieving consolidation and consistency	✓	Marischal College co-location opportunities	The project will look at opportunities for co-locating with public sector partners in Marischal College, currently the Council's corporate home. Co-location should assist joint working, early intervention, communication and improved service delivery to returning clients. Opportunities also exist to provide better public signposting and to identify shared revenue savings.
	✓	CCTV	The immediate priorities are the relocation of the Council's CCTV suite from Tillydrone Housing Office and Police Scotland public space network from Queen Street Headquarters. This will also allow the integration of Intelligent Transport Systems in a further phase.

Transformation programme	Commenced 18/19	Phase 3 2019/20 projects	Project deliverables
7. Focussing on outcomes that make a difference	✓	Strategy and policy framework	Our activities have traditionally been driven by the organisation's financial cycle rather than spending being driven by the evolving needs of the population. The TOM will introduce a commissioning cycle by 2021 to redress this. A strategy and policy framework will be developed to connect all future strategies and policies and reflect the organisation's planned approach to the commissioning of wide-ranging activities to deliver the LOIP.
		Evidence of return on investment	To improve life for customers and make better use of resources, the Council needs to be sure its prevention and early intervention strategies are delivering the benefits envisaged by the LOIP. This project will find ways to measure that return for the Council and its community partners over the medium and long term. This will include an assessment of housing, environment, education, healthcare and deprivation, as well as considering wider impacts such as a reduction in days lost at work and economic benefits.
		Strategic resource allocation model	Strategic resource allocation principles direct resources to priority outcomes, enable long term planning and improve the quality of evidence-based decision making. This project will propose ways to revise the existing annual budget process so that it adopts these principles. It will develop a tool to map spending to specific outcomes rather than services, with funding gaps identified and addressed through the re-prioritisation of resources.
		ALEO business plans	Arm's Length External Organisations (ALEOs) include Sport Aberdeen, Aberdeen Sports Village, Aberdeen Performing Arts, Aberdeen Heat and Power and Bon Accord Care. This project will ensure that the Council's own aspirations and approach to transformation are replicated by the ALEOs it funds. That is, delivery of specific outcomes linked to the LOIP, improved customer satisfaction, wider use of digital technology, efficiency savings, and the introduction of key performance indicators to measure the impact of actions.



SECTION 4: HOW WE BEHAVE AS AN ORGANISATION

The completion of our transformation and the creation of an organisation which can meet our internal and external challenges will be achieved through the development of our **seven organisational capabilities**. These organisational capabilities flow from the design principles of the TOM and to fully realise these we need to embed them in **what** we do as an organisation, as well as **how** we do it – through the development of our individual capabilities (**skills, knowledge** and how we **behave**) and our **culture**.

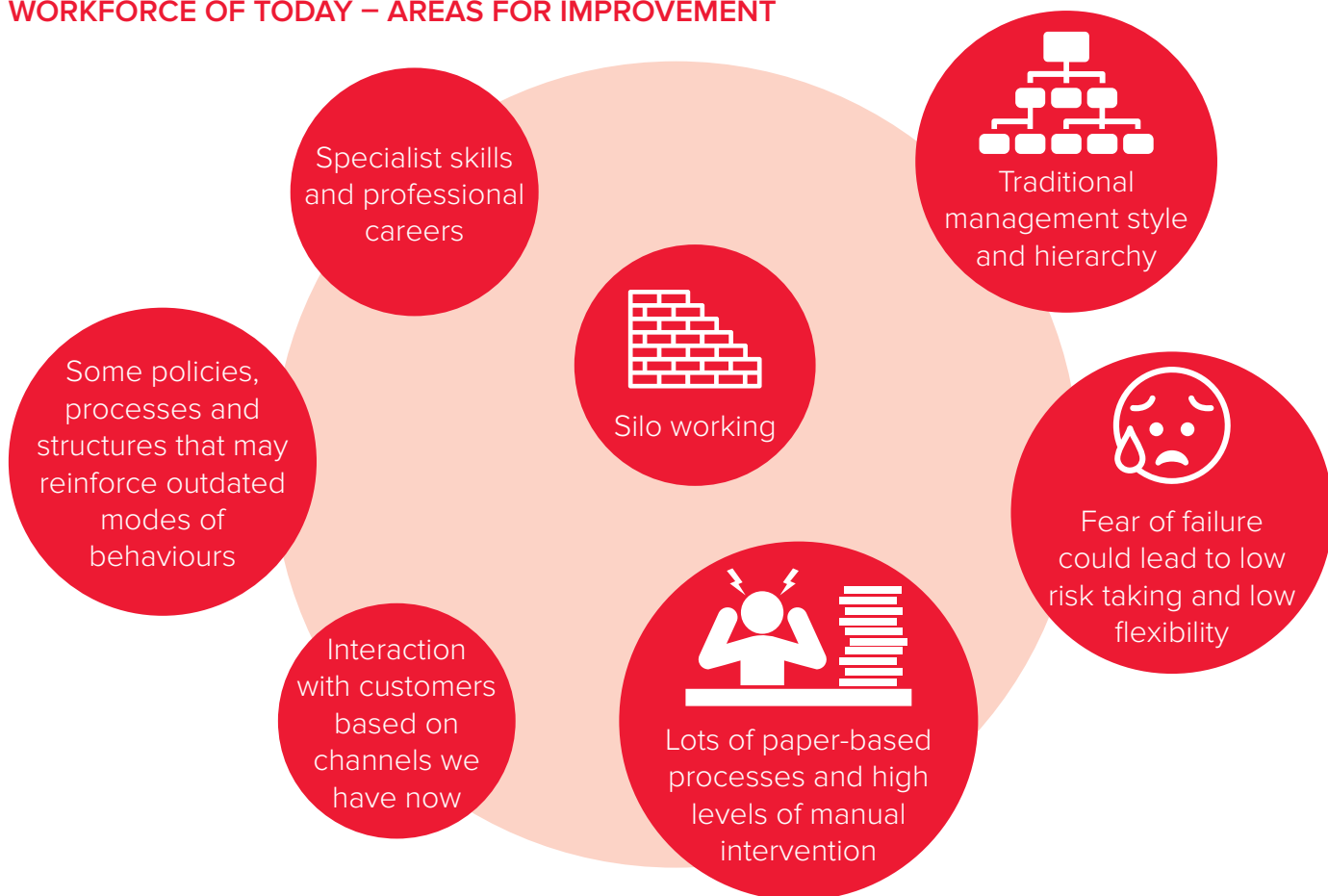
In terms of **what** we do – the organisational capabilities represent seven **programmes of work**, each containing a series of projects, to be delivered during phases 2 to 4 of transformation.

However, it is people who deliver for our customers and it is our culture that can help or hinder us in our efforts every day. It will not be enough to deliver programmes of work if our **culture**, our **knowledge** and our **skills** do not also support these organisational capabilities.

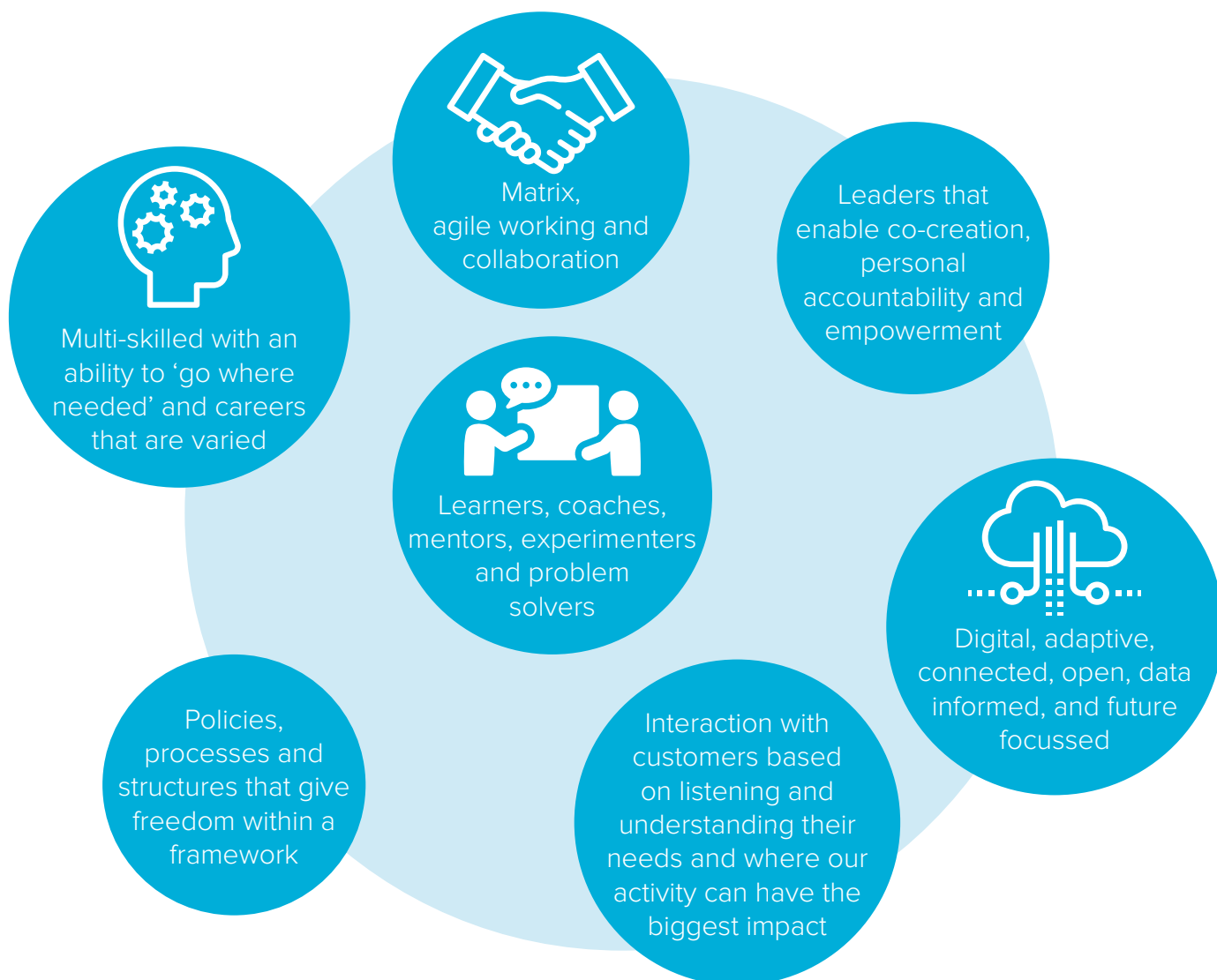
It should not be forgotten that much of what we already do is extremely positive and productive and will support our future aims. Some key areas will need to shift and change as we move forward.

Where we are and Where we Need to Be

WORKFORCE OF TODAY – AREAS FOR IMPROVEMENT



WORKFORCE OF THE FUTURE



Like many councils, our people have traditionally performed a range of specific functions - we tend to work in one service area, perhaps having qualified into the field via a dedicated training course or qualification. Typically, we tend to work in our chosen field for the duration of our careers. This means that managers are often professionals that have excelled and been promoted. Being recruited for their experience and role-specific knowledge can lead in some areas to a hierarchical and 'command and control' style of management, where staff look to the manager to make decisions. This leads to a low sense of personal accountability and empowerment – where individuals rely on those more senior to make decisions and take responsibility and this in turn reduces engagement and personal fulfilment. Our cultural norms, policies and processes can then reinforce these outdated ways of working and make innovation, creativity and flexibility more difficult. A command and control approach can seemingly stem from the centre and 'the organisation' is seen as a separate entity to each individual and the work that we all do for our customers.

Our workforce of the future represents that of a 21st Century Public Servant. To achieve this we cannot simply 'train' staff and focus solely on capability, we will need to also change our culture to one which supports the future ways of working. This is a journey which we began in 2017 with the approval of the TOM. Developing a culture in which every person feels connected to our aims, outcomes and to each other and feels able to challenge and support those around them if they are struggling to connect with this, is vital.

Organisational culture is difficult to define, though often simply described as ‘the way we do things around here’, it is made up of a combination of a multitude of factors that build on and influence each other over time – some of these are visible and some are not. The three main areas that make up our culture are:

- 1. Behaviour and artefacts** – things we can see and hear such as structures and processes; how we dress; the language we use towards each other; the visible results of the decisions we make
- 2. Espoused values** – the things which we say are important to us collectively and that we visibly pay attention to
- 3. Assumed values** – the things which are taken for granted; our assumed shared beliefs and understandings (not visible)

In order to reshape the culture of the organisation we need to deliberately change, or reinforce, elements of levels 1 and 2 above and pay attention to level 3 and the impact it has. The below map of our culture change journey is underpinned by developing individual capability, and the importance of leadership, in supporting organisational change. All our activity in this area needs to be based on the premise of co-creation and collaboration - if we are to move towards a different way of working and being as an organisation, this needs to be done collectively.

Transformation Programme/Project	Culture Change Stage	19/20 Deliverables
TOM	1. Create a vision and articulate the need for change	Vision articulated through the TOM
Flexible and Adaptable – 21st Century Public Servant	2. Give life to Espoused Values aligned to our workforce of the future	Co-Creation of our Guiding Principles (underway)
	3. Connect reality with espoused values	Review of our policies, processes and ways of working to ensure alignment to our Guiding Principles
Flexible and Adaptable – visible leadership	4. Engaging leadership	Visible role modelling at all levels Development of management capability and a coaching culture
Flexible and Adaptable – 21st Century Public Servant; workforce of the future	5. Increase psychological safety	Embed new ways of working by supporting staff to learn and change through the roll out of the principles, a new capability framework, skills development plan, opportunities to take on new roles through workforce planning and support for mental health and wellbeing
Flexible and Adaptable – 21st Century Public Servant	6. Listen, question, measure, adapt	Understand the impact of what we have done and where there are gaps or adaptations to our approach – work collaboratively to identify the changes needed to keep moving forward, celebrate successes

A new style of leadership is needed as we move forward and increasingly embrace technology and agile working – leading in a networked, matrix environment requires something fundamentally different. We will need to work with managers to see themselves as leaders and to support them to let go of a traditional way of working. Whilst we always need management competence – so that the tasks of people management are undertaken with skill, confidence and care, we also need all managers to be leaders – and these leaders need to be leaders of the future: enabling; coaching and empowering those around them to be at their best. Trusting and investing in the abilities of those they lead and inspiring them to be at their best will create a distributed sense of leadership and an increased accountability, much needed as we move forward with reduced numbers.

Whilst the deliberate actions we take to change our espoused and visible values, policies, processes and structures are important – it is the behaviour and actions of all of our leaders that will make the biggest difference.

How Culture is Embedded through Leadership

Primary Embedding Mechanisms

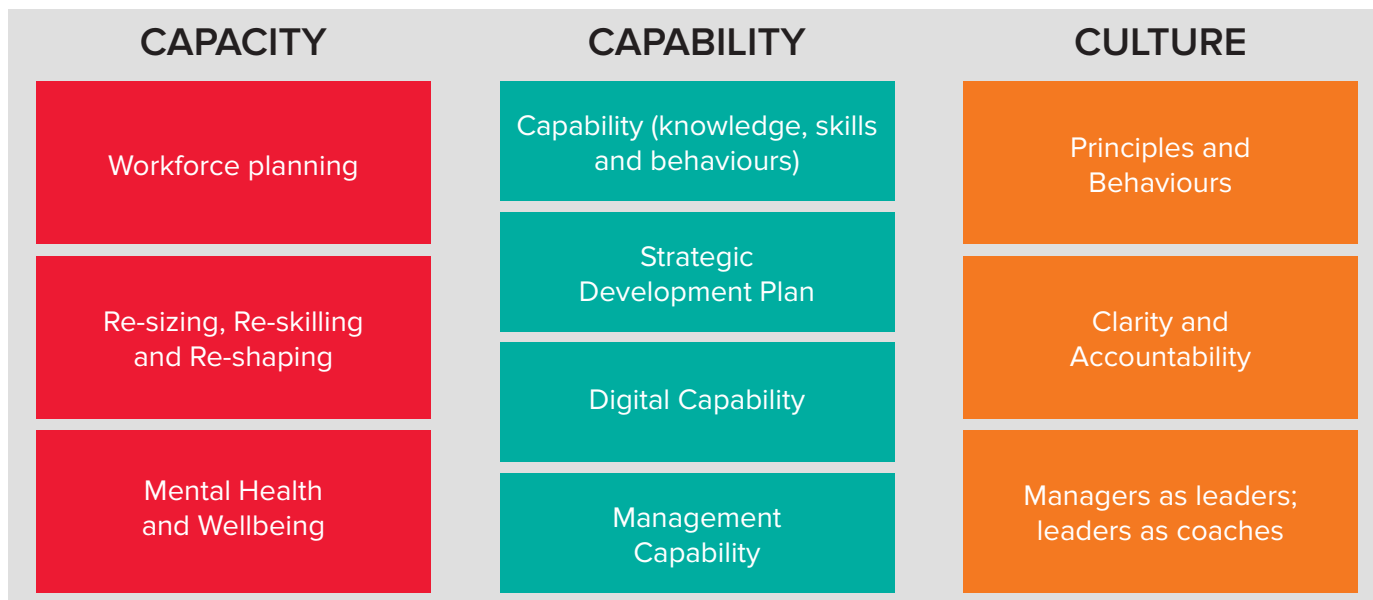
- What leaders pay attention to, measure, and control on a regular basis
- How leaders react to critical incidents and organisational crises
- How leaders allocate resources
- Deliberate role modelling, teaching, and coaching
- How leaders allocate rewards and status
- How leaders recruit, select, promote or remove staff

Secondary Articulation and Reinforcement Mechanisms

- Organisational design and structure
- Organisational systems and procedures
- Rites and rituals of the organization
- Design of physical space and buildings
- Stories about important events and people
- Formal statements of organisational philosophy, creeds, and charters

What does this mean?

Our main areas for action need to support the capacity of the organisation to deliver its purpose, the capability of each person to do this with new skills and ways of working required, and we need to bring all of this together in a thoughtful way to deliberately shift our culture so as to enable our workforce of the future.



This will all enable greater flexibility and as the Council continually transitions towards a leaner workforce, the skills base of the staff will be aligned to the specific skills required at that point in time. A digital approach to our workforce also offers great opportunity by allowing people to work in a more agile way, facilitated by an investment in mobile technology. Leveraging technology allows people to work away from fixed locations meaning greater flexibility and more time with our customers in their homes without the need to return to the office.

As we move to a model of increasing flexibly and creatively, and a removal of a culture of silo working we will ultimately support our ability to innovate and, increasingly, provide the sort of dynamic careers most of our workforce tell us they want.

Measuring success

Each area will have a number of measures which will be developed and tracked as part of our performance management framework. Examples are given below.

Capacity	Capability	Culture
Use of overtime and agency Changes in shape and size of the organisation Successful recruitment to 'hard to fill' roles Absence figures	Self-Assessment and 360 improvement against new capability frameworks Contribution to formal engagement activity – i.e. PR&D completion Management activity i.e. completion of 1:1s	Culmination of capacity and capability measures and in addition: 360 results (principles and behaviours) Improvement against baseline culture survey

These measures will form part of a performance scorecard approach, as explained within Section 5 below. They will allow us to scrutinise performance and ensure that our interventions are achieving the desired outcomes. Importantly, as we align individual objectives to the deliverables within this plan it will allow us to adopt a performance improvement culture where everyone understands what their contribution is and how this aligns to achieving our Council Delivery Plan and ensures Aberdeen City is a place where all people can prosper.



SECTION 5: PERFORMANCE MANAGEMENT

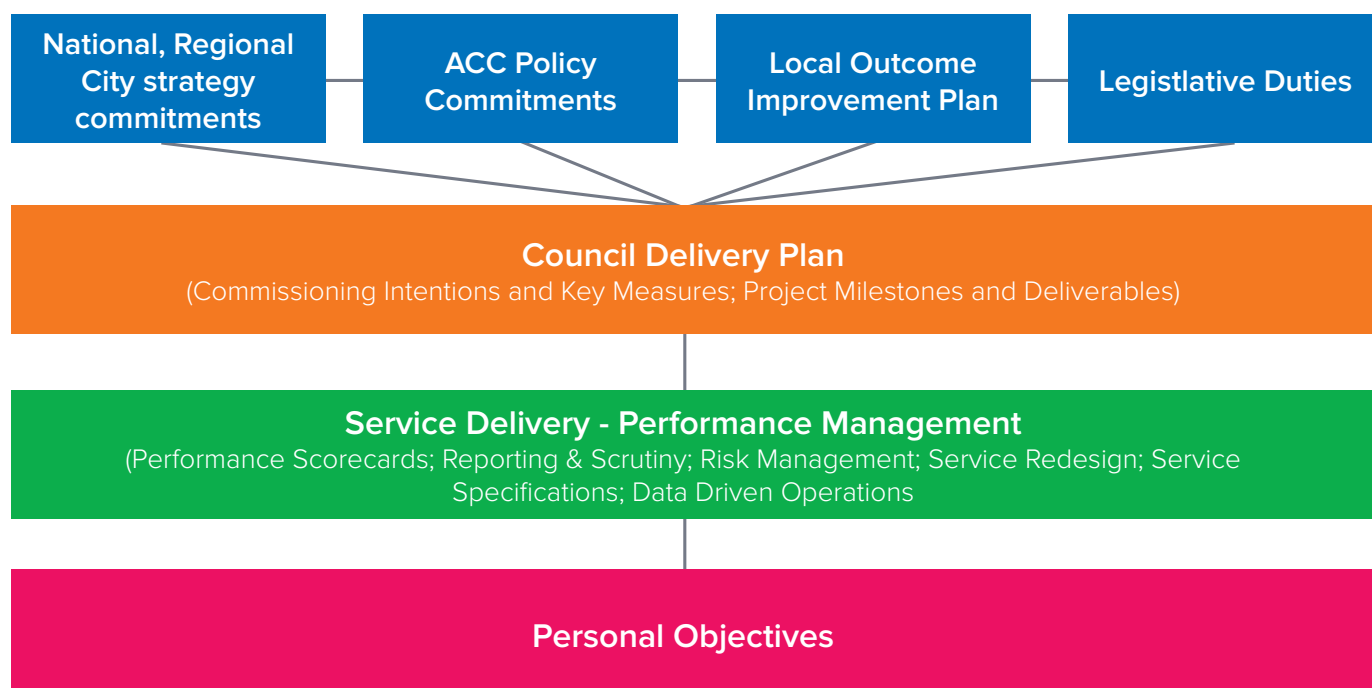
This Council Delivery Plan establishes a strategic planning thread which flows from:

- The LOIP
- Council policy
- National, regional and city strategy
- Legislative duties

From these, the Council Delivery Plan identifies the Council's commitments and priorities for 2019/20 expressed as:

- commissioning intentions with key measures; and
- project milestones and deliverables.

The implementation of these commitments and priorities will be supported and scrutinised through a performance management framework which establishes robust performance management of service delivery whilst ensuring everyone within the organisation knows their personal contribution towards achieving outcomes.

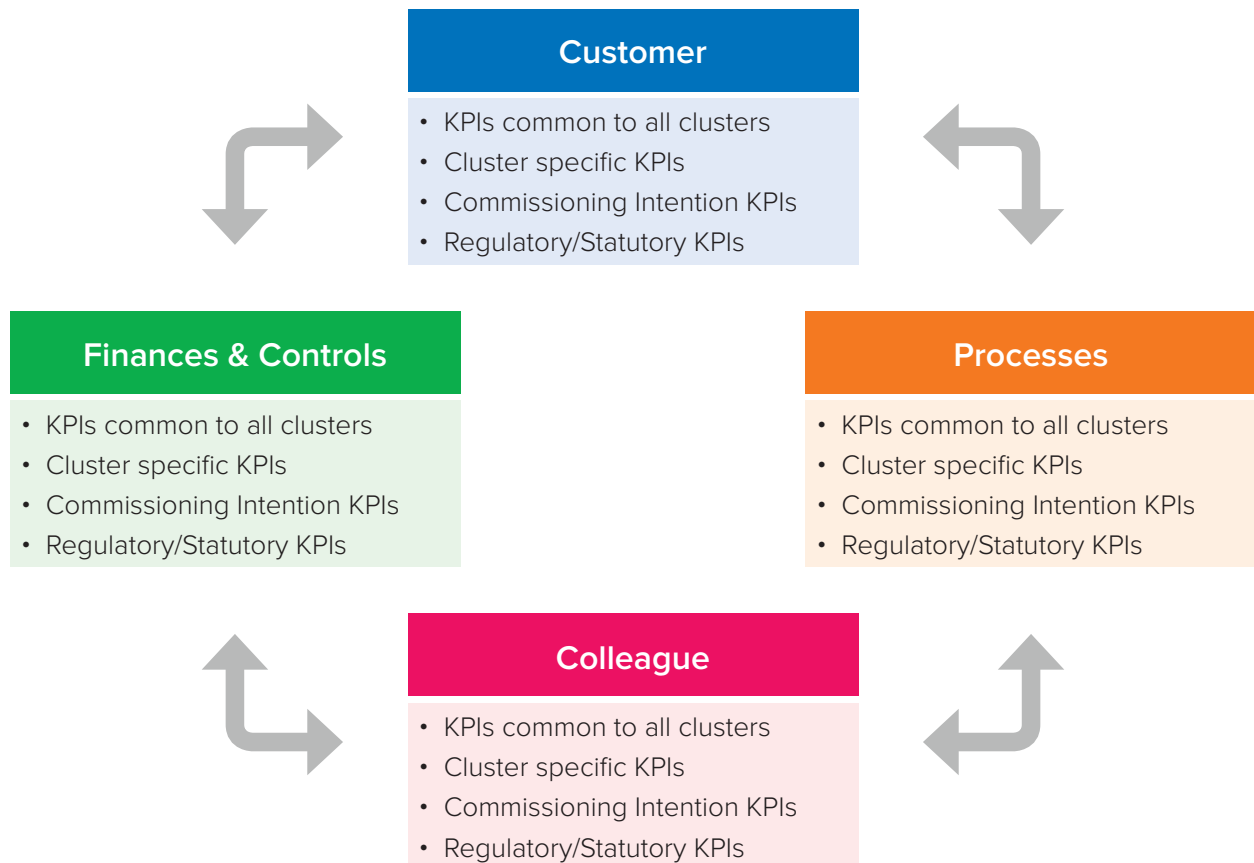


1. Service Delivery – Performance Management

Performance Scorecards

Each of the commissioned services will maintain and monitor a service performance scorecard from 1st April, 2019. These scorecards will be aligned to the Council Delivery Plan and will ensure a consistent approach to accountability, scrutiny and performance management within each service area.

The scorecards are presented under four perspectives to help describe how well the Council is: responding to the needs of customers; ensuring efficient processes; supporting staff; and managing finances and controls.



Each perspective will be underpinned by a suite of key performance indicators (KPIs). These KPIs will include:

- i. KPIs which are common to all clusters e.g. level of staff engagement (*Staff Perspective*); Spend vs Budget (*Finances and Controls Perspective*);
- ii. KPIs which are specific to clusters e.g. Repairs within timescale (*Customer Perspective*); Average processing time (*Processes Perspective*)
- iii. Key measures, set out within this Plan, which relate to the delivery of the Council's Commissioning Intentions; and
- iv. Additional KPIs required through regulatory and statutory reporting arrangements.

Reporting and Scrutiny

These scorecards will form the basis of regular performance reports to the Council's committees throughout 2019/20, enabling members to perform their scrutiny role. This reporting will be done in two ways:

Firstly, it is intended that each cluster will report a service performance scorecard to the relevant Committee as outlined below.

Function	Cluster	Committee
Operations	Integrated Children's and Families Services – Educational Services	Education Operational Delivery
	Integrated Children's and Families Services – Non-Educational Services	Operational Delivery
	Operations and Protective Services	Operational Delivery
Customer	Early Intervention and Community Engagement	Operational Delivery
Place	City Growth	City Growth and Resources
	Strategic Place Planning	City Growth and Resources

Secondly, a number of committees have responsibility for aspects of performance which relate to all clusters. For example, the Staff Governance Committee has a key role in monitoring the overall performance relating to staff. Initial additional reporting will be undertaken as outlined below, and will be reviewed throughout the year to ensure it meets members' needs:

Committee	Performance Reporting	Cluster
Staff Governance Committee	Council Wide Staff Perspective	People and Organisation
City Growth and Resources	Council Wide Finances Perspective	Finance

In addition to the scrutiny undertaken by elected members, officers will continuously monitor performance through operational dashboards, with regular reporting to relevant management teams; and escalated and aggregated reporting to the Corporate Management Team.

Risk Management

Service delivery is supported by the Council's Risk Management Framework, where a systematic approach is taken to identifying risks which could prevent us achieving our priorities. The Framework ensures that we understand those risks and put in place appropriate controls and mitigation to effectively manage them.

Service Redesign

In the planning and delivery of priorities, the Council applies a quality improvement approach to service redesign and test changes which will improve our services and, consequently, outcomes for customers. Where tests of change are supported by evidence of success, the improvement activity is spread.

Service Specifications

As described previously, stage four of the commissioning cycle will see Council provision expressed as a series of service specifications which reflect the outcomes and commissioning intentions set out within this Plan (to be reviewed following 2019/20 budget decisions).

Data Driven Operations

As the Council transforms to becoming increasingly intelligence led organisation, day to day service delivery is being modernised by the availability, integration, analysis and visualisation of data. Work will continue throughout 2019/20 to build data and information products, including automated, real time dashboards and workflow which will support faster and better informed decisions.

2. Personal Objectives

All staff agree annual objectives, from 1 April each year. Every member of staff will need to review their personal objectives, by 30 April 2019, to reflect decisions taken by Council in March 2019. The approach ensures that objectives are aligned to the Council Delivery Plan and all staff understand the contribution they make to delivering better outcomes for the city and the people who live in it. During 2019/20 the current Performance, Review and Development will be updated and revised.



ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 March 2019
REPORT TITLE	General Fund Revenue Budget 2019/20 to 2023/24; General Fund Capital Programme 2019/20 to 2023/24
REPORT NUMBER	RES/19/201
DIRECTOR	Steven Whyte
CHIEF OFFICER	Jonathan Belford
REPORT AUTHOR	Jonathan Belford
TERMS OF REFERENCE	1 and 2

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide Council with details of:

- (i) The General Fund Revenue Budget for 2019/20 and a medium-term financial forecast for the following four years; and
- (ii) The General Fund Capital Programme for 2019/20 to 2023/24.

1.2 These budgets are based on expenditure and income estimates prepared by the Council and reflect Scottish Government funding and information contained within the Scottish Government Local Government Finance (Scotland) Settlement 2019-20 letter dated 17 December 2018 (Finance Circular No. 8/2018). Figures have been updated to take account of the changes announced on 31 January 2019 by the Cabinet Secretary for Finance and the Constitution.

2. RECOMMENDATION(S)

It is recommended that Council:

2.1 Balance Sheet Recommendations

2.1.1 Note the projected balance sheet position including the reserves as at 31 March 2019, shown at Appendix 1;

- 2.1.2 Approve the General Fund Capital Programme as attached at Appendix 7, which increases borrowing levels in the short term, and signals reducing borrowing requirements in future years;
- 2.1.3 Delegate authority to the Chief Officer – Capital to approve business cases for the purposes of Procurement Regulation 4.1.1.2 and undertake all necessary procurement exercises to deliver the Early Learning and Childcare expansion programme in accordance with the principles of the specific Capital Grant award, within an initial cost estimate of £15m and, following consultation with the Head of Commercial and Procurement Services, enter into any necessary contracts.
- 2.1.4 Instruct the Chief Officer – Capital in relation to any other actions required on projects contained within the General Fund Capital Programme;
- 2.1.5 Consider the capital projects described in Appendix 9 which are not currently included in the General Fund Capital Programme, and instruct the Director of Resources on any action to be taken;
- 2.1.6 Approve the use of the 2018/19 Construction Inflation budget to support the City Centre Regeneration and Art Gallery Projects as detailed at paragraph 3.112 in the report, with the remainder being set aside for safety and security measures across the property estate;
- 2.1.7 Approve the creation of a single Capital Contingency budget, comprising project specific contingencies currently included in initial cost estimates from which all contingencies will be drawn;
- 2.1.8 Approve the use of the AREG receipt being applied to the Energy Centre project, located at the new event complex;
- 2.1.9 Delegate authority to the Chief Officer – Corporate Landlord to negotiate and conclude terms for the sale of the existing AECC building (excluding the arena and adjoining land), as referred to in paragraph 3.107;
- 2.1.10 Instruct the Director of Resources to soft market test possible options on the future of the investment property portfolio, as referred to in paragraph 3.108, and report back to the City Growth and Resources Committee;
- 2.1.11 Approve the Prudential Indicators as attached at Appendix 8 to this report; and
- 2.1.12 Approve the recommended use of reserves and Reserves Policy for 2019/20 as detailed in Appendix 3.
- 2.2 Medium-Term Financial Projections
- 2.2.1 Note the forecast medium-term financial projection for the period ending 2023/24 as shown in paragraph 3.17.

2.3 Revenue Budget Recommendations

- 2.3.1 Note that the conditions outlined by the Scottish Government within the Local Government Finance Settlement for 2019/20 are met by the proposals set out in the report;
- 2.3.2 Approve the use of various savings options to set at least a balanced budget for financial year 2019/20, having taken into account the following;
- a) The Budget Model as contained in paragraph 3.29 that identifies a funding shortfall of £41.2 million for 2019/20;
 - b) The forecast use of General Fund reserves in 2018/19 and the Reserves Strategy;
 - c) The Prudential Indicators and impact of the General Fund Capital Programme on revenue expenditure;
 - d) The savings options and cost of implementation put forward in Appendix 5 and Fees and Charges proposals in Appendix 10; and
 - e) The revenue items referred to the budget process, as shown in Appendix 6.
- 2.3.3 Approve the level of funding for the Aberdeen City Community Health & Social Care Integration Joint Board (IJB) in 2019/20 to meet the conditions of the Scottish Government Financial Settlement, described in paragraphs 3.92 to 3.96, and to note that it will be for the IJB itself to determine how it will balance its budget;
- 2.3.4 Approve that funding in relation to Free Personal Care for people aged under 65 and School Counselling (mental health) announced by the Scottish Government, which is not yet distributed, is allocated to the IJB when notified by the Scottish Government;
- 2.3.5 Approve the fees and charges for the Aberdeen City Community Health & Social Care IJB, as shown in Appendix 10;
- 2.3.6 Approve the level of funding for the Council's other group entities, in 2019/20 with reference to paragraph 3.88; and
- 2.3.7 Instruct the Chief Officer – Finance to recover the full costs associated with being the Administering Authority of the North East Scotland Pension Fund from the Pension Fund;

2.4 Taxation Recommendations

- 2.4.1 Approve a Band D equivalent Council Tax rate, with effect from 1 April 2019;

- 2.4.2 Impose and levy Council Tax assessments for the period 1 April 2019 to 31 March 2020 on all chargeable dwellings in Aberdeen City to be paid by the persons liable therefor under the Local Government Finance Act 1992, as amended by the Local Government etc. (Scotland) Act 1994;
- 2.4.3 Note that the Council implements revisions to National Non-Domestic Rates as defined by the Scottish Government within the relevant Finance Circulars, with effect from 1 April 2019;
- 2.4.4 Impose and levy Non-Domestic Rates assessments for the period 1 April 2019 to 31 March 2020 on all occupiers in Aberdeen City to be paid by those liable; and
- 2.4.5 Note the Scottish Government commitment to look at changes to tax raising powers of Local Government during the remainder of the Parliament.

3. BACKGROUND

CURRENT FINANCIAL POSITION

2018/19 Revenue Position

- 3.1 At its meeting on 7th February 2019, the City Growth & Resources Committee considered the Council's Quarter 3 Financial Performance Report. In terms of the General Fund financial position, the report highlighted that there was a shortfall in income compared to expenditure and as such a draw on General Fund revenue reserves is likely to be required to cover that shortfall at the year end. This has been estimated to be £2.7m.
- 3.2 The Council has been advised throughout the year that it has been under significant pressure around the level of expenditure it is facing particularly around the obligations to looked after children. A key point in the report was the continuing uncertainty that remains, which is unusual at this time of the year because, for example the 2018/19 pay award for all staff has not yet been settled and it looks likely that it may be March at the earliest when the position becomes clear.
- 3.3 The report also focussed on the Council's Balance Sheet and Reserves, providing details as at Quarter 3 and the projected level of usable reserves at year end. The projected position took account of the forecast overall position, use of capital receipts held in the Capital Fund to pay for voluntary severance and early retirement costs, as well as to fund debt principal repayments.
- 3.4 The financial implications of cost and demand pressures in 2018/19, which are expected to continue in future years, have been included in the assumptions and baseline figures for 2019/20 and amount to £6.3m. This takes account of cost pressures in out of authority placements for children, fostering and kinship care allowances and the impact of the current market conditions where income budgets have been too ambitious.

- 3.5 The use of the General Fund revenue reserve in 2018/19 needs to be considered in the context of the risks that the Council faces and the Reserves Strategy. Ideally the value used in 2018/19 should be replaced in 2019/20 and as such the budget model for 2019/20 includes a cost pressure to add in a contribution to the General Fund reserve.

2018/19 Balance Sheet Position

- 3.6 The position at 31 March 2018 per the 2017/18 accounts showed the Council was worth £1.4 billion.
- 3.7 The projected balance sheet position at 31 March 2019 is shown in Appendix 1 and estimates the net worth of the Council will be maintained around £1.4 billion by the end of the year. The projected position excludes any potential revaluations of its land and property assets and movements in liabilities such as pensions which are only reviewed and updated at year end for inclusion within the annual accounts.
- 3.8 It provides information on the currently projected level of reserves and balances held by the Council at 31 March 2019 and incorporates the use of the General Fund reserve at £2.7m.
- 3.9 The annual credit rating assessment was undertaken by Moody's in November 2018 and maintained the Council rating at Aa3, with a stable outlook. Significant emphasis is given to the Balance Sheet in the review and it is essential that the Council continues to focus on the robustness and resilience of its Balance Sheet.
- 3.10 The level of debt the Council has is directly related to the capital investment programme, both of which are reflected in the Balance Sheet. Repaying debt is a statutory payment from revenue and the legal framework requires that the Council make payment of interest as a first call on the revenue income before all other expenditure. The credit rating provides confidence to the lenders who have invested in the Council that their money will be repaid.
- 3.11 The 2018/19 capital budget was revised with the addition of the Early Learning and Childcare (ELC) Programme, funding by the Scottish Government, and the digital programme financed through the Aberdeen City Region Deal. Both programmes are now being developed and detailed Business cases will be brought forward to the Council shortly.

MEDIUM-TERM FINANCIAL POSITION

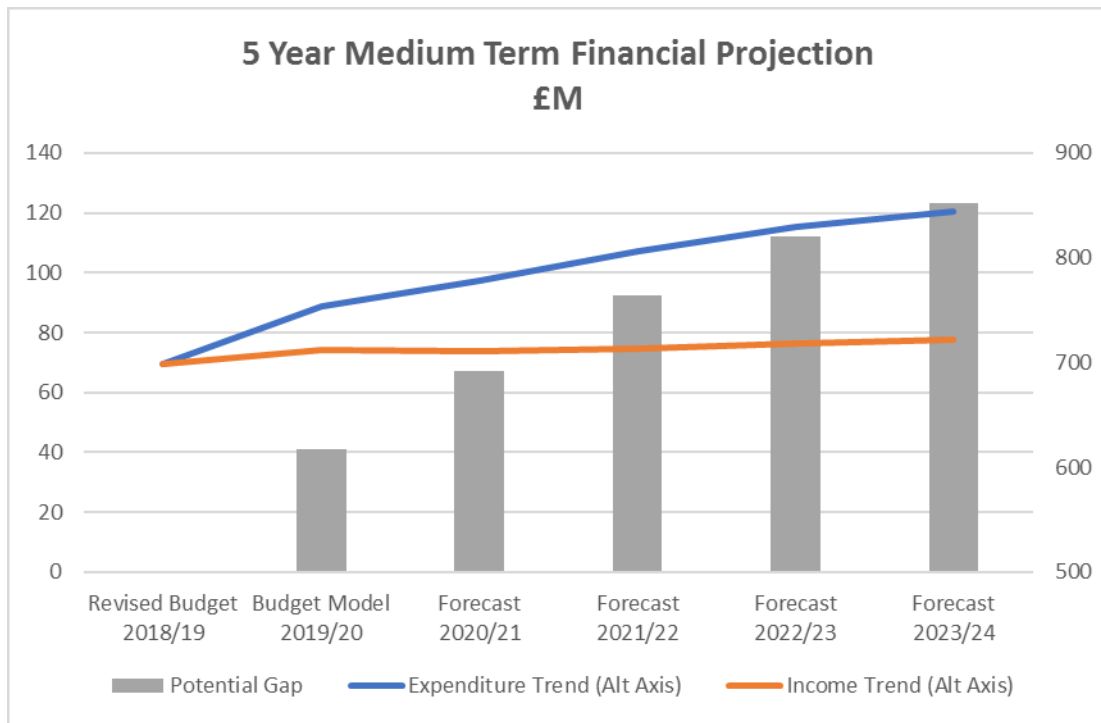
Revenue

- 3.12 Last year the Scottish Government, published its Medium-Term Financial Strategy. This provides an insight into the priorities over time of the Scottish Government and can help in assessing the impact that there might be on the Council individually – even if the Strategy does not go into that level of detail.
- 3.13 The observation from the Strategy is Scottish Local Government is not one of the protected areas of investment – except for the role it has in delivery of the national priorities around the expansion of Early Learning and Childcare, where funding will be directed. This means that the trend of reducing Scottish Government grant over the last eight years is expected to continue and is one of the key components in forecasting how the Council medium-term financial position will look.
- 3.14 The Cabinet Secretary for Finance and the Constitution has recently stated that he intends to bring forward a three-year funding settlement from 2020/21 onwards, and to develop a rules based framework for Local Government funding in partnership with COSLA. This will assist in the medium-term financial planning work that the Council relies on to plan as it will provide vital information and bring a level of certainty to the planning assumptions.
- 3.15 Scottish Local Government does continue to face increasing levels of direction when it comes to allocating the funding it receives. Recent examples include the expansion referred to above, the Pupil Equity Funding, to be provided to head teachers, and the grant conditions that require the Council to passport significant funding levels to the Aberdeen City Health and Social Care Partnership Integration Joint Board. Also, new legislation places on the Council additional legal duties and responsibilities which will impact upon existing resources, workloads and activities. One example for 2019/20 is:
- Continuing Care (Scotland) Amendment Order 2019, from 1 April 2019, increases the upper age limit for young people eligible for continuing care from 20 to 21.
- 3.16 The medium to long-term position must also take account of and address the affordability of pay and workforce planning challenges, including the future availability of people with the skills needed for the delivery of future Council services and managing the challenges of national pay bargaining, local pay models and conditions of services. The current pay offer from employers is a multi-year deal, if accepted, locking local government into 3% or higher pay rises per annum for the period to 31 March 2021. An integral part of pay awards in recent years has been the emphasis on the Scottish Local Government Living Wage lifting the lowest salaries more rapidly than other pay grades. This has an inevitable impact on the pay and grading structures and the impact is that more employees on an annual basis are benefiting from these increases. This drives even greater growth in the pay bill.

3.17 In forecasting the medium-term financial position, high level assumptions in terms of both costs and future funding levels have been made and key assumptions are set out in Appendix 2. The estimated gap that would exist between income and expenditure if no action was taken is shown below:

General Fund Revenue Budget 5 Year Position	Revised Budget 2018/19	Budget Model 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Service Expenditure						
Aberdeen H&SC Partnership	133,957	138,411	138,411	138,411	138,411	138,411
City Growth	11,654	11,784	11,836	11,888	11,940	11,993
Commissioning	31,612	31,945	32,340	32,750	33,161	33,571
Corporate	68,127	99,383	119,586	142,082	160,664	169,783
Customer	102,915	102,817	103,083	103,369	103,656	103,942
Governance	5,000	4,970	4,992	5,031	5,468	5,117
Operations	300,988	319,310	323,418	327,270	331,218	336,274
Resources	34,144	34,284	34,423	34,561	34,700	34,839
Strategic Place Planning	10,375	10,399	10,461	10,523	10,585	10,647
	698,771	753,303	778,548	805,885	829,802	844,576
Service Income						
Aberdeen H&SC Partnership	(48,962)	(48,962)	(51,399)	(53,014)	(53,825)	(53,825)
City Growth	(3,717)	(3,349)	(3,384)	(3,418)	(3,453)	(3,488)
Commissioning	(3,375)	(3,333)	(3,352)	(3,371)	(3,390)	(3,410)
Corporate	(28,581)	(35,448)	(36,475)	(37,533)	(38,617)	(39,725)
Customer	(66,109)	(65,580)	(65,728)	(65,875)	(66,022)	(66,169)
Governance	(2,070)	(2,030)	(2,049)	(2,068)	(2,087)	(2,106)
Operations	(74,887)	(85,925)	(86,198)	(86,603)	(87,008)	(87,413)
Resources	(28,325)	(28,325)	(28,477)	(28,628)	(28,779)	(28,930)
Strategic Place Planning	(3,390)	(3,090)	(3,152)	(3,214)	(3,276)	(3,338)
	(259,417)	(276,043)	(280,213)	(283,724)	(286,457)	(288,403)
General Fund Net Expenditure	439,354	477,260	498,335	522,161	543,345	556,173
Other Funding						
General Revenue Grant	(95,180)	(60,199)	(50,811)	(44,741)	(41,766)	(38,821)
Non Domestic Rates	(227,801)	(258,560)	(258,560)	(258,560)	(258,560)	(258,560)
Council Tax - Base	(116,373)	(116,373)	(117,281)	(121,862)	(126,353)	(130,910)
Council Tax - Additional Homes		(908)	(985)	(787)	(742)	(710)
Council Tax - Increase of 3%		0	(3,596)	(3,704)	(3,815)	(3,929)
Total Funding	(439,354)	(436,040)	(431,234)	(429,654)	(431,237)	(432,931)
Additional savings to be found in year	0	41,220	67,101	92,507	112,108	123,242
Annual Increase		41,220	25,881	25,406	19,601	11,134

3.18 The rising costs and limited change in total income forecast for the next five years demonstrates the unsustainability of the current costs associated with Council services and emphasises the need to make savings and reduce the cost base essential to the medium-term affordability of services. The annual, cumulative, impact of changes in the financial position is represented in the following graph:



Balance Sheet

Long-Term Borrowing

3.19 The forecast for the next 5 years for capital financing charges, based on the existing General Fund Capital Programme is shown in the table below:

Budget 2019/20 - Capital Financing Costs

	Budget 2018/19	Budget Model 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Principal & Interest	32,821	42,078	46,622	55,592	60,401	60,490
Change Annually		9,256	4,544	8,970	4,809	88

3.20 Built into the budget model for 2019/20 is the increase due to the scheduled repayment of the bond. A proportion of which is offset by forecast new income from the new event complex, which is also expected to grow as the development matures, which will mitigate the impact on the overall Revenue Budget.

3.21 Between 2018/19 and 2023/24, the total increase in repayment of debt is forecast to be £27.7m, which means that the total cost would represent 8.4% of the total revenue that the Council anticipates receiving in 2023/24 (£60.5m from table at 3.19 as a proportion of £721m, the sum of 'service income' and 'total funding' shown in table at 3.17). Further increasing long-term borrowing levels places increasing pressure on the Council that may be unsustainable and / or impact adversely on service delivery.

3.22 For example, if the total value of all cost updates and new projects described in Appendix 9 is approximately £31m. The additional cost would have to be borrowed. The cost of this annually, would increase current capital financing costs by approximately £1.5m once all the work has been carried out. Council will have to demonstrate the affordability and sustainability of its capital programme choices, through the Prudential Indicators.

Use of Reserves – Reserves Strategy

3.23 Reserves can be categorised as usable and unusable, The Usable Reserves of the Council are the accumulated funds that the Council has generated in the past, to provide resilience and options for the future. Usable reserves can be broken down further as follows:

- a) Earmarked – funds approved by committee to be set aside for known financial commitments or liabilities which will require to be settled in a future financial year. The set aside of funds de-risks the Council from future financial exposure without having to make in-year savings to meet the liability;
- b) Uncommitted – a sum set aside, not held for any specific purpose and likely to be utilised in the event of major unforeseen incidents or emergencies.
- c) Statutory – these funds are held under statute for specific purposes. The main two funds are the Capital Fund (only to be used for the repayment of debt principal and capital expenditure) and the Insurance Fund (for use in mitigating insurance payment related risks arising from claims).

3.24 In relation to the resilience that is provided by the Usable Reserves, it is vital that the Council has a robust Reserves Strategy to measure the risks that exist for the organisation, providing the assurance that there is the ability to act in the event of any unforeseen events and as well as preserving a robust position in relation to contingent liabilities that it might be exposed to in the future. These potential liabilities are regularly reviewed and updated in the quarterly monitoring reports, as well as disclosed in the annual accounts.

3.25 Unusable reserves are not available to be utilised by the Council. These reserves are used for accounting adjustments, reflecting statutory provisions in place to avoid costs being charged to the Council in meeting reporting requirements as defined within International Financial Reporting Standards.

A refresh of the Reserves Strategy “Finance Strategy – Revenue and Capital Reserves” is attached at Appendix 3. In setting its budget, the Council must take cognisance of the strategy.

- 3.26 In line with the Council estimated outturn for 2018/19 as reported to the City Growth & Resources Committee, it is expected that a sum will be drawn from the uncommitted reserve, which had a balance as at 31 March 2018 of £11.3m. Ideally the value of this would be replaced immediately in 2019/20, with a contribution from the General Fund budget.
- 3.27 The revised Reserves Strategy indicates that the Chief Officer – Finance recommends an amount of at least £10.5m should be held within the uncommitted reserve. This will require a minimum contribution to the General Fund reserve of £1.816m in budget proposals – based on the 2018/19 forecast.
- 3.28 The projected movement on reserves over the year is shown in the revised Reserves Strategy, at Appendix 3.

ANNUAL FINANCIAL POSITION FOR 2019/2020

- 3.29 The gap between forecast income and expenditure for 2019/20 is £41.220m. This is shown in more detail in Appendix 4 and key assumptions are described in the subsequent paragraphs.

REVENUE (INCOME)

- 3.30 The Council funds the services it provides through the following sources of income:
- a) General Revenue Grant (GRG) – from the Scottish Government and includes an allocation of ring-fenced funding;
 - b) Non-Domestic Rates (NDR) – forms part of the overall government funding distribution mechanism;
 - c) Council Tax – raised locally; and
 - d) Fees and Charges – raised locally (through charges for services and investment income).
- 3.31 The Scottish Government's Local Government Finance (Scotland) Settlement 2019-20 (Finance Circular No. 8/2018) dated 17 December 2018 provides details on both revenue and capital funding for the financial year 2019/20. This has been supplemented by the announcement on the 31 January 2019 by the Cabinet Secretary, when an additional £90m has been distributed to Scottish Local Government. For the Council this means an additional £3.161m in revenue grant funding for 2019/20.
- 3.32 Total core revenue funding for 2019/20 is £318.759m, excluding items still to be distributed – such as Free Personal Care for under 65's, School Counselling, Teachers induction funding and discretionary housing payments, all of which carry a cost burden when they are distributed. COSLA leaders will consider papers on 22 February 2019 in relation to the distribution of the Free Personal Care Funding.

- 3.33 The statutory requirement of the Council is to set a balanced budget, and to approve a rate at which Council Tax will be charged in the financial year. The conditions of the Scottish Government financial settlement include a cap on the increase of Council Tax of 3%, which was revised to 4.79% per the 31 January 2019 announcement. The value that can be generated from a 4.79% increase is £5.571m and means that the balanced budget can only be reached from identifying savings and / or generating additional income.
- 3.34 Conditions of the Scottish Government Financial Settlement place restrictions on what the Council can do with its funding, which has a direct impact on expenditure levels. Conditions for 2019/20 include:
- Maintaining overall national pupil-teacher ratio;
 - Continued support by Councils for probationer teachers;
 - New Health and Social Care monies (£160m for Scotland) to be passported through to support the Aberdeen City Community Health and Social Care Partnership Integration Joint Board; and
 - Specific grant funding has been included for the continued rollout of expansion of early learning and childcare.
- 3.35 The total income position of the Council, comparing the revised 2018/19 Budget with the 2019/20 Budget Model is summarised in the table below:

Core Funding	Budget 2018/19		Budget Model 2019/20		£'000 Change	% Change
	£'000	% of total	£'000	% of total		
SG Core Funding (Grant & NDR)	322,981	46%	318,759	45%	(4,222)	-1.3%
Council Tax	116,373	17%	117,281	16%	908	0.8%
Service Income	259,417	37%	276,043	39%	16,626	6.4%
	698,771	100%	712,083	100%	13,312	

- 3.36 The above movement can be explained as follows.

Income - Change 2018/19 to 2019/20	£'000	Note
General Revenue Grant - 18/19 redetermination	(2,025)	1
General Revenue Grant - 19/20 settlement	(32,956)	2
Non Domestic Rates - 19/20 settlement	30,759	2
Council Tax	908	3
SG Specific Grants (Service Income)	15,300	4
Customer Fees & Charges (Service Income)	1,326	4
Total Change	13,312	

Note 1 – Reduction in funding due to a higher level of income expected in 2018/19 budget for funding that has been announced during the year. Any similar additional funding announced in 2019/20 is estimated to include additional cost therefore has not been included.

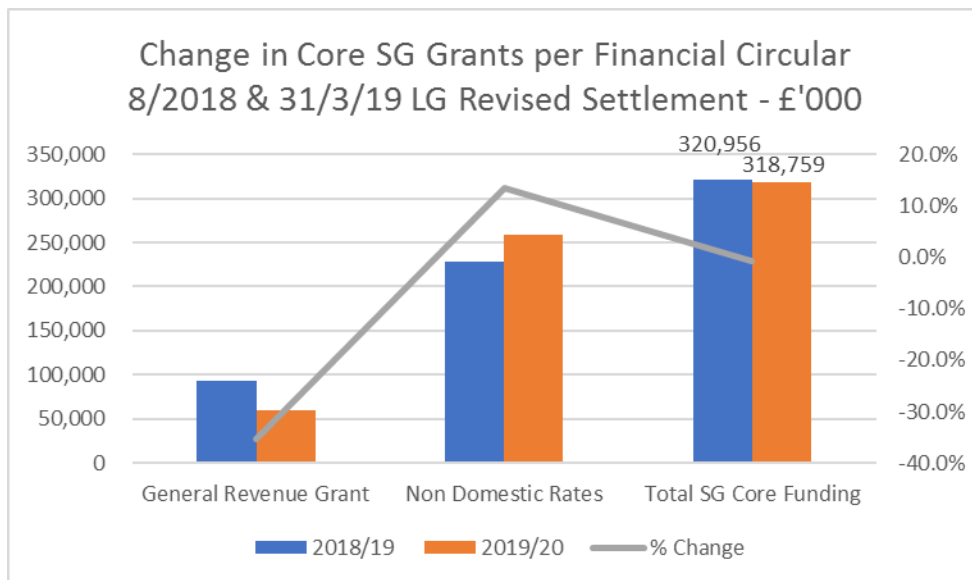
Note 2 – The 2019/20 settlement for the Council reflects a significant change in the value of Non-Domestic Rates income that will be collected in Aberdeen, with the adjustment being made to the General Revenue Grant. The net impact is a reduction of £2.197m in income – a value in 2019/20 of £318.759m. This includes a sum of £3.161m announced on 31 January 2019.

Note 3 – The expected increase income because of a rise in the council tax base, a 0.75% increase in the number of properties.

Note 4 – Service Income. Increases in specific revenue grants from the Scottish Government, including £11.9m for the expansion of Early Years and Childcare; £0.5m contribution to the full year Annual Service Payment for Lochside School; and £2.9m for funding available through the Barnett formula, after a change made by UK Treasury, to partially fund the increase in teachers’ employers pension contributions. Other fees and charges and customer receipts have increased because of additional income expected from the new event complex, offset in part by reduced income in other areas to take account of current year income experience.

General Revenue Grant and Non-Domestic Rates

3.37 The Scottish Government’s Local Government Finance (Scotland) Settlement 2019-20 (Finance Circular No. 8/2018) dated 17 December 2018 provides details on both revenue and capital funding for the financial year 2019/20. This was further updated by the Cabinet Secretary for Finance and the Constitution on 31 January 2019, with the distribution of an additional sum of £90m to the whole sector. The chart below shows the change in grant funding in cash terms from 2018/19 to 2019/20 (excluding budgeted redeterminations in 2018/19 referred to above):



- 3.38 The overall Scottish Government grant is reducing (taking account of both General Revenue Grant and Non-Domestic Rates) in comparative terms by 2.1%, after taking account of the new funding obligations placed on the Council, for example the passporting of £4.5m of funding in the settlement to the Aberdeen City Health and Social Care Partnership IJB.

Taxation Powers

Non-Domestic Rates

- 3.39 In terms of Non-Domestic Rates, the Finance Circular states that the poundage rate has been provisionally set at 49.0p for 2019/20 (an increase from 48.0p in 2018/19). Provisionally the Large Business Supplement will remain unchanged at 2.6p and transitional relief will continue in 2019/20 and through to 2020/21 for hospitality properties (with rateable value up to £1.5m in 2019/20) and offices in Aberdeen City and Aberdeenshire. The level of the cap on annual bill increases will continue to be 12.5% real terms for eligible properties.
- 3.40 A new Non-Domestic Rates relief is proposed for all new fibre lit on or after 1 April 2019 for a 10-year period, up to 31 March 2029.
- 3.41 The Scottish Budget confirmed that the Government no longer intends to take forward the proposed power for Councils to levy a Non-Domestic Rates supplement as outlined in recommendation 5 of the Barclay Review.
- 3.42 The report recommends that the Council note that the changes outlined in the Financial Circulars will take effect from 1 April 2019.
- 3.43 The Finance, Policy & Resources Committee on 29 June 2017 agreed that a non-domestic rates local transitional scheme be implemented to give relief for the period 01/04/2017 to 31/03/2018 on increases above 14.75% (in line with the Scottish Government increase) up to a maximum award per business property, provided any such award complied with state aid rules. As the costs are required to be met by Council Tax payers, the Council must have due regard to its income and expenditure and the interests of those liable to pay Council Tax for any local relief scheme. There is no local scheme in place in the city in 2018/19 and no proposal in the budget for 2019/20 that a relief scheme be reintroduced or implemented.

Council Tax

- 3.44 In calculating the Council Tax figures, the following assumptions have been made:
- Collection rates will be maintained at 2018/19 levels; and
 - The number of Band D equivalent properties has been increased by 0.75% such that projected income has increased by £0.908m

- 3.45 The Finance Circular states that the Scottish Government will work in partnership with local government to implement the budget and the joint priorities in return for the full funding package, which includes continued flexibility to increase council tax by up to 3%. This has been revised as part of the announcements made on 31 January 2019 by the Cabinet Secretary, and an increase of up to 4.79% is now permitted for 2019/20.
- 3.46 The current Band D value for Aberdeen City is £1,267.30. The current Band D Scottish average is £1,208.
- 3.47 The impact of percentage increases in Council Tax by Band (excluding water and waste water) is shown below:

Council Tax Band	2018/19 Council Tax Charge	Indicative 2019/20 Charge if percentage increase applied (rounded to nearest £)				
		1.00%	2.00%	3.00%	4.00%	4.79%
Band A	£ 844.87	£ 853	£ 862	£ 870	£ 879	£ 885
Band B	£ 985.68	£ 996	£ 1,005	£ 1,015	£ 1,025	£ 1,033
Band C	£ 1,126.49	£ 1,138	£ 1,149	£ 1,160	£ 1,172	£ 1,180
Band D	£ 1,267.30	£ 1,280	£ 1,293	£ 1,305	£ 1,318	£ 1,328
Band E	£ 1,665.09	£ 1,682	£ 1,698	£ 1,715	£ 1,732	£ 1,745
Band F	£ 2,059.36	£ 2,080	£ 2,101	£ 2,121	£ 2,142	£ 2,158
Band G	£ 2,481.80	£ 2,507	£ 2,531	£ 2,556	£ 2,581	£ 2,601
Band H	£ 3,104.89	£ 3,136	£ 3,167	£ 3,198	£ 3,229	£ 3,254

Note: Figures exclude water supply and waste water collection charges collected on behalf of Scottish Water

Council Tax	2018/19	Estimated Additional Income Collected				
	£'000	£'000	£'000	£'000	£'000	£'000
Collectable	116,373	1,164	2,327	3,491	4,655	5,571

- 3.48 A 4.79% increase in Council Tax would generate £5.571m of additional income to the Council to fund the services it provides. The decision to increase Council Tax is part of the budget setting process and is required as part of considering this report.

Other Tax Raising Powers

- 3.49 In his letter of 31 January 2019 to COSLA the Cabinet Secretary for Finance and the Constitution outlined changes to Local Government tax raising powers that the Scottish Government has now committed to look at before the end of the Parliament. These include:

- To consult, in 2019, on the principles of a locally determined tourist tax, prior to introducing legislation to permit local authorities to introduce a transient visitor levy, if it is appropriate for local circumstances;

- To support an agreed amendment from the Scottish Greens to the Transport (Scotland) Bill that would enable those local authorities who wish to use such a power, to introduce a workplace parking levy. Scottish Government support will be contingent on the exclusion of hospitals and NHS properties; and
- To devolve Non-Domestic Rates Empty Property Relief to local authorities in time for the next revaluation.

3.50 It is clear from the letter that the enactment of these changes will take time and as the powers are not available to the Council at this time it has not sought to incorporate any benefit from these changes into its 2019/20 Budget Model or options for consideration. It will however participate in the development and consultation on these powers and report on these as they progress.

Service Income

Specific Grants and Recharges

- 3.51 The council receives a significant amount of funding during the year from specific grants (for example DWP funding for Housing Benefits and funding from the Scottish Government for Early Learning and Childcare and Pupil Equity Funds) and recharges other Council accounts for work done (for example to the Housing Revenue Account and Capital Programme).
- 3.52 The income from these programmes of work and specific activities is reviewed regularly and takes account of changes that are expected when planning the budget. A significant change in 2019/20 includes the expansion of the Early Learning and Childcare, with additional income £11.9m having been announced in the financial settlement. The impact of additional income is offset by the commitment to additional expenditure.

Fees and Charges

- 3.53 Fees and charges raised locally enable the Council to fund some of the services it provides.
- 3.54 At its meeting on 27 November 2018, the City Growth and Resources Committee considered and approved the Service Income policy for implementation on 1 January 2019. The policy set out the following:
- The purpose and objective of charging for Council services;
 - Responsibilities of officers to comply with the policy;
 - A structured approach to setting charges, concessions and subsidies – related to recovering the cost of services, and the outcomes/priorities derived from those services; and
 - Specific roles and responsibilities for administering charges.

- 3.55 The policy set out a framework for setting fees and charges and included:
- Charges will be set annually as part of the budget process;
 - Councillors will take a lead role in setting aims and priorities for charges and concessions; and
 - Clear corporate principles and service objectives will be set out for how charges and concessions are applied.
- 3.56 The policy highlights that the Council should base its decisions on clear information of service costs and subsidies, with this based on an understanding of the full costs of delivering a service, including overheads and the costs of related services. This will ensure Council understands the extent to which charges recover costs and hence demonstrates that they are reasonable and reflect the actual costs of delivery. It is also important to understand the extent to which public money is used to subsidise services.
- 3.57 The policy set out principles for applying a subsidy to types of charges depending on that charges policy category:

Policy Categories:		
E	Essential for well-being	Will be considered for subsidy
C	Contributes to well-being	Will be considered for subsidy whilst balancing the importance of cost recovery
S	Standard service	Subject to the principle of full cost recovery
T	Trading service	Subject to the principle of making an appropriate trading surplus for redirection to other priority services

- 3.58 Finally, the policy looks at costing and pricing mechanisms, stating that the Council will consider the most effective pricing mechanism to encourage cost recovery with due consideration to the other principles. Pricing can be based on:
- Cost based pricing – to recover all or a proportion of the costs of the service;
 - Competition based pricing – to reflect market rates; and
 - Demand based pricing – to promote, or to control and limit uptake.
- 3.59 Proposals for 2019/20 have been undertaken in the context of the Service Income Policy where possible, with details and recommendations set out in Appendix 10.
- 3.60 It is important to highlight that the Council must be proactive in converting the levying of fees and charges into actual cash collected. To this end, a Corporate Debt Recovery Policy was also considered and approved by the City Growth and Resources Committee on 27 November 2018. This policy sets out the general principles to be applied in relation to income collection and corporate debt recovery across all services provided by the Council.

REVENUE (EXPENDITURE)

3.61 If no action was taken, the movement in expenditure between 2018/19 and 2019/20 would amount to £54.532m and can be analysed as follows:

	2018/19	2019/20	Change
	£'000	£'000	£'000
Staff Costs	273,129	295,569	22,439
Premises Costs	50,880	53,492	2,612
Administration Costs	8,877	8,877	0
Transport Costs	8,839	8,839	0
Supplies & Services	102,868	103,374	506
Commissioned Services	145,945	161,393	15,448
Transfer Payments	75,410	79,680	4,270
Capital Financing Costs	32,822	42,078	9,256
	698,771	753,303	54,532

3.62 Some of the main movements are:

£12m	Staff Pay Award broadly based on 3.5% increase in 2018/19, but capped at £80,000 salary when a fixed amount of £1,600 will apply; 3% increase for 2019/20, conditions around the local government national living wage; and different national conditions for teachers - for which some additional funding will be provide by the Scottish Government.
£2.6m	Staff Increments.
£3.7m	Teachers' Employers Pension Contributions-part funded as described in Income section above.
£9.3m	Capital Financing Charges-offset in part by additional income from the new event complex described in Income section above.
£1.1m	Annual Service Payments for 3R's schools and Lochside Academy.
£11.9m	Early Years and Childcare Expansion revenue cost increases-matched by specific grant funding from Scottish Government.
£4.5m	Health and Social Care conditions of grant, value to be passported to the IJB.
£3.1m	Children's Services, cost pressures arising from 2018/19, including out of authority placements, foster and kinship carer costs and direct payments.

3.63 After adjusting for the increased level of income that is expected overall (£13.312m as per paragraph 3.35) then the budget gap for 2019/20 is £41.220m.

BALANCING THE BUDGET

- 3.64 Options with a total of £44.7m (including a 4.79% increase in Council Tax) have been identified to mitigate this deficit and are detailed in Appendix 5 and are summarised as follows:

Category	Option Value £'000
Cost of Assets	1,420
Spending Categories	12,534
Changes to Service Delivery	20,711
Cost of Staffing	1,160
Fees & Charges Income	3,345
Council Tax	5,571
Total	44,741

Cost of Assets

- 3.65 The total value of savings of £1.42m is predominantly around the rationalisation of the Council property estate and includes savings from the closing of properties that currently deliver services, such as community learning centres; and increasing the utilisation of other properties, such as Marischal College.
- 3.66 There are several projects on the options list noted with a nil value in relation to revenue savings at this time. The current practice is that when an asset is closed the revenue costs are transferred to the estate team until such time as a disposal (or demolition) takes place. Inclusion of these as part of the budget setting decisions for 2019/20 means that work can be carried out to market these properties and work towards finalising a sale, which will only then release a revenue savings, anticipated in 2020/21 or beyond.

Spending Categories

- 3.67 The spending categories capture the wider range of goods and services, administrative and transport cost that the Council incurs, as well as payments to outside organisations. Options cover all aspects of this type of spend.
- 3.68 The options presented include reductions in grant funding to outside organisations, to the value of £1.899m.
- 3.69 The Council invest significantly in its group entities and other arms-length external partners and options within this budget report include a reduction in funding to all of them. A total reduction across 5 different organisations of £4.620m with an additional income from the IJB of £0.125m makes the total value of options £4.745m. More information is provided in paragraphs 3.92 to 3.96.
- 3.70 Recharges to the Housing Revenue Account are a common and appropriate means of the Council housing stock being managed and administered. Options to review those recharges have been prepared and amount to £0.13m.

- 3.71 Contract spend is a significant area of expenditure with a wide range of commodities and goods and services purchased annually by the Council. The value of £3.873m is expected to be achieved through the options presented to reduce the level of products purchased.
- 3.72 Improving the price the Council purchases those goods and services, through national frameworks, will yield savings of £0.034m.
- 3.73 There are options to review and reduce costs across many contracts, these have been categorised as contract management options. The value proposed is £1.853m and includes a proposal to utilise the distributed surplus by NYOP, the special purpose company engaged in the 3R's schools. The value of that option, £0.8m is one-off in nature as annual surpluses to this value will not be achieved. The funds must be distributed to a registered charity or charities and could provide a funding source in 2019/20 for monies currently paid by the Council to charities.

Changes to the level or approach to Service Delivery

- 3.74 The Council proposes to change/reduce the level of service in some areas and this includes roads services, grounds maintenance, libraries, youth work and community safety provision. In total the options amount to £4.618m.
- 3.75 Moving forward the council will rely on reducing the size of its workforce and reshaping it to fit with the digital future as well as to ensure services are affordable to the Council in the future. Changing service delivery will impact on the level of staffing across a wide range of services and options to a total value of £15.463m are proposed in the report.
- 3.76 Continued investment in transformation and the digital and technological changes requires the continued commitment to set aside funds to invest, and the Transformation Fund has a forecast balance at 31 March 2019 of £8.975m. Effective use of this Fund is essential to the delivery of the savings as a lot of the change relies on the ability to do things differently, streamline and have a smaller workforce. It is expected that proposals to commit the funds within the Transformation Fund will be considered in 2019/20.
- 3.77 Wherever possible, the Council aims to achieve any reduction in staff numbers via the voluntary severance/early retirement scheme and the management of vacancies is of importance in reducing the expenditure on staff. It is anticipated that approximately 260 VSER applications will be required.
- 3.78 The Council will use capital receipts to pay for the voluntary severance / early retirement scheme in 2019/20 and limit external recruitment to manage vacancies.

Cost of Staffing

- 3.79 The pay bill for the Council is the largest single component of its expenditure, and the pay for staff is a mixture of local and national conditions. Reviewing local conditions of service could potentially achieve significant savings. The ability to work more digitally and flexibly are options to enable the reduction in staff costs including travel costs, in line with the principles of the revised travel policies of the Council.
- 3.80 Any proposals to change the level or approach to service delivery or to change Council terms and conditions will require full consultation with all affected stakeholders, including partner agencies, service-users, staff and trade unions and the wider community and will be taken forward in a collaborative manner with a view to minimising any detrimental impact on the workforce.

Fees and Charges

- 3.81 The Council has a wide range of fees and charges for services, with some of these at the discretion of the Council whilst others are statutory, with prescribed prices applying. This offers the Council some opportunity to adjust the level of income it receives based on the prices that it sets. This is referred to above at paragraphs 3.53 to 3.60. A total of £1.682m is anticipated from uplifting the prices for existing fees and charges next year.
- 3.82 The options to support the budget include exploring and introducing a range of new charges, and the most significant of which is the domestic household garden waste charge at £0.68m, and schemes have been successfully introduced by other Scottish Councils, including Edinburgh, Angus, Moray and Perth & Kinross. In total the Council is seeking new income of £1.753m in 2019/20.

Council Tax

- 3.83 As described earlier in the report (paragraph 3.48) the additional income in 2019/20 if the Council was to apply the maximum increase (4.79%) permitted by the Scottish Government is £5.571m.

Summary

- 3.84 The use of all these options will move the 2019/20 budget to a £3.521m surplus, or contribution to the General Fund Reserve. Reference should be made to the earlier comments about the Reserves Strategy, and ideally the General Fund requires a contribution of no less than £1.816m to reinstate to the recommended level the General Fund Reserve that are estimated to be used in 2018/19, see paragraph 3.27.

Referrals from Committees - items not included in the revenue budget

- 3.85 Appendix 6 provides details of items which have not been included in the 2019/20 revenue budget figures. These items, totalling £3.352m, relate to revenue expenditure or loss of income and may be based on the impact of capital projects or transactions.

3.86 Should Council wish to accept all or some of these items into the 2019/20 budget, identification of further savings options will be required to allow this, such that the overall budget position is balanced, as is required by statute.

Group Accounts – Subsidiaries, Joint Ventures and Associates

3.87 The Council has several subsidiaries, joint ventures and associates as defined by accounting requirements. Whilst these organisations are responsible for service delivery, the Council provides significant funding to them and therefore remains responsible for ensuring that public funds are used properly and demonstrate best value. In addition to funding provided by the council, these arm length bodies also have discretionary and statutory fees and charges as a further source of income.

3.88 The table below provides details of the funding levels currently included in the 2019/20 budget model for these organisations, along with the values if the options available for 2019/20 are taken. Notes, thereafter, describe the recommended actions in relation to the Group entities, if relevant:

Organisation	2017/18 Total Turnover £m	Funding 2018/19 £m	Budget Model 2019/20 £m	Budget after Options 2019/20 £m	Funding Change from 2018/19 £m %	Funding Change to Total T/over %
Bon Accord Care (S) (ex K'wells)	n/a	26.750	26.750	See note below		
Sport Aberdeen (S)	12.151	6.026	6.026	3.476	(2.550) (42.3)	(21.0)
Aberdeen Sport Village (JV)	5.847	778	778	678	(100) (12.9)	(1.7)
Integration Joint Board (JV)	n/a	84.995	84.995	87.579	2.584 3.0	n/a
Grampian Valuation Joint Board (A)	n/a	1.677	1.677	See note below		

Bon Accord Care

3.89 Bon Accord Care is a subsidiary and is funded through the IJB, which is required to indicate the value of the services to be provided through the contract and is therefore included for information only. The impact of an option to reduce IJB funding, see below, may have a direct impact on Bon Accord Care.

Sport Aberdeen

- 3.90 Sport Aberdeen is a subsidiary and currently receives funding for the provision of a range of leisure facilities across the city. The proposals set out in this report significantly impact on the value of funding that would be awarded to the organisation. The ultimate decision on how that funding reduction was implemented would be taken by the Sport Aberdeen Board.

Aberdeen Sports Village

- 3.91 The Sports Village is a joint venture with the University of Aberdeen and this means that proposals by the Council to reduce funding will be matched by the University.

Aberdeen City Health and Social Care Partnership Integration Joint Board (IJB)

- 3.92 The IJB is a joint venture and is funded by both the Council and NHS Grampian (NHSG).
- 3.93 The IJB then directs the Council and NHSG to provide adult social care and health services for which it pays the Council and NHSG as appropriate. The costs the Council incurs in providing those services are included within the relevant services budget. This can be summarised as follows:

	Budget Model 2019/20 Net £m	Value of savings Options £m	Potential 2019/20 Funding Position £m
Estimated net cost of services provided by Aberdeen City Council	120.6	0	120.6
Less: Allocation to the IJB by the Council	(85.0)	1.9	(83.1)
Less: Changes per 2019/20 Council Financial Settlement affecting allocations to the IJB (see Note i)	(4.5)	0	(4.5)
Additional cost to be IJB	31.1	1.9	33.0
Represented by:			
Funding routed through the IJB via the NHSG financial settlement	31.1		31.1
Savings proposals to be agreed by IJB		1.9	1.9
Note i: The Scottish Government has announced £160m across Scotland that should be passported through to the IJB locally by Councils. To date only £118m has been distributed therefore when the final £42m is announced this will increase the Council allocation and will be in relation to funding for Free Personal Care for Under 65's and School Counselling (mental health) services, from which the Council expects to be provided funding to deliver services to schools. In addition, the Scottish Government has stated that there is 2.2% flexibility for Councils in the allocation they provide to IJB's, this amounts to £1.9m for the Council and is a budget option.			

- 3.94 The IJB meets on the 12 March 2019 to consider its 2019/20 financial position and medium-term financial strategy.
- 3.95 Funding included in the Council's General Revenue Grant that has to be paid over to the IJB amounts to £4.076m in relation to Health and Social Care Funding and £0.378m for implementation of the Carers (Scotland) Act 2016. A total of £4.454m representing new expenditure, and as note above, there is further funding that will be distributed with the same conditions.
- 3.96 The Council will be complying with the terms of the Financial Settlement by both passing funding onto the IJB as directed and in reducing funding by no more than the 2.2% of the current year funding allocation. It is recommended that other funding directed by the Financial Settlement, once distributed by the Scottish Government, is allocated to the IJB too and reflected in future monitoring report. This refers to the funding for Free Personal Care for Under 65-year olds and School Counselling for mental health funding, as noted in the table above.

Grampian Valuation Joint Board (GVJB)

- 3.97 Funding is as per the amount requisitioned by GVJB, based on its draft budget using the agreed share per constituent council (Aberdeen City 39%).
- 3.98 The value requisitioned by the GVJB has now been notified and amounts to £1.741m for 2019/20. The total sum, while higher than the sum identified in the budget model, can be funded without impacting on the Revenue Budget, as funding is yet to be distributed by the Scottish Government for the purposes of implementing the Barclay Review. It has been estimated that the distribution to the Council will be enough to meet additional cost of £0.064m.

BALANCE SHEET (CAPITAL INCOME AND EXPENDITURE)

Capital Income – Scottish Government Grant

- 3.99 The level of General Capital Grant provided by the Scottish Government is advised through the Local Government Finance (Scotland) Settlement 2019-20 (Finance Circular No. 8/2018) dated 17 December 2018. The General Capital Grant for 2019/20 is £27.671m, with a further £8.600m of specific grant available for Early Years Expansion programme and £0.374m for Cycling, Walking and Safer Streets (CWSS) projects.
- 3.100 The General Capital Grant includes a sum of £4.667m, which is a one-off payment of capital funding withheld from the 2016/17 local government financial settlement that is now being paid in full back to local government from Scottish Government.

- 3.101 Total Scottish Government capital funding is £27.671m, which includes the one-off payment of £4.660m reprofiled from 2016/17 settlement. The base capital grant (£23.011m) is a reduction of £0.666m (2.8%) compared to 2018/19.
- 3.102 COSLA leaders will consider proposals for the distribution of £50m across Scotland for Town Centres. The methodology recommended is expected to benefit cities and would be an additional capital grant for the year, the value estimated to be in the region of £1m to £2m.

Capital Income – Borrowing

- 3.103 Budgeted capital expenditure over the next five years is £481.507m, with associated funding, excluding borrowing, of £187.910m. The balance of £293.587m will require to be funded by borrowing.
- 3.104 Borrowing commits the Council to ongoing revenue costs over many years. It is therefore essential that borrowing is affordable and sustainable in future. The Council has invested heavily in the city infrastructure over the past few years which in turn has increased the level of borrowing and hence the ongoing revenue cost to the Council. It is important for future financial stability and sustainability that borrowing levels start to decrease. (see paragraphs 3.19 to 3.22)

Capital - External Funding / Receipts

- 3.105 The council currently uses capital receipts, as permitted by the Scottish Government, for the purposes of supporting transformation and specifically the reduction in the workforce. In the current year approximately £6m will be used to support the severance costs. The affordability of the revenue budget relies again on the costs of voluntary severance being met from capital receipts, therefore these are not available to fund the Capital Programme. Local government is not permitted to borrow to fund the cost of VSER payments.
- 3.106 External funding comes in several forms, examples include heritage lottery grants, Sustrans specific grants and developer contributions. A receipt, triggered by the Renewable Obligations Certificate (ROC) accreditation and finance from the UK Government for Vattenfall's European Offshore Wind Deployment Centre, was received recently from Aberdeen Renewables Energy Group (AREG) and has specific conditions. The money must be used for renewable projects in Aberdeen or for the promotion of the science and technology and diversification of the energy industry. To date £1.3m has been received and a further sum of up to £0.4m is subject to HMRC assessment. It is recommended the total amount received is used for the delivery of the Energy Centre at the new event complex, which complies with the conditions.

- 3.107 The Council has been approached by a prospective buyer for the existing AECC building (excluding the arena and adjoining land). As part of the overall financial model for the new facilities it was assumed that a total of £27m of receipts would be realised through the sale/redevelopment of the existing and new site and this sale will contribute towards this. It is therefore recommended that the Chief Officer – Corporate Landlord be authorised to negotiate and conclude terms for the sale of the existing AECC building (excluding the arena and adjoining land).
- 3.108 The Council has a large investment property portfolio which it has built up over many years and provides an income stream to the General Fund. The portfolio is often referred to as the Tenanted Non-Residential Property (TNRP) portfolio. The portfolio will need investment in the future as tenants move to ensure buildings meet new energy legislation and this is currently being looked at by officers to see what the potential impact may be. Across the United Kingdom at present there is a low level of strong rental properties for sale and therefore this would seem like an opportune time to soft market test the potential model for realising a fund that would allow an ongoing yield that could replace the current income stream. It is therefore recommended that the Director of Resources be authorised to soft market test possible options on the future of the portfolio.

Capital Expenditure

- 3.109 The General Fund Capital Programme proposed in Appendix 7 refers to the existing Programme, with recommendations to update cost estimates using the Construction Inflation budget included in the Programme for 2018/19 but not yet allocated. Additional allocation of funding in relation to the four primary schools has been incorporated and the level of borrowing and future reduction profile remains as is expected by Moody's, the credit rating agency for the Council, with approximately £30m of additional borrowing over the next five years. The level of borrowing is at a level deemed both affordable and sustainable as demonstrated by the Prudential Indicators at Appendix 8.
- 3.110 Many projects included within the Programme are legally committed and work has started, and in several cases is coming to an end. The projects are a mixture of ongoing investment in the infrastructure of the City and projects to facilitate operations.
- 3.111 Projects that are partially legally committed or where initial work is being carried out may require further Council decision before proceeding to full implementation to ensure the appropriate value of funding is affordable and available prior to commencement. Examples include roads projects for Berryden Corridor, South College Street and education projects to build four primary schools.

- 3.112 Construction costs have been updated in the Capital Programme. These include the Art Gallery development and the City Centre Regeneration projects, where a sum of £4.5m and £5.5m respectively should be added. The funding for these would come from the 2018/19 Construction Inflation budget line in the Programme that has not yet been allocated. The balance is also recommended to be set aside for Safety and Security projects in the property estate.
- 3.113 The Cruyff Court proposal, as discussed at the City Growth and Resources Committee on 7 February 2019 identified that external funding was available to increase the total project budget to £0.3m. This has also been updated in the Programme shown at Appendix 7.
- 3.114 The four primary schools have been updated to initial cost estimates of £25m per school, along with additional funding being anticipated in relation to a bid for capital grant from the Scottish Government for Torry primary and Developer Contributions for the Countesswells primary.

Referrals from Committees - items not included in the capital programme

- 3.115 A number of capital projects have been brought forward for consideration as part of the budget setting process and information has been provided to Councillors in relation to the business cases and justification for considering them as part of the future capital investment in the city. A summary of the projects is included at Appendix 9.

Impact on Balance Sheet of Budget Decisions

- 3.116 The result of the decisions Council takes in setting its budget will be reflected in the Council's Balance and Reserves, and the proposals in this report reflect the following impact on the Council.

Use of Reserves & Funds	Projected Balance at 31 March 2019 £m	(Budgeted Use) / Contribution to Reserves 2019/20 £m	Projected Balance at 31 March 2020 £m
<i>General Fund:</i>			
Earmarked	22.608	(8.975)	13.633
Uncommitted	8.684	2.700	11.384
<i>Housing Revenue Account:</i>			
Earmarked	0.308		0.308
Uncommitted	9.646		9.646
<i>Statutory Funds:</i>			
Capital Fund	7.680	(7.680)	0
Insurance Fund	1.339		1.339
City Improvement Fund	0.336		0.336
Lord Byron Fund	0.005		0.005
Total	50.606	(13.955)	36.651

4. FINANCIAL IMPLICATIONS

- 4.1 The level of useable reserves that the Council has, projected at 31 March 2019, means that there is no specific opportunity to draw one-off funding from reserves to balance the revenue budget.
- 4.2 Savings options totalling £44.741m (including 4.79% Council Tax increase) are presented for consideration by Council.
- 4.3 Council must approve savings options to a level whereby at least a balanced budget is achieved, £41.220m, and take account of the anticipated use of General Fund Reserves at the end of 2018/19 (£2.7m), and the revised Reserves Strategy that recommends no less than £10.5m as an uncommitted General Fund Reserve at the end of the financial year.
- 4.4 Approval of savings above this level will have a positive impact on the Council by, a) providing a buffer to mitigate the risk of further cost/demand pressures materialising; b) providing a buffer to mitigate the risk of savings options not progressing as expected; and c) assuming a) and b) do not materialise, by enabling the level of resources held to be increased which will improve overall financial sustainability.

5. LEGAL IMPLICATIONS

- 5.1 The Local Government Finance Act 1992 requires the Council to set its Council Tax for the next financial year before 11 March each year.
- 5.2 The Act provides that the amount set shall be sufficient to meet total estimated expenditure. This means that having taking account of expenditure, agreed savings and income from other sources, the level of Council Tax must ensure that a balanced budget is set by the Council.
- 5.3 The Council has a legal obligation to comply with the public sector equality duty and the Fairer Scotland duty. While preliminary impact assessments have been carried out, further work will be required to ensure the Council complies with these duties.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Assumptions and judgements used for budget model and options are very different from what the Council faces in	M	The latest and most up to date information has been used to calculate and shape the budget model and examples of where significant risk are shown

	<p>2019/20 leading to additional action having to be taken during the year.</p> <p>Poor financial sustainability</p> <p>Poor management of large and complex budgets.</p> <p>Non-delivery of savings options leading to overspends against budget.</p> <p>Variation in tender prices for capital projects, following procurement against the costs assumed at the time of project approval.</p> <p>Insufficient capital receipts to pay for voluntary severance costs that are assumed.</p>	<p>M</p> <p>L</p> <p>M</p> <p>M</p> <p>L</p>	<p>below in paragraphs 6.1.1 to 6.1.5 that will have to be monitored closely, with appropriate reporting and recommended action as the year progresses.</p> <p>Process in place for regular update of medium-term financial position including recognition of potential future liabilities</p> <p>Regular review of financial information by services and corporately by Elected Members.</p> <p>Savings options assessed in terms of deliverability.</p> <p>Use of suitably qualified staff or external body to quantify and review indicative project costs.</p> <p>Projected year end value of Capital Fund, based on capital receipts, makes the options affordable in 2019/20. Affordability beyond requires to be revisited as extent of capital receipts and values are uncertain in current climate.</p>
Legal	<p>The statutory duty to set Council Tax and a balanced budget is not achieved.</p> <p>Non-compliance with public sector equality</p>	<p>L</p> <p>L</p>	<p>Suitable recommendations are contained within this report to ensure this duty is complied with.</p> <p>Preliminary impact assessments have been</p>

	and Fairer Scotland duties		undertaken. More detailed impact assessments to be undertaken on a case by case basis as budget savings are advanced.
Employee	Workforce doesn't reduce to the extent that is required to achieve savings.	M	Continued action to manage posts and to redesign services within the financial constraints.
	Introduction of additional statutory duties will increase workloads	M	Continuing review of opportunities to reduce rework/overlap in workloads
Customer	There is a risk that customer complaints increase as a result of changes to service standards and during transition to digital solutions.	M	Communication and monitoring of change milestones to customers as determined by project plans.
Environment	None		
Technology	Failure to invest in and embed new technology an digital solutions will place savings options at risk.	H	Funds set aside in the Transformation Fund provide the means of securing and supporting the significant shift that is needed by the Council. Maintaining the unspent value as an earmarked reserve is critical.
Reputational	Failure to properly manage finances including the potential impact on the Council's credit rating.	L	Regular review of financial information by services, CMT and Elected Members throughout the financial year.
	Focus on cuts may have a negative impact on citizens' view of service delivery	M	Highlight positive changes achieved despite financial constraints

Examples of Financial Risks in relation to Assumptions and Judgements

- 6.1 In arriving at the above budget model for 2019/20 it is important that Council is aware of the risks associated with assumptions and judgements that have been made as they cover significant areas of Council expenditure and income. The impact of them being different from what the Council experiences next year could have a material impact on the budget. These need to be closely monitored during the year and reported with appropriate actions recommended. Key assumptions and judgements include the following:
- 6.1.1 Pay Award – at present there has been no agreed national pay award agreed for the current financial year, which means that both 2018/19 and 2019/20 contains assumptions around the actual cost. It is unlikely that this will be known with any certainty until at least March 2019 and therefore the budget has been based on the best information at this time, which includes the pay offer made on a multi-year basis by COSLA, which in general means a 3.5% increase from 1 April 2018 (cash cap of £1,600 for those earning more than £80,000); 3% from 1 April 2019; and 3% from 1 April 2020. Depending on the final agreement and conclusion of this matter the figures will remain estimated and the Council will retain a contingency to fund the pay award, which may have to be revisited in the event of alternative offers being made.
- 6.1.2 Income levels from raising of charges and receipt of grants – Income generated by the Council is substantial however there remains the uncertainty of customer behaviour and changing economic factors that may affect the demand for services for which the Council charges and the total amount that it collects during the year. Similarly, there are assumptions built into the budget model in relation to grants that will be received and one example, Teachers' Employers Pension Contributions, where decisions on this funding stream are still to be made at a UK Treasury level before passing to Scottish Government and on to the Council. There remains a risk that the total values received, against budget do not match.
- 6.1.3 Group Entity Decisions – A number of proposals have an impact on Council group entities (see paragraphs 3.87 to 3.98). The decision on how proposals are implemented rests with the Board of each organisation therefore the risk is that decisions taken are ultimately different from what is intended. Close working between officers from the Council and each of the organisations is essential to ensure delivery of the budget.
- 6.1.4 EU Exit – The UK is due to leave the European Union on 29 March 2019. There remains significant uncertainty in relation to the impact of the UK exit from the EU on the operation of the Council, for example the cost of goods and services, the availability of workforce and the potential need within the city. This means that the Council should be working to strengthen the balance sheet and continue to hold usable reserves that could be used in the event of financial implications that cannot be addressed within the budget.
- 6.1.5 Contingent Liabilities – These are issues that, whilst not certain and/or quantifiable at this time, may result in financial liabilities in the future. The

Council's exposure to these types of liabilities is reviewed formally annually as part of the Annual Accounts however each year it is important in setting the budget to acknowledge the potential for additional cost to arise that has not yet been quantified. For this reason, as with Brexit, it is important that the Council continues to hold useable reserves that could be used in the event of these arising.

7. OUTCOMES

Local Outcome Improvement Plan Themes – In addition to our contribution to the multi agency improvement projects outlined in the refreshed LOIP, Aberdeen City council, as a single agency, makes a contribution through its activities to the LOIP outcomes.	
	Impact of Report
Prosperous Economy	<p>The Council's budget makes a major positive contribution to the Aberdeen city and wider regional economies. The budget can facilitate the Council maximising its economic levers, as an employer, procurer and asset owner to add to conventional economic development activity it delivers.</p> <p>As well as this direct intervention, the Council delivers a wider range of enabling services (transport/ roads, planning and education) that are crucial to the functioning of the North East of Scotland as a competitive business, investment and visitor destination. The city is home to 11,000 'businesses' (including public administration), supporting around 189,000 jobs and generate an estimated £256m in non-domestic rates.</p> <p>In addition to interventions such as business start-up, employability support, tourism/ events, inward investment or trade, the Council is also a major economic player. It employs 6,615 fte jobs, with a gross salary of £196.6m. In turn, this 'footprint' supports an additional 5,900 jobs and £78.7m spend in the wider city and Aberdeenshire economies.</p> <p>The Council's procurement totals around £300m, and £109m of this is delivered by 646 local firms, and the Council spends 8% more with local business than the Scottish council average.</p>
Prosperous People	<p>The Council's employment footprint is summarised above. Within this, around 900 people, or 14%, work in the city's most deprived areas.</p>

	<p>The Council is an Investors in Young People (IYYP) employer. A key part of the Project is to develop an Apprenticeship Programme for the Council to provide a range of apprenticeship to opportunities to employees, including young people to come and work for the Council. It will include a range of apprenticeship programmes including Foundation, Modern and Graduate apprenticeships across a range of job roles / disciplines, and from priority localities.</p> <p>In terms of its procurement value, the Council can also influence inclusive growth priorities in the Regional Economic Strategy and both the LOIP themes. The Sustainable Procurement and Community Benefits Policy aims to increase in the number of Council contracts that include community benefits requirements linked to the LOIP, and across Community Planning Aberdeen/ City Region Deal partners. For example, 'positive procurement' this year engaged with 628 people and has generated 58 jobs and 60 training outcomes (including 19 apprenticeships) through the Council's capital plan.</p>
Prosperous Place	<p>The Council owns a large and diverse property portfolio, around 1,200 assets, including land and buildings. This includes 113 factories/ industrial units, 336 ground leases, 91 shops and five museums/ galleries. In delivering the Aberdeen's and the Council's economic priorities there is considerable joint working between the City Growth and Corporate Landlord functions to attract inward investment to the city. These assets are also important in supporting collaboration with other public and private sector owners to improve the place, including delivery of the City Centre Masterplan, and, in localities, using Community Asset Transfer policy in targeted areas or groups.</p> <p>The Council's investment in its capital programme directly supports the investment in new assets that support the diversification of the city region economy, including tourism, events, leisure and culture, and the delivery of the City Region Deal, including roads, harbour and digital infrastructure.</p>
Enabling Technology	<p>Through its capital contribution to the Aberdeen City Region Deal, the Council's budget is investing in a £27m Digital Programme to enable new</p>

	technology applications across the city and wider region.
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8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	The Council must have due regard to protected characteristics under the Equality Act 2010. The budget proposals presented in this report have been subject to an equality impact assessment where appropriate. The assessments identify any protected characteristics which are likely to be impacted and any associated mitigating actions.
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Budget proposals presented in this report have been subject to consideration of the Fairer Scotland Duty for which the Council must have due regard where appropriate.

9. BACKGROUND PAPERS

Scottish Government Finance Circulars
 CIPFA “The Prudential Code for Capital Finance in Local Authorities
 Equality and Human Rights Impact Assessments

10. APPENDICES

Appendix 1 – Projected Balance Sheet as at 31 March 2019
 Appendix 2 – Medium-Term Financial Projection assumptions
 Appendix 3 – Reserves Strategy
 Appendix 4 – Budget Model 2019/20 – reconciliation to 2018/19
 Appendix 5 – Revenue savings options proposals
 Appendix 6 – Revenue items referred to the budget process
 Appendix 7 – General Fund Capital Programme 2019/20 to 2023/24
 Appendix 8 – Prudential Indicators
 Appendix 9 – Capital items referred to the budget process
 Appendix 10 – Fees and Charges proposals

11. REPORT AUTHOR CONTACT DETAILS

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APPENDIX 1

Balance Sheet Forecast to 31 March 2019

31 March 2018 £'000		31 March 2019 £'000
2,311,324	Property, Plant & Equipment	2,564,361
197,370	Heritage Assets	197,370
148,592	Investment Property	148,592
18,075	Long Term Investments	18,075
8,222	Long Term Debtors	9,606
2,683,583	Long Term Assets	2,938,004
56,202	Cash and Cash Equivalents	48,704
98,705	Short Term Investments	1,146
77,292	Short Term Debtors	76,106
1,174	Inventories	14,382
6,198	Assets Held for Sale	6,198
239,571	Current Assets	146,535
(79,435)	Short Term Borrowing	(221,859)
(78,245)	Short Term Creditors	(57,683)
(5,758)	Short Term Provisions	(10,563)
(3,222)	PPP Short Term Liabilities	(2,997)
(5,607)	Accumulated Absences Account	(5,607)
(579)	Grants Receipts in Advance - Revenue	(6)
(7,855)	Grants Receipts in Advance - Capital	(14,279)
(180,700)	Current Liabilities	(312,994)
(890,982)	Long Term Borrowing	(879,952)
(58,793)	Finance Lease	(58,793)
(108)	Long Term Creditors	(108)
(679)	Long Term Provisions	(679)
(97,751)	PPP Long Term Liabilities	(94,754)
(310,251)	Pension Liabilities	(310,251)
(1,358,564)	Long Term Liabilities	(1,344,536)
1,383,889	Net Assets	1,427,009
	Usable Reserves:	
(40,697)	General Fund Balance	(31,292)
(11,808)	Housing Revenue Account	(9,954)
(13,460)	Statutory and Other Reserves	(9,360)
(1,317,924)	Unusable Reserves	(1,376,403)
(1,383,889)	Total Reserves	(1,427,009)

Medium-Term Financial Projections - Assumptions

REVENUE BUDGET ASSUMPTIONS

	YEAR 1 (2019/20)	YEARS 2 – YEAR 5
PAY AWARDS (all staff)	3%	3%, 2.5%, 2.5%, 2.5%
ENERGY	Increased cost of gas 6%, electric 8%, oil 6%, heat- AHP 3.6%, biomass 3.6%	Increased cost of gas 6%, electric 8%, oil 6%, heat- AHP 3.6%, biomass 3.6%
CAPITAL FINANCING COSTS	Based on proposed capital plan	Based on proposed capital plan
SCOTTISH GOVERNMENT FUNDING	Per Finance Circular and amended by letter of 31 January 2019	Reduction of 3%, 2%, 1%, 1%
COUNCIL TAX BASE	CT income uplifted for additional homes being built each year (per planning)	CT income uplifted for additional homes being built each year (per planning)
COUNCIL TAX RATE	Nothing in base as options included	3% increase p.a.
FEES AND CHARGES	Nothing in base as options included	2% increase p.a.

Aberdeen City Council

Financial Strategy – Revenue and Capital Reserves

Executive Summary

The requirement to retain and manage financial reserves is a critical element of robust financial management and has a basis in statute. This strategy focuses on the General Fund reserves.

The Council, using a risk-based approach to retention of uncommitted balances and taking account of known financial commitments in future years currently has reasonable sums held for use or set aside in the event of unexpected or unplanned commitments.

A forecast summary of General Fund Reserves and other Statutory Reserves is as follows:

Aberdeen City Council Usable Reserves	Balance at 31 March 2018 £'000	Use of Reserve in 18/19 £'000	Contribution to Reserve in 18/19 £'000	Estimated Balance at 31 March 2019 £'000
Summary				
General Fund				
- Earmarked	29,313	(6,705)	0	22,608
- Uncommitted Working Balance	11,384	(2,700)	0	8,684
	40,697	(9,405)	0	31,292
Housing Revenue Account				
- Earmarked	2,162	(1,854)	0	308
- Uncommitted Working Balance	9,646	0	0	9,646
	11,808	(1,854)	0	9,954
Statutory Funds				
- Capital Fund	11,780	(11,100)	7,000	7,680
- Insurance Fund	1,339	0	0	1,339
- City Improvement	336	0	0	336
- Lord Byron	5	0	0	5
	13,460	(11,100)	7,000	9,360
Total Reserves	65,965	(22,359)	7,000	50,606

The Council continues to retain a significant value of usable reserves, with most of that value set aside and earmarked for specific purposes. The trend also continues to reduce the overall value as projects and specific purposes use the monies that have been set aside. In 2018/19 it is forecast that the General Fund uncommitted working balance will be used to the value of £2.7m.

APPENDIX 3

The recommendation of this strategy is that a value of £10.5m is set aside for emergency and unplanned expenditure, which means that a sum of £1.816m would ideally be included as a surplus to the revenue budget for 2019/20. The budget model for 2019/20 anticipates that all the money used from the working balance is replaced in 2019/20 and shows as a cost pressure of £2.7m.

The Capital Fund retains the Council capital receipts and additional money is expected to be received during the year, based on the sale of housing sites to the Housing Revenue Account. The value that is drawn from the Fund in 2018/19 is to pay for the voluntary severance and early retirement scheme, and to support the repayment of debt principal in 2018/19. The future value of the Capital Fund will depend on the total value of capital receipts in future years and the cost of the voluntary severance / early retirement that will remain a feature of the budget options in 2019/20.

Further review of the value of balances in other funds is completed as part of the annual accounts process.

Background

1. The requirement for financial reserves is acknowledged in statute. Section 93 of the Local Government Finance Act 1992 requires Scottish authorities, in calculating the council tax, to take into account 'any means by which those expenses may otherwise be met or provided for'. This includes reserves.
2. In Scotland there are explicit statutory powers under schedule 3 of the Local Government (Scotland) Act 1975 permitting certain local authorities to establish a renewal and repair fund, and insurance fund and a capital fund alongside a requirement to maintain a general fund (s.93 of Part VII of the Local Government (Scotland) Act 1973). Separate reserves can be established in Scotland only where there are explicit statutory powers. Scottish local authorities may however ' earmark ' specific parts of the General Fund reserve.
3. There are other safeguards in place that help to prevent authorities over- committing themselves financially. These include:
 - The balanced budget requirement (Local Government Finance Act 1992 s93).
 - Legislative requirement for each authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer has responsibility for the administration of those affairs (s.95 of the Local Government (Scotland) Act 1973).
 - The requirements of the Prudential Code
 - Auditors will consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based.

APPENDIX 3

4. Whilst it is primarily the responsibility of the authority and its chief financial officer to maintain a sound financial position, external auditors will, as part of their wider responsibilities, consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual authorities or authorities in general.
5. CIPFA's Prudential Code requires the chief finance officers in authorities to have full regard to affordability when making recommendations about the authority's future capital programme. Such consideration includes the level of long-term revenue commitments. Indeed, in considering the affordability of its capital plans, the authority is required to consider all of the resources available to it/estimated for the future, together with the totality of its capital plans and revenue forecasts for the forthcoming year and the following two years. There is a requirement for three-year revenue forecasts across all authorities and this is achieved through the 5-year financial model. This provides ability to focus on the levels of reserves and application of authority balances and reserves.
6. Within the existing statutory and regulatory framework, it is the responsibility of the chief financial officer to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.
7. CIPFA and the Local Authority Accounting Panel do not accept that there is a case for introducing a generally acceptable minimum level of reserves. Authorities on the advice of their chief finance officers should make their own judgements on such matters taking into account all relevant local circumstances. Such circumstances will vary between authorities. A well- managed authority, for example, with a prudent approach to budgeting should be able to operate with a level of general reserves appropriate for the risks (both internal and external) to which it is exposed. In assessing the appropriate level of reserves, a well-managed authority will ensure that the reserves are not only adequate but also are necessary.
8. Imposing a generally applicable minimum level would also be counter to the promotion of local autonomy and would conflict with the financial freedoms introduced for Scottish authorities in the Local Government in Scotland Act 2003. Nor is it considered appropriate or practical for CIPFA, or other external agencies, to give prescriptive guidance on the minimum (or maximum) level of reserves required, either as an absolute amount or a percentage of budget.
9. In order to secure strong governance for the Council and a sustainable future, the principles of good legislative and best practice are important to underpin our approach. Further, in order to secure the confidence of our Bond investors and to retain our credit rating, the management of our reserves and balance sheet is an important check.

Current Financial Climate

10. The pressures on public finances over the next few years are expected to remain intense. Therefore, the ability to retain reserves for unforeseen events and circumstances become not only difficult, but something that requires careful consideration.
11. Uncertainty remains a feature of the overall economic climate and the potential benefits of new devolved powers and opportunities for local taxation are not yet clear
12. The Council has a challenging 5 year financial position based on our models and scenario planning that requires substantial savings to be delivered. The changes required are underpinned by our transformation delivery plans and monitoring arrangements. There are inherent risks in delivering the level of savings required and the Council needs to look to continue its work to protect and prepare for the uncertain future.
13. At present there has been no agreed national pay award agreed for the current financial year, which means that both 2018/19 and 2019/20 contains assumptions around the actual cost.
14. Audit Scotland produced in April 2018 a national report on the Challenges and change in 2018 that faces Scottish Local Government and there are clear messages of substantial long and short term factors that will have a significant impact on the Council's service delivery priorities and cost base. See Appendix A.
15. The UK is due to leave the European Union on 29 March 2019. There remains significant uncertainty in relation to the impact on the operation of the Council, for example the cost of goods and services, the availability of workforce and the potential need within the city.
16. Contingent Liabilities – These are issues that, whilst not certain and/or quantifiable at this time, may result in financial liabilities in the future. The Council's exposure to these types of liabilities is reviewed formally annually as part of the Annual Accounts however each year it is important in setting the budget to acknowledge the potential for additional cost to arise that has not yet been quantified.
17. Other known challenges that will impact on the Council beyond this financial year include the national Welfare Reform changes and the ongoing changes to Health and Social Care Integration and Early Years provision.
18. In a national and global context the complexity and fluctuation of financial markets, particularly in Europe, adds to the potential impact that could be felt on the financial resources available to the council to delivery services to the citizens of Aberdeen.

Types of Reserve

19. When reviewing the medium term financial plans and preparing the annual budgets authorities should consider the establishment and maintenance of reserves. These can be held for four main purposes:
 - A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves.
 - A contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves.
 - A means of building up funds often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but remain legally part of the general reserve.
 - The economic climate and the safety of the Council's financial assets. This would link closely with the Council Treasury Management and Prudential Code Strategies.
20. Authorities also hold other reserves that arise out of the interaction of legislation and proper accounting practice. These reserves, which are not resource-backed and cannot be used for any other purpose, are listed below:
 - The Pensions Reserve
 - The Revaluation Reserve
 - The Capital Adjustment Account
 - The Available-for-Sale Financial Instruments Reserve
 - The Financial Instruments Adjustment Reserve
 - Accumulated Absences Adjustment Account
21. Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and expenditure under proper accounting practice and under statute or regulation, such as the Capital Grants Unapplied Account.
22. In addition, authorities may hold a Capital Fund. This reserve holds the proceeds from the sale of assets and can only be used for capital purposes in accordance with the regulations. The Council maintains a Capital Fund.

23. For each earmarked reserve held by the authority there should be a clear protocol setting out:
- The reason for/purpose of the reserve
 - How and when the reserve can be used
 - Procedures for the reserves management and control
 - A process and timescale for review of the reserve to ensure continuing relevance and adequacy
24. When establishing reserves, authorities need to ensure that they are complying with the Code of Practice on Local Authority Accounting and the need to distinguish between reserves and provisions.

Aberdeen City Council Reserves

25. This document aims to provide an over-arching strategy that is applicable to the year ahead and is included in the budget report for the purposes of being considered at the time of budget setting.

The General Fund (excluding Housing Revenue Account Reserves)

26. It has previously been agreed by the Council that the General Fund will retain an uncommitted balance at a level based on a risk assessment of the factors impacting our finances; at 1 April 2018 this amounted to £11.3 million.
27. The purpose of this reserve is to provide for any unexpected expenditure that cannot be managed within existing budgets. Such expenditure would be one-off and resulting from an extraordinary event. The minimum amount for this reserve on a risk basis should be £8.3m, and the recommended amount is £10.5m.
28. The General Fund should be set at a prudent and not excessive level, as holding high level of reserves can impact on resources and performance. While no maximum has been set it is important to regularly consider the level of risks that are known and give consideration to the potential internal and external factors that may impact on the ability of the Council to delivery its strategic objectives, and to be financially prepared.
29. As the net budget position changes the level of General Reserve must be monitored to ensure the minimum level is maintained. This is particularly relevant where revenue carry forwards are identified as part of the year-end process.
30. Appendix B details the elements that make up the current General Fund uncommitted reserve and the levels of risk attached to each of these elements. These are indicative and may not be exhaustive as new risks emerge.

The General Fund - Earmarked Reserves

31. Unlike the General Fund uncommitted balance, earmarked reserves have been identified for specific areas of expenditure where there are anticipated costs that can only be estimated. It is therefore prudent for the authority to identify such areas of expenditure and set aside amounts that limit future risk exposure.
32. Such expenditure usually arises out of specific projects and work that continues over a period of more than one year, where identifiable risks exist, where an specific Council policy exists (such as the Devolved Education Management scheme) or where accounting treatment dictates that sums must be treated as such (for example unspent grants and contributions that have no repayment conditions).
33. Appendix C details each of the earmarked reserves and the anticipated year end balance.
34. Expenditure relating to earmarked reserves has to specifically relate to the purpose of the reserve, and new earmarked reserves can be created, normally occurring at year end as part of the year-end review processes or during the annual budget setting process.
35. In preparing for the period ahead and in advance of full consideration of the revised 5-year financial modelling and annual Budget setting for 2019/20 there is an acceptance that the potential risks arising from a number of the factors highlighted in the 'Summary of Demand and Cost Pressures' at Appendix A are as yet uncertain in nature.
36. The 5-Year financial model has does not yet take account of the full extent of savings and transformation that the Council expects over the short term but the gap between income and expenditure is expected to continue to grow and therefore new ideas and solutions will have to be found to setting affordable budgets and maintaining Council reserves at a level that is appropriate.

Monitoring

37. The level of Reserves is kept under review. The Council receives reports on the levels of reserves as part of the annual budget setting process, the preparation of the annual accounts and at other times should circumstances require it.

Risk Analysis

38. Any recommendations that change the planned use of Reserves reported within the Annual Budget will take account of the need for service delivery balanced against the need to retain prudent levels of Reserves.

39. The significant risks that have been considered, but which will also be kept under review are:

- The anticipation of considerable cost pressures, pay and prices, demand and need, as well as changes resulting from national policy, such as Welfare Reform, that may have a significant impact on the need for use of reserves.
- The potential impact of further changes to funding and financial resource availability from the current financial climate.
- The instability of the Financial Markets means that the investments we make with balances are currently exposed to greater risk.
- The challenges of the current 5-Year financial model and the extent to which efficiencies and alternative ways of working have on delivering a balanced and sustainable revenue budget position.

Strategy Review

40. This strategy will be reviewed annually.

41. During the year changes may occur in the 5-Year financial model, which affect this strategy. Such changes will be monitored by the Chief Officer - Finance and reported to the Council.

Summary of Demand and Cost Pressures

Key messages from Audit Scotland Report 'Local government in Scotland : Challenges and Performance 2018' are:

Challenge	Detail of risk
Economic/Financial	UK withdrawal from the European Union Public Sector reform - substantial reductions in spending Between 2010/11 and 2018/19 revenue funding has fallen by 9.6% in real terms Councils are increasingly using their reserves and delivering savings is now critical
Demand	Ageing population Population change Population is predicted in Scotland to grow by 3% between 2016 and 2026 Population is predicted in Aberdeen City to grow by 17% between 2014 and 2039 Population of children under 5 is predicted to grow by 20% between 2014 and 2039 Population of adults of pensionable age is predicted to grow by 20% between 2014 and 2039 Rising pension costs Rising debt costs End to public sector pay cap Apprenticeship levy Equal pay claims National insurance contributions
Policy and legislative changes	Review of Local Governance by Scottish Government and COSLA Community empowerment Act - realising the ambitions City Region deals and growth deals Integration of health and social care Education Reform Barclay review of non domestic rates enterprise and skills review Early learning and childcare Free personal cre for older people Named person provision
Delivering transformation	Developing new ways of working Scoping, resourcing and managing transformation Responding to limitations on where and how savings can be made Effective management of workforce reductions Transformation projects are high risk Effective implementation of digital technology
Uncertainty	Changes in strength of partners Political uncertainty
Performance	Maintaining or improving performance under circumstances of financial challenge Maintaining focus on outcomes and improvements in areas of deprivation Maintaining public satisfaction with services Social care services keeping up with demand Learning experience and staff morale being impacted in education Performance of smaller services being impacted by budget cuts

Reserves Risk Assessment 2019-20
GENERAL FUND – UNCOMMITTED RESERVE

Risk	Impact	Probability	Min £m	Max £m	Recommende d £m
Major incident(s), Unbudgeted expenditure	Potential unplanned expenditure in support of specific circumstances	Single incident amounting to less than 1% of net budget – MEDIUM Multiple incidents amount to over 1% of net budget – VERY LOW	4.3	8.6	5.0
Major disaster (e.g. natural)	Service delivery affected and resources diverted (e.g. through buildings being inaccessible and disaster recovery plan being actioned)	Based on historic experience – VERY LOW	1.0	4.0	1.0
Counterparty failure	If invested balances were tied up in a process to recover them there would be an immediate impact on the revenue budget as funds at additional cost were obtained.	Based on treasury policy and practices – VERY LOW	1.0	5.0	1.0
General financial climate	Wider knock-on effects of financial market changes, recession and / or lower growth and the consequential impact on UK and Scottish budgets.	LOW to MEDIUM	2.0	7.5	3.5
			8.3	25.1	10.5

GENERAL FUND – EARMARKED RESERVES

		Balance at 31 March 2018 £'000	Use of Reserve in 18/19 £'000	Contribution to Reserve in 18/19 £'000	Estimated Balance at 31 March 2019 £'000
General Fund: Earmarked					
Business Plan Service Option	Investment regarding delivery of 5 year business plan	153	(13)		140
Star Awards Sponsorship	Through procurement team, rebates paid by suppliers for sales volumes. Agreed that this funding would be used to fund the Star Awards, which take place each year	25	(19)		6
Xerox Print Contract	2016/17 rebate from Xerox to fund various Data projects	100	(48)		52
Mither Kirk Reburial of Remains	Reburial of Human Remains	38	0		38
Energy Efficiency Fund	Pump-prime funding for energy saving schemes	1,146	0		1,146
Bus Lane Enforcement	As required by the relevant legislation, net income from Bus Lane Enforcement to facilitate the objective's of the Local Transport Strategy	891	(390)		501
Property Transfer	Funding in relation to the transfer of Thomas Blake Glover House to the Council	129	(25)		104
Second/Long Term Empty Homes	Additional income generated by reducing the discounts which is to be used towards funding affordable housing.	8,304	0		8,304
Mens Shed	Contribution to Men's Shed social club, Dyce	5	(5)		0
Devolved Education Management (Community Centres)	Community Education Centres c/forward	562	(6)		556
Devolved Education Management (School Funds)	School funds c/forward	993	(829)		164
HMT Roof Works	HMT Roof Works	126	0		126
De-risk the Council	Cash backing for Council guarantees to external organisations	2,505	(100)		2,405
Pupil Equity Fund	Scottish Government Grant to raise attainment in Schools	1,621	(1,621)		0
18/19 GRG Redetermination	Scottish Government Grant issued during 2017/18 carried forward to 2018/19	1,211	(1,211)		0
Transformation Fund	Funding set aside towards the ongoing transformation of the Council	11,232	(2,257)		8,975
Revenue Grants Unspent	Various revenue grants that remained unspent at year end to which no repayment conditions apply	13	(13)		0
Building Services IT Upgrade	Equipment identified as having the specifications that are required for business/service needs, and to help drive forward productivity and efficiencies with in mobile working	78	0		78
Various Projects	Provide funding to support a variety of projects	181	(168)		13
Total GF Earmarked		29,313	(6,705)	0	22,608

APPENDIX 4

Budget Model 2019/20 - Reconciliation to Revised 2018/19 Budget

General Fund Revenue Budget Reconciliation 2018/19 to 2019/20 - By Account Codes												
SUMMARY ANALYSIS												
Reference Section...	7	6	8	10				2	2			
£'000	REA - Staff Costs	REB - Premises Costs	REC - REG, REH - Spending Costs	REH - Capital Financing Costs	Total Exp	RI - Total Service Income	NET SERVICE EXPENDITURE	General Revenue Grant	Non Domestic Rates	Council Tax	Total Funding	NET EXPENDITURE
Function / Description												
Commissioning	5,055	1,282	25,275	0	31,612	(3,375)	28,237				0	28,237
Corporate	(3,971)	1,538	37,738	32,822	68,127	(28,581)	39,546				0	39,546
City Growth	5,272	646	5,735	0	11,654	(3,717)	7,937				0	7,937
Customer	28,948	4,353	69,614	0	102,915	(66,109)	36,805				0	36,805
Governance	3,946	2	1,053	0	5,000	(2,070)	2,930				0	2,930
Aberdeen Health & Social Care Partnership	18,029	380	115,548	0	133,957	(48,962)	84,995				0	84,995
Operations	195,208	36,699	69,081	0	300,988	(74,887)	226,101				0	226,101
Resources	14,436	5,794	13,913	0	34,144	(28,325)	5,818				0	5,818
Strategic Place Planning	6,207	187	3,981	0	10,375	(3,390)	6,985				0	6,985
TOTAL BY ACCOUNT CODE	273,129	50,880	341,940	32,822	698,771	(259,417)	439,354	0	0	0	0	439,354
Funded by:												
Corporate					0	0	0	(95,180)	(227,801)	(116,373)	(439,354)	(439,354)
TOTAL FUNDING	0	0	0	0	0	0	0	(95,180)	(227,801)	(116,373)	(439,354)	(439,354)
OVERALL BUDGET 2018/19	273,129	50,880	341,940	32,822	698,771	(259,417)	439,354	(95,180)	(227,801)	(116,373)	(439,354)	0
Movements in 2019/20												
Staff Increments	2,598		0	0	2,598	0	2,598				0	2,598
Pay Award	12,028			0	12,028	0	12,028				0	12,028
Teachers Employer Pension Rate Increase	3,629			0	3,629	(2,867)	762				0	762
Re-calibrate Vacancy Saving	4,000			0	4,000	0	4,000				0	4,000
Debt Charges				9,256	9,256	0	9,256				0	9,256
Estimated part year income (new AECC)				0	0	(4,000)	(4,000)				0	(4,000)
Utilities		1,155		0	1,155	0	1,155				0	1,155
Non-domestic Rates		398		0	398	0	398				0	398
Annual Service Payments - Schools		1,048		0	1,048	(555)	493				0	493
Running Costs of New Schools		50		0	50	0	50				0	50
Zero Waste Strategy (updated profile)			293	0	293	0	293				0	293
Contingency Reduction			(1,000)	0	(1,000)	0	(1,000)				0	(1,000)
Contractual Changes			410	0	410	0	410				0	410
Elections			10	0	10	0	10				0	10
Early years additional funding per Settlement			11,898	0	11,898	(11,898)	0				0	0
Pass Health and Social Care Funding in Settlement to IJB			4,454	0	4,454	0	4,454				0	4,454
Other	85	(139)	209	0	155	574	729				0	729
18/19 Cost Pressure - Income updates based on actual experience			0	0	0	2,120	2,120				0	2,120
18/19 Cost Pressure - Children Services			3,082	0	3,082	0	3,082				0	3,082
18/19 Cost Pressure - Education Services	100	100	168	0	368	0	368				0	368
18/19 Cost Pressure - Goods & Services (Ops)			600	0	600	0	600				0	600
18/19 Cost Pressure - Langdykes refuelling increased costs (CG)			100	0	100	0	100				0	100
TOTAL SERVICE EXPENDITURE MOVEMENT 18/19 TO 19/20	22,439	2,612	20,224	9,256	54,532	(16,626)	37,906	0	0	0	0	37,906
Funded by:												
Funding adjustments - per settlement & Additional announced 31-1-19					0	0	0	34,981	(30,759)		4,222	4,222
Council Tax from additional homes					0	0	0			(908)	(908)	(908)
TOTAL FUNDING MOVEMENT 18/19 TO 19/20	0	0	0	0	0	0	0	34,981	(30,759)	(908)	3,314	3,314
OVERALL BUDGET 2019/20 GAP	295,569	53,492	362,163	42,078	753,303	(276,043)	477,260	(60,199)	(258,560)	(117,281)	(436,040)	41,220

APPENDIX 5

Revenue Budget Saving Options

2019/20 BUDGET - OPTIONS	£'000
COST OF ASSETS	
Close community learning centres	275
Community asset transfer of community centres	300
Co-location of public sector partners into Marischal College	450
Asset rationalisation (4 Miltonfold)	3
Asset rationalisation (Balgownie 1 and existing AECC)	100
Asset rationalisation (Mill of Mundurno yard (granite Store))	18
Asset rationalisation (Culter pop in)	1
Asset rationalisation (3 Finnan Place)	1
Asset rationalisation (Cummings Park Community Flat)	1
Fund public clocks costs from Common Good	4
Asset rationalisation (Bon Accord Baths)	5
Pending rent reviews in portfolio.	150
Continued evaluation of tenanted non residential property portfolio (TNRP)	20
Asset rationalisation (Victoria Road School and Abbey Road)	25
Asset rationalisation (77-79 King Street)	8
Saving on electricity costs with vacant properties	20
Reduction of vans within Building Services	40
Decisions Required in 2019/20 for financial benefit in future years:	
Tillydrone assets with new hub coming on stream.	0
Similar review around Torry	0
Asset rationalisation (Frederick Street)	0
Asset rationalisation (Kittybrewster)	0
Asset rationalisation (Rosehill House)	0
Asset Rationalisation (Jack's Brae Car Park)	0
Asset rationalisation (former Greenfern Infant School site)	0
Asset rationalisation (Froghall Community and learning Centre)	0
Asset rationalisation (Linksfield Day Care Centre)	0
Asset Rationalisation (Carden School site)	0
Ongoing interest in community asset transfer projects.	0
Asset rationalisation (Woodside Burgh Hall)	0
Review of Depot provision and closure of smaller depots.	0
Effective management of property disposals and associated costs	0
Asset rationalisation (St Peters Nursery)	0
Asset Rationalisation (Braeside school)	0
Asset rationalisation (former Bucksburn Primary School)	0
Identify long term solution for vacated Stoneywood Primary site	0
TOTAL SAVINGS IN COST OF ASSETS	1,420

APPENDIX 5

2019/20 BUDGET - OPTIONS	£'000
SPENDING CATEGORIES	
Reductions in Levels of Grant Funding:	
Shelter Scotland	35
Workers Education Association	10
Aberdeen Lads Club	31
Fersands Community Project/Family Centre	91
Middlefield Community Project	11
Printfield Community Project	7
Printfield Community Project	66
St Machar Parent Support Project	29
Grampian Regional Equality Council	46
Aberdeen Council of Voluntary Organisations	43
Station House Media Unit	17
Bulawayo Trust	20
Gomel Trust	22
Castlehill Housing Association (Aberdeen Care & Repair)	55
Early years grants to external organisations	128
Aberdeen Inspired	47
Castlegate Arts	48
Peacock Visual Arts	47
Robert Gordon University	25
Sound Festival	12
Visit Aberdeenshire	260
City Moves	201
Aberdeen Performing Arts	110
Fairer Aberdeen	538
	1,899
Reductions in Levels of Funding to ALEO's & Partnerships:	
Sport Aberdeen - reduction in core funding	550
Sport Aberdeen - review and reduction in provision	2,000
Aberdeen Sports Village - reduction in core funding	100
Aberdeen Performing Arts - reduction in core funding	100
Aberdeen H&SC Partnership IJB - reduction in funding (2.2% SG flexibility applied)	1,870
Aberdeen H&SC Partnerhsip IJB - commission School Mental Health Counselling from the Council	125
	4,745

APPENDIX 5

2019/20 BUDGET - OPTIONS	£'000
Recharges to the HRA:	
Children's social work services	115
Postage	15
	130
Reduction in Contract Spend and Volumes:	
Stop colour photocopying	2
Reduce printing	204
Reduce agency spend	182
Review external communications with a view of reducing sending of post and increase the use other means where possible	13
Review of reprographics demand with a view of reducing sending of marketing print work and increase the use of other means where possible and consolidate remaining demand under existing contract	25
Review of fleet use to optimise use of owned fleet	56
Reduce cost of confidential waste	6
Reduction in fuel spend due to bunkering	120
Reduction in Fuel through use of telematics	163
Consolidation and reduction of all training budgets	125
Contract saving - ongoing review of all contracts (not covered elsewhere) - stop, renegotiate or reduce	1,250
Explore options of sharing resources with other councils and/or other public sector organisations	440
Digitalisation and improved efficiency of income collect (e.g. upfront payment etc)	75
Homelessness - review of council properties vs hotels	63
Explore options of sharing Business Intelligence data and resources with other public sector organisations	50
Increase in inhouse foster carers and reduce children placed with external agencies	100
Rationalisation of ICT infrastructure and software licences	1,000
	3,873
Improvements in Contract Prices	
Review of framework and ensure lowest cost option - roadstone	22
Review of framework and ensure lowest cost option - roads maintenance materials and street lighting materials	12
	34

APPENDIX 5

2019/20 BUDGET - OPTIONS	£'000
Contract Management:	
Standardisation of flooring products	5
Review food contracts with a focus on non-food cost elements (e.g. distribution & delivery)	40
Review multiple small contracts and consolidate into larger contract(s) to achieve savings -Cleaning & Janitorial Specialist Hygiene Cleaners	16
Review multiple small contracts and consolidate into larger contract(s) to achieve savings - Commercial Catering eqm, whitegoods & laundry Equipment	13
Review multiple small contracts and consolidate into larger contract(s) to achieve savings - Catering, Cleaning & Janitorial products	20
Review purchase of plants for public spaces and ensure lowest cost option - ground maintenance (garden centres and nurseries)	5
Review of contracts relating to 3R schools	300
Review of spending controls and non compliant purchasing.	50
Realignment of costs - Early Learning Expansion	165
Re-provision of Ideas Hub	20
New approach to supported housing (framework with various providers)	50
Review of Utilities Contracts under Scottish Gov Framework	100
Standardisation of all personal protective equipment (PPE)	20
Review of architectural and structural engineering framework across 3 councils	12
Increase the lease works of art / museum pieces whilst not in use	22
Accelerating of LED street lighting project	115
Street lighting columns - accelerate rolling program	100
One-off distribution of accumulated surplus from NYOP (3R's) for charitable purposes.	800
	1,853
TOTAL SAVINGS FROM 'SPENDING' CATEGORIES	12,534

APPENDIX 5

2019/20 BUDGET - OPTIONS	£'000
CHANGES TO THE LEVEL OR APPROACH TO SERVICE DELIVERY	
Reductions:	
Reduction in Roads Service Provision - winter maintenance	153
Reduction in Roads Service Provision - patching repairs (potholes)	150
Reduction in Roads Service Provision - carriageway and footway repairs	150
Reduction in Roads Service Provision- hake maintenance	50
Reduction in Roads Service Provision - gully emptying	50
Reduction in Roads Service Provision - road marking renewals	25
Reduction in Roads Service Provision - street lighting repairs	80
Reduction in Roads Service Provision- emergency street lighting attendance/electrical testing/column and underground repairs	35
Reduction of school grounds maintenance.	160
Reduction in road vegetation maintenance.	200
Reduction in maintenance at cemeteries / crematorium.	370
Reduction in parks and greenspaces maintenance.	520
Reduction to street sweeping.	150
Reduction in maintenance to Social Care properties and Community Centres	50
Household waste recycling reduced opening hours	50
Reduction in library provision	863
Reduce funding to Equalities service	155
Reduce Adult Learning	268
Reduce youth work	275
Reduce youth work drugs diversion	50
Reduce Community Safety and City Wardens provision	250
Reduce Homecheck service	20
Reduce school transport	44
Remove voluntary cap on Primary one class sizes	150
Reduce Education Support Provision	150
Reduce Education Psychologist Provision	200
	4,618
Stopping Provision:	
Stop provision of school crossing patrols	317
Closure of public toilets	257
Stop school transport to the Gaelic Unit	56
	630

APPENDIX 5

2019/20 BUDGET - OPTIONS	£'000
Reductions in Staffing Levels as a result of Service Redesign:	
Master data management - cross organisational redesign	63
Reduction of private sector leasing (PSL) service	150
Redesign of temp accommodation for people with complex needs (closure of Margaret House)	168
Review of implementation of reclaiming social work	100
Further integration of services within Integrated Children and Family Services (ICFS)	75
Efficiency Savings in Children's Centres	100
Bring MOT final inspections in house	45
Replace Tranman IT system to improve vehicle repair and maintenance management and scheduling.	30
Alternative Delivery Model from Waste	120
Improved utilisation of vehicles by use telematics in vehicle fleet	22
Implementation of extended workshop opening hours	120
Reduction in the frequency of services being delivered by Facilities Management	1,096
Term time working for School technicians/librarians	254
Review administrative support model in Education	100
Review of safer Aberdeen provision	20
Teachers Vacancy Factor	3,500
Digital service redesign across the Council	9,500
	15,463
TOTAL SAVINGS FROM SERVICE CHANGE AND REDESIGN WORK	20,711
COST OF STAFFING	
Review of Terms and Conditions	600
Review of Staffing Policies	100
Review and reduction of all staff and councillor travel	460
TOTAL SAVINGS FROM STAFFING COSTS	1,160
FEES AND CHARGES INCOME	
Revision to Existing Fees and Charges (refer also to Appendix 10)	
Raise 3% more income from existing charges through various percentage increases	850
Increase in domestic household waste charges - bulky uplifts etc	75
Car parking - Permits	154
Roads and Street works fees and fines	20
Overnight parking for campervans	10
Additional Food Safety and Hygiene Service to Businesses	5
Advertise on Council Vehicles	40
Staff Meals	73
School meals	100
Contract Cleaning	100
Early Years Childcare	100
Crematoria and burial services - increase fees and charges	50
Environmental Services - grounds including allotments	50
Additional services provided at the crematorium	8
Litter enforcement treated differently	20
School lets	27
	1,682

APPENDIX 5

2019/20 BUDGET - OPTIONS	£'000
New income opportunities:	
Media monitoring and licensing	45
Design Work (graphic)	170
Introduction of Admin fee for issuing of waste transfer notes	19
Franchise the Beach Ballroom (6 months)	146
Education - transport (pupils choosing to attend out of zone school)	83
Library biometrics – projected income based on average charge received per appointment and UK Government projections for number of appointments	30
Introduction of domestic household garden waste charge	680
Car parking charges - new places e.g. parks and forests	15
Car parking charges - Marischal College	30
Public Transport Unit - introduction of charges for service users	140
Franchise café facilities at Museums and Art galleries	50
Gardening Service	4
Workshops and training offered to external bodies and third parties e.g. OD/specialist technical services	5
Set up a venue finding agency or market council venues more - take commission from external venues	5
Charge to run boot fairs on council sites - charge the stall holders plus entry	10
Identify more profitable events that could be run using council prime venues e.g. museums, town house, ballroom	5
Walk of fame or brick sponsorship	25
Genealogy and archive services offered at a cost	10
Grow Plants and Sell Them	3
Planning Advice Service	5
Open Events at Museums	5
Lunch and learn on hobbies	3
Sell Naming Rights to Buildings	75
Advertise on council website	100
	1,663
TOTAL ADDITIONAL INCOME FROM FEES AND CHARGES	3,345
COUNCIL TAX	
Council Tax increase (3%)	3,491
Council Tax increase-additional (3% to 4.79%)	2,080
	5,571
TOTAL OPTIONS TABLED	44,740

Cost implications to deliver savings:

1. The scale of savings identified within this budget report is significant.

To achieve this scale the transformation of our workforce, organisation and digital technology is critical.

The Council Delivery Plan, on this agenda identifies the transformation deliverables for the Council during 2019/20. As well as these, the continued implementation of the 'Being Digital Strategy', approved at the Finance, Policy and Resources Committee in September 2016 is key to successfully delivering our change and transformation.

Continued investment in transformation and the digital and technological changes requires the continued commitment to setting aside funds to invest, and the Transformation Fund has a forecast balance at 31 March 2019 of £8.975m. The ongoing commitment to funds is essential to the delivery of the savings as a lot of the change relies on the ability to do things differently, streamline and have a smaller workforce. It is expected that proposals to commit the funds within the Transformation Fund will be considered in 2019/20.

2. A reduced workforce is a vital element of the budget proposals and as the Council has taken a no compulsory redundancy approach then the options available are more limited, with the policy of voluntary severance and early retirement being the key facilitators of this shift. The Council has already reduced the workforce in the current financial year and looks to do this again.

The costs associated with this have not be built into the Budget Model for 2019/20 so a funding source has to be found for what is expected to be a multi-million pound cost. Making use of capital receipts is the mechanism that the Council has been using and is an approved use of receipts, in accordance with Scottish Government authority.

Capital receipts are held within the Capital Fund and at the end of 2018/19 the balance remaining is expected to be approximately £7.7m. The Council should expect to spend all of this and make use of new capital receipts as the year progresses.

APPENDIX 6

Revenue referrals to the Budget Process

	Subject	Funding Implication (Revenue)
1	Electric Vehicles – Charge Point Electricity Costs	Additional Revenue Cost £32,400
2	Living Wall Project	Additional Revenue Cost £55,000
3	AREG – Future Operation & Membership	Options include continued membership costing £275 pa through to benefiting from retained reserves if wound up
4	HMP Peterhead Family Centre	£70,000
5	Lochside – Path upgrade between Charleston Drive and Crescent	Referred from Operational Delivery May 2018 £40,000
6	Alive@5	Referred from City Growth & Resources Sept 2018 £80,000 full year effect of free parking after 5 at designated car parks
7	International travel for Elected Member & Officer to Conference of Peripheral Maritime Regions	Referred from City Growth & Resources Sept 2018 £3,000 cost of attendance at 3 meetings
8	Maintenance of Heathryfold Park & Auchmill Wood	Referred from City Growth & Resources June 2018 £9,415
9	British Heart Foundation	Referred from City Growth & Resources June 2018 £5,000 to provide CPR training in schools
10	Torry, Cruyff Court	Referred from City Growth & Resources Feb 2019 £4,950 maintenance costs
11	Sale of lease AIP AEP	Report to be considered. £6,000,000 capital receipt – but lose £385,000 annual rent
12	Aberdeen Sports Village – Phase 3 pitches	Letter re shareholder commitments £167,000 additional funding
13	APA – Music Hall Redevelopment Loan	Request from APA for conversion of loan to grant funding Writing off loan would cost £2m
14	Strategic Energy Services Company (SESCo)	Set up costs £500,000

General Fund Capital Programme 2018/19 to 2023/24Significant Developments within the General Fund Capital Programme

The development of the **new event complex** will open during 2019. Construction is expected to be complete by summer 2019 and the first events are expected to be held in Autumn 2019. The new facility will deliver 48,000 square metres of multi-purpose event space, and will boast world-class conference and exhibition halls, a superior arena, spacious hospitality boxes and a high-end restaurant. Early preparation is already underway to host Offshore Europe 2019 at new site. The associated Anaerobic Digestion Gas to Grid plant project is now in construction and will provide an energy services solution to the wider development.

Aberdeen Art Gallery will open later this year following an extensive fit-out programme of works. The revitalised gallery complex (comprising the Art Gallery, Cowdray Hall and Remembrance Hall) will reopen as the city's key cultural venue, creating an exceptional centre for music and art in the centre of the city. The creation of an additional 500m² for special exhibitions will enable a vibrant programme of 10 exhibitions a year with a complementary programme of weekly talks and events. The new ground floor learning space and top floor seminar room will enhance the learning opportunities for all ages.

The Council has already agreed to take forward the design stage for **four new primary schools** at Countesswells, Milltimber, Tillydrone and Torry/Community Hub, with construction starting thereafter, subject to Council final approval. These new schools will provide pupils and staff with the opportunity to enjoy learning and teaching in a modern, flexible environment, built to deliver the Curriculum for Excellence. Each of these facilities will consider **Early Learning and Childcare** requirements to increase the provision of childcare from 600 to 1140 hours per year by 2020. This will support child development by providing high quality services and will support parents to return to work or study. Services will be flexible, accessible and affordable.

In respect of the **Early Learning and Childcare** expansion project. In May 2018 multi-year capital and revenue funding was shared with Local Authorities. This was shared with the City Growth and Resources Committee through the Council Financial Performance, Q1 2018/19 on 1st August (RES/18/056). In all £23.04m has been allocated for the project up until 2020/21.

The 3 work phases have been determined to prioritise those in areas of deprivation first and consider more complex phases earlier in the programme. These phases will overlap as work gets underway.

The programme is developing at pace and consent is sought to proceed with the phase 1 projects to tender and contract award.

The phase one projects are:-

- a. East Torry,(new build).
- b. Cummings Park (new build)
- c. Tillydrone (modular space);
- d. Approve the refurbishment of Woodlands.
- e. The development of outdoor provisions at Duthie Park to include refurbishing the Gate House;
- f. Tullos School,
- g. Westpark School,
- h. Kingsford School,
- i. Quarryhill School,
- j. Middlefield Community Hub,
- k. Northfield Community Centre
- l. and Woodside School;

The **Aberdeen Western Peripheral Route** is now open to use. Under the Agency Agreement Aberdeen City Council is managing the unitary charge payment mechanism on behalf of the Scottish Ministers. The Council's capital contribution to this scheme, including ancillary works, remains capped at £75m.

Assumptions

The General Fund Capital Programme shown below is based on the approved Programme for 2018/19, with a few updates referred to below.

Construction cost updates and revisions have been incorporated into the Programme as follows:

1. Use of the Construction Inflation budget in 2018/19 to support cost increases at the Art Gallery (£4.5m) and City Centre Regeneration projects (£5.5m); and
2. External funding provided to fund the total project budget of £0.3m for the Cruyff Court project.
3. In relation to the school projects that have approval to design stage, an initial cost estimate of £25m for each has been incorporated into the Programme, which in future years will have an impact on revenue costs that will have to be taken account of when setting the budget and Council Tax value for those years. The initial cost estimate is based on a broad assumption of costs and on detailed design not having been carried out and are subject to change following more detailed work.

The borrowing requirement is offset in part by the application for £2m of Scottish Government Grant for Torry Primary / Hub project; and also estimated developer contributions to the Countesswells Primary project of £10m over the life of the Programme. The Prudential Indicators at Appendix 3 include the impact of the additional net borrowing.

APPENDIX 7

It is recommended that the balance in the Construction Inflation budget is set aside for Safety and Security Measures for the property estate.

Several projects currently included in the programme are subject to final review on completion of business cases and procurement, and therefore a preliminary cost estimate, which is indicative, is shown and should be viewed as pre-tender estimates only at this stage. Business cases and procurement will inform the Council on the final cost estimate that will have to be included in the Programme at a future date for the projects to proceed.

In general, the Capital Programme will be reviewed and approved once a year as part of the budget setting process.

APPENDIX 7

Outturn 2018/19 £'000	GFCP No.		Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Total £'000
Projects Due for Completion in 2018/19								
1,492	587	Access from the North / 3rd Don Crossing	0	0	0	0	0	0
715	776	Orchard Brae	0	0	0	0	0	0
1,000	808A	New Academy to the South - ICT Infrastructure	0	0	0	0	0	0
1,802	808B	New Academy to the South - Infrastructure Improvements	0	0	0	0	0	0
107	810E	Investment in Waste Collection	0	0	0	0	0	0
737	810G	Co-mingled MRF & Depot	0	0	0	0	0	0
37	829	Middlefield Project Relocation (Henry Rae CC)	0	0	0	0	0	0
8	832	Dyce 3G Pitch	0	0	0	0	0	0
424	844	Sustrans Active Travel Infrastructure Fund	0	0	0	0	0	0
116	850	Community Growing Spaces	0	0	0	0	0	0
800	859	ICT: Human Capital Management System	0	0	0	0	0	0
7,238			0	0	0	0	0	0
Rolling Programmes								
6,446	294	Corporate Property Condition & Suitability	9,967	9,705	9,705	8,000	8,000	45,377
313	551	Cycling Walking Safer Streets	374	0	0	0	0	374
2,807	765G	Nestrans Capital Grant	1,500	1,295	1,295	1,295	1,295	6,680
750	779	Private Sector Housing Grant (PSHG)	872	700	700	700	700	3,672
2,781	784	Fleet Replacement Programme (including Zero Waste Strategy Fleet)	4,224	4,272	7,214	4,500	4,700	24,910
5,909	789	Planned Renewal & Replacement of Roads Infrastructure	4,837	5,468	4,968	4,968	4,968	25,209
235	789E	Street Lighting	1,000	1,000	1,000	1,000	1,000	5,000
1,000	835	Street Lighting LED Lanterns (PACE 5 Year programme)	1,946	1,946	1,946	700	0	6,538
500	861	Additional Investment in Roads	2,500	3,000	4,000	0	0	9,500
20,741			27,220	27,386	30,828	21,163	20,663	127,260
City Region Deal								
18	825	City Deal	26	0	0	0	0	26
55	845	City Deal: Strategic Transport Appraisal	50	200	613	0	0	863
2,000	846	City Deal: Aberdeen Harbour Expansion Project	2,000	0	0	0	0	2,000
150	847	City Deal: Digital Infrastructure	1,750	1,600	0	0	0	3,350
40	852	City Deal: City Duct Network	2,000	2,000	960	0	0	4,960
123	854	City Deal: Transportation Links to Bay of Nigg	0	0	0	0	0	0
647	860	City Deal: Expand Fibre Network	1,399	0	0	0	0	1,399
45	862	City Deal: Digital Lead	135	135	90	45	0	405
0	863	City Deal: Regional Data Network	150	0	0	0	0	150
0	864	City Deal: Sensor Network	150	0	0	0	0	150
3,078			7,660	3,935	1,663	45	0	13,303
Fully Legally Committed Projects								
6,010	627	Aberdeen Western Peripheral Route	12,386	6,575	825	227	0	20,013
0	794	Hydrogen Buses	5	0	0	0	0	5
3,221	799B	Art Gallery Redevelopment - Main Contract (HLF)	4,500	0	0	0	0	4,500
130,330	821	New Aberdeen Exhibition & Conference Centre	60,905	3,500	0	0	0	64,405
300	805	Technology Investment Requirements & Digital Strategy	1,801	0	0	0	0	1,801
120	807	A96 Park & Choose / Dyce Drive Link Road	1,000	0	0	0	0	1,000
3,577	810C	Energy from Waste (EfW) Procurement and Land Acq.	1,382	0	0	0	0	1,382
3,590	819	Tillydrone Community Hub	1,205	0	0	0	0	1,205
(236)	828	Greenbrae Primary Extension and Internal Works	750	0	0	0	0	750
2,285	831	Stoneywood Primary	169	0	0	0	0	169
708	843	Station House Media Unit Extension	16	0	0	0	0	16
326	857	Central Library Roof & Parapets	11	0	0	0	0	11
1,100	858	Crematorium Refurbishment	30	0	0	0	0	30
151,331			84,160	10,075	825	227	0	95,287
Partially Legally Committed Projects								
250	791	Strategic Land Acquisition	2,775	1,498	0	0	0	4,273
393	806B	CATI - Berryden Corridor (Combined Stages 1, 2 & 3)	3,096	10,300	4,490	0	0	17,886
0	811	Social Care Facilities - Len Ironside Centre	88	0	0	0	0	88
448	812	Kingsfield Childrens Home	1,087	15	0	0	0	1,102
5,461	824	City Centre Regeneration	13,824	14,023	0	0	0	27,847
702	827	SIP New Build Housing Programme	200	0	0	0	0	200
3	836	Flood Prevention Measures: Flood Guards Grant Scheme	100	100	100	100	83	483
3,053	848	JIVE (Hydrogen Buses Phase 2)	4,147	0	0	0	0	4,147
10,310			25,317	25,936	4,590	100	83	56,026
Projects with indicative budgets								
0	795	Accelerate Aberdeen (City Broadband)	360	0	0	0	0	360
10	806A	CATI - South College Street	2,300	2,300	757	0	0	5,357
0	810J	Bridge of Don Household Waste Recycling Centre (HWRC)	50	50	1,300	0	0	1,400
0	820	Investment in Tenanted Non-Residential Property Portfolio	2,870	0	0	0	0	2,870
0	838	Flood Prevention Measures: Millside & Paddock Peterculter	2,000	1,000	0	0	0	3,000
50	851	Northfield / Cumming Park Early Learning and Childcare Provision	436	7	0	0	0	443
1	855	Early Learning & Childcare	7,399	8,600	7,040	0	0	23,039
300	809	New Milltimber Primary	2,500	17,030	5,170	0	0	24,700
300	840	Tillydrone Primary School	2,500	16,978	5,222	0	0	24,700
300	841	Torry Primary School and Hub	2,700	16,739	5,261	0	0	24,700
300	865	Countesswells Primary	2,500	17,030	5,170	0	0	24,700
889	810K	Energy from Waste (EfW) Construction & Torry Heat Network	22,000	49,000	13,087	0	0	84,087
25	849	Cruyff Court	275	0	0	0	0	275
tbc	856	Acquisition of Kingsmead Nursing Home	0	0	0	0	0	0
14,260	999	Construction Inflation Allowance for existing projects	(10,000)	0	0	0	0	(10,000)
16,435			37,890	128,734	43,007	0	0	209,631
209,133		Totals	182,247	196,066	80,913	21,535	20,746	501,507

APPENDIX 7

Forecast Outturn 2018/19	NHCP No.	General Fund Capital Programme - Funding	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Total £'000
(484)	294	Corporate Property Condition & Suitability	0	0	0	0	0	0
(313)	551	Cycling Walking Safer Streets	(374)	0	0	0	0	(374)
0	587	Access from the North / 3rd Don Crossing	(2,000)	0	0	0	0	(2,000)
(124)	784	Fleet Replacement Programme (including Zero Waste Strategy Fleet)	0	0	0	0	0	0
0	795	Accelerate Aberdeen (City Broadband)	(360)	0	0	0	0	(360)
(8,923)	799B	Art Gallery Redevelopment - Main Contract (HLF)	0	0	0	0	0	0
(90)	805	Technology Investment Requirements & Digital Strategy	0	0	0	0	0	0
0	809	New Milltimber Primary	(2,421)	0	0	0	0	(2,421)
(2,400)	810C	Energy from Waste (EFW) Procurement and Land Acq.	(18)	0	0	0	0	(18)
(548)	810K	Energy from Waste (EFW) Construction & Torry Heat Network	0	0	0	0	0	0
(1,422)	819	Tillydrone Community Hub	0	0	0	0	0	0
(2,043)	821	New Aberdeen Exhibition & Conference Centre	(3,000)	0	0	0	0	(3,000)
(455)	824	City Centre Regeneration	0	0	0	0	0	0
0	827	SIP New Build Housing Programme	(3,000)	0	0	0	0	(3,000)
0	828	Greenbrae Primary Extension and Internal Works	(750)	0	0	0	0	(750)
0	831	Stoneywood Primary	(4,066)	0	0	0	0	(4,066)
(8)	832	Dyce 3G Pitch	0	0	0	0	0	0
0	836	Flood Prevention Measures: Flood Guards Grant Scheme	(80)	(80)	(80)	(80)	(76)	(396)
0	838	Flood Prevention Measures: Millside & Paddock Peterculter	0	(2,400)	0	0	0	(2,400)
0	841	Torry Primary School and Hub	0	(2,000)	0	0	0	(2,000)
0	865	Countesswells Primary	0	(2,500)	(2,500)	(2,500)	(2,500)	(10,000)
(686)	843	Station House Media Unit Extension	0	0	0	0	0	0
0	848	JIVE (Hydrogen Buses Phase 2)	(3,600)	(550)	(550)	0	0	(4,700)
0	849	Cruyff Court	(50)	0	0	0	0	(50)
(40)	852	City Deal: City Duct Network	(2,000)	(2,000)	(960)	0	0	(4,960)
(123)	854	City Deal: Transportation Links to Bay of Nigg	0	0	0	0	0	0
(1)	855	Early Learning & Childcare	(7,399)	(8,600)	(7,040)	0	0	(23,039)
(936)	860	City Deal: Expand Fibre Network	0	0	0	0	0	0
(45)	862	City Deal: Digital Lead	(135)	(135)	(90)	(45)	0	(405)
0	863	City Deal: Regional Data Network	(150)	0	0	0	0	(150)
0	864	City Deal: Sensor Network	(150)	0	0	0	0	(150)
(18,641)		1. Programme Funding Streams Sub-Total	(29,553)	(18,265)	(11,220)	(2,625)	(2,576)	(64,239)
(23,677)		2. Capital Grant	(27,671)	(24,000)	(24,000)	(24,000)	(24,000)	(123,671)
(166,815)		3. Borrowing	(125,023)	(153,801)	(45,693)	5,090	5,830	(313,597)
(209,133)		Sub-total	(182,247)	(196,066)	(80,913)	(21,535)	(20,746)	(501,507)
0		Net Position	0	0	0	0	0	0

Prudential Indicators

**ABERDEEN CITY COUNCIL
2019/20 to 2023/24**

**THE PRUDENTIAL CODE
For Capital Finance in Local Authorities**

From 1 April 2004, Councils are required by Regulation to have regard to the Prudential Code (the Code) when carrying out their duties under Part 7 of the Local Government in Scotland Act 2003.

In setting the revenue and capital budgets, members will be aware that under the Prudential Code, the level of capital investment is determined locally. Therefore, these indicators will be reviewed on an ongoing basis to ensure that the Council does not breach the indicators it sets.

The key objectives of the Code are to ensure:-

- The Council's capital programmes are affordable, prudent and sustainable.
- Treasury management decisions are taken in accordance with good professional practice.

The Code also has the objectives of being consistent with and supporting local strategic planning, local asset management planning and proper option appraisal.

In setting the indicators, cognisance should be paid to the level of capital investment looking ahead for a five year period, for both the general fund and housing capital programmes that the Council wishes to embark upon. The Code also requires that the underlying requirement to finance PPP projects and finance leases be included when setting the indicators.

The Code requires the following Prudential Indicators are set for the Council:-

	Capital Expenditure						
	2017/18 £'000 Actual	2018/19 £'000 Estimate	2019/20 £'000 Estimate	2020/21 £'000 Estimate	2021/22 £'000 Estimate	2022/23 £'000 Estimate	2023/24 £'000 Estimate
Gen Fund	176,738	209,133	182,247	196,066	60,913	21,535	20,746
HRA	43,524	42,509	35,587	31,281	29,967	28,957	28,251

	Ratio of Financing Costs to Net Revenue Stream						
	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Gen Fund	6.7%	5.1%	6.0%	6.6%	7.8%	8.4%	8.4%
HRA	19.2%	10.5%	10.9%	10.8%	12.4%	13.6%	14.0%

	Capital Financing Requirement						
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Gen Fund	706,598	863,951	977,811	1,120,365	1,131,697	1,111,621	1,089,412
HRA	332,516	352,170	359,791	361,872	362,303	361,325	358,236
Total	1,039,114	1,216,121	1,337,602	1,482,237	1,494,000	1,472,946	1,447,648

	Gross Borrowing						
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Borrowing	746,913	869,978	1,050,574	1,175,448	1,322,304	1,337,903	1,320,536

The Prudential Code states:

“In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.”

The Chief Officer - Finance reports that the Council can meet this requirement in 2019/20, and it is expected to do so for the future years, as outlined, taking into account current commitments, existing plans, and the assumptions in this report.

	Authorised Limit for External Debt					
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Operational Boundary	1,230,243	1,351,724	1,496,359	1,508,122	1,487,068	1,461,770
10% Margin	123,024	135,172	149,636	150,812	148,707	146,177
Total	1,353,267	1,486,896	1,645,995	1,658,934	1,635,775	1,607,947

	Operational Boundary for External Debt					
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Borrowing	1,074,065	1,198,939	1,345,796	1,361,394	1,344,027	1,323,238
Other Long-Term Liabilities	156,177	152,784	150,563	146,728	143,040	138,531
Total	1,230,242	1,351,723	1,496,359	1,508,122	1,487,067	1,461,769

Capital Projects referred to the Budget Process

Several capital projects that have been brought forward to the Council budget setting meeting and consideration and decisions are sought on these projects as part of the recommendations. A short summary of the projects referred to are included below:

- The next major project in the city centre masterplan delivery programme will be the development of **Queens Street**. This transformative scheme will deliver a new urban quarter alongside existing cultural facilities which will result in a vibrant quarter that is active throughout the day and into the evening. The project is central to the City Living approach that is being promoted to re-energise the core of the city and is complementary to the major investment in the city centre projects listed above. Decisions required at this moment are in relation to the relocation of the **mortuary facilities**, which required a permanent solution – indications being at a cost of £15m. There are a number of partner organisations that use the mortuary facilities so it is important that a funding solution recognises and incorporates the investment in the facility by all. Significant work has been undertaken with partners and a move away from Queens Street will also require a temporary solution – at an indicative cost of £0.8m.
- Elected members will also be aware that with the closure of the Tillydrone Housing office the **CCTV** used to monitor the housing estate will be relocated. This will be within Marischal College and offers the opportunity to also locate CCTV and traffic management at the same location. As part of this project discussions with partner organisations will also be held to determine any further synergies of co-locating similar services all within Marischal College. Initial costs are £0.46m with funding having been identified through existing funding, including the Housing Capital Programme. Expansion of this proposal should be subject to a full business case.
- A project has been identified to improve facilities at the **Clinterty Travellers Site** refurbishment. Officers have identified that the preferred option has a spend requirement in the region of £1.325m to provide the level of refurbishment and upgrading needed. It should be noted that included within the Council's Housing Revenue Account budget report is reference to this project specifically there is ongoing discussion with Scottish Government on whether this should be met from the Housing Revenue Account. This should be considered in making any decision on the use of the General Fund Capital Programme, as depending on the outcome of these discussions the Housing Capital Programme and HRA may have to address this matter.

APPENDIX 9

- **Car Parking Infrastructure** has been identified as an area of investment to deliver a range of opportunities to automate services across parking eventually removing the need for the same level of manual intervention of vehicles to ensure the service is reactive and more effective at responding parking compliance issues. The initial cost estimate for this investment is £1.3m. Customers will benefit from easier methods of payment, online access for permit applications and online appeals. Staff will benefit from upgraded systems that will streamline processes primarily through automation of current manual tasks.
- There is a request for capital funding of £7.6m for the Ness Solar Farm plus £0.5m of revenue set up costs to establish the **SESCo** (Strategic Energy Services Company). The capital funding would be in the form of a loan to the SESCO at commercial rates, with proposal to payback over 20 years.
- Within the Capital Plan an allocation of approximately £8m per annum has been made for **Condition and Suitability Projects**. This allows the council to sustain it's estate to meet the needs of service users with an ambition to maintain the estate as Category A or B condition and Suitability. Some key projects are identified in the allocation including **Northfield Pool refurbishment** (a separate outline Business Case will be brought forward on completion of feasibility studies currently being undertaken). Officers have looked at the **Balnagask Motte** in Torry and determined that this falls within the remit of the General Fund (rather than the HRA). The initial cost estimate of the works required at the Motte is £0.25m. The condition and suitability programme will be refreshed on at least an annual basis to take account of changing requirements and priorities, and is informed by the decisions of the Council's budget.
- Extending the Art Gallery project into the **public realm** will see the paved area outside the Art Gallery and Cowdray Hall enhanced with the existing footway widened and the carriageway width reduced on **Schoolhill**, thereby enhancing the customer experience. The final cost of this project is currently estimated to be £2m.
- The feasibility of an extension to **Inchgarth Community Centre** was asked for by the Council in March 2017. The purpose to provide multi-use hall and associated facilities. The feasibility study has been completed in conjunction with the Inchgarth Management Committee. Indicative costs range from £1.5m to £3m plus contingency and inflation allowance.

Goods / Services Provided	Unit	Current charge 18-19, £	Increase, %	Proposed Charge, £	Proposed Start Date	Comments
Updated 22/2/19						
Customer						
Support Services						
Provision of temporary accommodation as per legislative duty	per property	204.82	0%	204.82	May-19	Proposed charges reflect cost of service.
Service Charge for Hostel - West North Street	per week	501.90	12%	560.00	May-19	
Service Charge for Hostel - St Fitticks	per week	516.25	8%	560.00	May-19	
Private Sector Leasing - Temporary Accommodation	per property	149.16	0%	149.16	May-19	
Service charge for supported flats	per week	33.80	75%	59.00	May-19	Proposed charges reflect cost of service.
Furniture leasing scheme	per £100 worth of goods for 5 years	1.50	3%	1.55	May-19	New Applicants only - To a maximum of £600 for single clients & £900 for families
Creative Learning						
Classes - 10am – 2pm 2 days	per person	65.00	3%	67.00	Apr-19	
Classes - short course 10 weeks	per person	£110 - 135	0%	£110 - 135	Apr-19	Grant funded
Classes - day	per person	£30-60	0%	£30-60	Apr-19	Grant funded
Classes - half day	per person	45.00	3%	46.40	Apr-19	
Classes - Short Course 8 weeks	per person	90 - 135	3%	92.70-139.05	Apr-19	
1-2-1 Activity agreements 2hr session	per person	80.00	3%	82.50	Apr-19	
Inclusion sessions 1-2-1 per hour	per person	45.00	3%	46.50	Apr-19	
Libraries - loans						
CD Hire per item	per item	0.90	11%	1.00	Apr-19	
CD Hire -residents card	per item	0.45	11%	0.50	Apr-19	
DVD hire - adult	per item	2.00	5%	2.10	Apr-19	
DVD hire - residents card	per item	1.00	10%	1.10	Apr-19	
DVD hire - child	per item	0.00	0%	0.00	Apr-19	
DVD overdue charges - adult	per item	2.00		25p per day, max £5	Apr-19	Change from weekly to daily charge
DVD overdue charges- residents card	per item	1.00		50p per day, max £5	Apr-19	Change from weekly to daily charge
DVD hire Box Sets (adult)	per item	3.00		50p per day to max £5	Apr-19	Change from weekly to daily charge
DVD hire Box Sets - residents card	per item	2.00	5%	2.10	Apr-19	
Photocopying charge, A4 black & white	per copy	0.10	50%	0.15	Apr-19	
Photocopying charge, A3 black & white	per copy	0.20	50%	0.30	Apr-19	
Photocopying charge, A4 colour	per copy	0.20	50%	0.30	Apr-19	
Photocopying charges,A3 colour	per copy	0.50	20%	0.60	Apr-19	
Inter-library loans	per loan	5.00	20%	6.00	Apr-19	
Inter-library loan renewals	per renewal	2.50	20%	3.00	Apr-19	
Inter-library loans Orchestral Sets	per loan	15.00	20%	18.00	Apr-19	
Inter-library loans Orchestral sets renewals	per renewal	7.50	20%	9.00	Apr-19	

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Libraries - late fees						
Library Late Fees	per book, per week	0.45	11%	0.50	Apr-19	
Library Late Fees	per book, 5+ weeks overdue	3.60	6%	3.80	Apr-19	
Library Late Fees	per DVD, per week	2.00	5%	2.10	Apr-19	
Library Late Fees	per DVD box set, per week	3.00	3%	3.10	Apr-19	
Library Late Fees	per Language course, per week	1.00	10%	1.10	Apr-19	
Libraries - overdue charges (adult) no charge children's	per week	0.45		15p per item per day to max £4.50	Apr-19	Change from weekly to daily charge
Libraries - overdue charges (adult) no charge children's	per week	0.45		15p per item per day to max £4.50	Apr-19	
Libraries - meeting room hire, commercial	per hour	£10.00/£30	3%	£10.30/£30.90	Apr-19	
Libraries - meeting room hire, community	per hour	£5.00/£15.00	3%	£5.15/£15.45	Apr-19	
Libraries - research enquiry	Per hour	15.00	17%	17.50	Apr-19	
Libraries - photographic reproduction images new photography fee	Per item	77.00	17%	81.00	Apr-19	
Libraries biometrics (Option £30k)					Apr-19	Charges will be agreed under delegated authority
Registrars						
Citizenship ceremonies	per ceremony	50.00	50%	75.00	Apr-19	
Civil Marriage Provision Licence	Grant/Renewal - 3 years	790.00	0%	790.00	Apr-19	Statutory Charge
Converting a Registered Civil Partnership to a Marriage	Application fee	30.00	0%	30.00	Apr-19	Statutory Charge
Wedding date securement deposit	Date, place and registrar reserved	25.00	0%	25.00	Apr-19	Statutory Charge
Marriage Certificate		10.00	0%	10.00	Apr-19	Statutory Charge
Marriage Notice (non-refundable)	per person	30.00	0%	30.00	Apr-19	Statutory Charge
Civil Marriage in Marischal College - Private Ceremony (<4 people), Monday - Friday		125.00	0%	125.00	Apr-19	Statutory Charge
Civil Marriage in Marischal College - Ceremony (5-10 people), Monday - Friday		175.00	14%	200.00	Apr-19	
Civil Marriage in Marischal College - Ceremony (11-50 people), Monday - Friday		250.00	10%	275.00	Apr-19	
Civil Marriage in Marischal College - Private Ceremony (<50 people), Saturday		350.00	13%	395.00	Apr-19	
Civil Marriage in the Town House - Private Ceremony (<10 people), Friday		200.00	13%	225.00	Apr-19	
Civil Marriage in the Town House - Ceremony (<room capacity), Friday		300.00	8%	325.00	Apr-19	
Civil Marriage in the Town House - Ceremony (with up to 60 persons, including the bride, groom and two witnesses) Saturday (in the St. Nicholas Room only)		400.00	11%	445.00	Apr-19	
Civil Marriages outside Registrar's Office in agreed places - Monday - Friday		370.00	8%	400.00	Apr-19	
Civil Marriages outside Registrar's Office in agreed places - Saturday		450.00	7%	480.00	Apr-19	
Civil Marriages outside Registrar's Office in agreed places - Sunday		550.00	0%	550.00	Apr-19	
Replacement certificates, online	per item	0.00	0%	5.00	Apr-19	New online service.

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
City Growth						
Events						
Hire of Parks & Open spaces - score 6 - 10	Per Event	68.75	3%	71.00	Apr-19	Charges will be agreed under delegated authority.
Hire of Parks & Open spaces - score 12 - 20	Per Event	137.50	3%	141.70	Apr-19	
Hire of Parks & Open spaces - score 22 - 28	Per Event	275.00	3%	283.30	Apr-19	
Hire of Parks & Open spaces - score 30 - 38	Per Event	550.00	3%	566.50	Apr-19	
Hire of Parks & Open spaces - score 40 - 46	Per Event	1,100.00	4%	1,140.00	Apr-19	
Workshops and training offered to external bodies and third parties e.g. OD/specialist technical services (Option £5k)	Per Event	0.00				
Venue finding agency or market council venues more - take commission from external venues (Option £5.3K)	Per Event	0.00				
Identify more profitable events that could be run using council prime venues e.g. museums, town house, ballroom (Option £5.3K)	Per Event	0.00				
Sell naming rights to Buildings/Theatres (Option £75k)	Per Name					
Walk of fame or brick sponsorship (Option £25K)	Per brick					
Charge to run boot fairs on council sites - charge the stall holders plus entry (Option £10K)	Per Event	0.00				

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Museum and Art Gallery catering & retail						
Museum and Art Gallery Corporate Hire	per 3 hours hire - evening	500.00	4%	520.00	Apr-19	
Museum and Art Gallery Corporate Hire	per 3 hours hire - evening - room only	200.00	5%	210.00	Apr-19	
Museum and Art Gallery Corporate Hire	per half day (up to 4 hours)	130.00	3%	134.00	Apr-19	
Museum and Art Gallery Corporate Hire	per whole day (up to 9 hours)	265.00	3%	273.00	Apr-19	
Museum and Art Gallery Corporate Hire - Staff Cost Museum Assistant	per hour	26.00	3%	26.80	Apr-19	
Museum and Art Gallery Corporate Hire - Staff Cost Museum Supervisor	per hour	42.00	3%	43.30	Apr-19	
Museum and Art Gallery Photographic Reproduction Images	per item	from 10 - 300	5%	from 10.50 - 315	Apr-19	
Museum and Art Gallery Photographic Reproduction Images handling fee	per item	15.00	5%	15.75	Apr-19	
Museum and Art Gallery Photographic Reproduction Images new Photography fee	per item	77.00	5%	81.00	Apr-19	
Museum and Art Gallery Photographic Reproduction Images film in perpetuity fee	per request	from 45 to 350	5%	from 47.25 to 367.50	Apr-19	
Museum and Art Gallery Picture Loan Scheme	per Print	85.00	6%	90.00	Apr-19	
Museum and Art Gallery Picture Loan Scheme	per Oil	110.00	5%	115.50	Apr-19	
Museum and Art Gallery Picture Loan Scheme Condition Check	per visit	30.00	5%	31.50	Apr-19	
Museum and Art Gallery Picture Loan Scheme Initial Admin fee	per new loan	55.00	5%	58.00	Apr-19	
Museum and Art Gallery Loan Admin fee	per new loan	105.00	0%	105.00	Apr-19	
Museum and Art Gallery filming for Commercial use	per session (up to 2 hours)	100.00	5%	105.00	Apr-19	
Museum and Art Gallery Photography for Commercial use	per session (up to 2 hours)	25.00	5%	26.25	Apr-19	
Museum and Art Gallery Research Enquiry	per hour	16.67	5%	17.50	Apr-19	
Museum and Art Gallery photocopying B&W	per copy	0.20	10%	0.22	Apr-19	
Museum and Art Gallery photocopying Colour	per copy	0.50	10%	0.55	Apr-19	
Museum and Art Gallery Talks and Lectures Out with the City	per session	40.00	10%	42.00	Apr-19	
Open events at the museums (Option £5k)	Per Event	0.00				Charge will be agreed under delegated authority.

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Beach Ballroom						
Main Ballroom, Sunday to Thursday (no catering)	day, from	1,800.00	39%	2,500.00	Apr-19	
Main Ballroom, Friday (no catering)	day, from	2,500.00	40%	3,500.00	Apr-19	
Main Ballroom, Saturday (no Catering)	day, from	4,000.00	25%	5,000.00	Apr-19	
Star Ballroom	hour	70.00	4%	72.50	Apr-19	
Northern Lights	hour	70.00	4%	72.50	Apr-19	
Promenade Suite	hour	60.00	3%	61.80	Apr-19	
Boardroom	hour	50.00	3%	51.50	Apr-19	
Five star wedding package	day	4,950.00	11%	5,500.00	Apr-19	
Star Party Package (3month booking limit)	evening	495.00	6%	525.00	Apr-19	
Star Premium Package buffet (6 month booking limit)	evening	950.00	5%	995.00	Apr-19	
Funeral Teas	per person, from	7.50	4%	7.80	Apr-19	
Dinner menu 3 course	per person, from	32.50	8%	35.00	Apr-19	
Business Growth						
Trade missions for businesses	per trade mission	Variable according to market		Variable according to market	Apr-19	
Place						
Planning and Sustainable Development						
Kingswells Park and Ride Car Park, community use	per hour	60.00	59%	95.50	Apr-19	
Rail Station/ Park & Ride Cycle Locker Hire	per year per locker (deposit)	20.00	5%	21.00	Apr-19	
Rail Station/ Park & Ride Cycle Locker Hire	per year per locker (annual fee)	20.00	5%	21.00	Apr-19	
Traffic data and traffic models	variable	variable		variable	Apr-19	Variable dependent on scale, age and complexity of traffic data and models.
Application for the serving of a High Hedge Notice	per application	382.00	3%	395.00	Apr-19	Statutory

Goods / Services Provided	Unit	Current charge 18-19, £	Increase, %	Proposed Charge, £	Proposed Start Date	Comments
Misc						
Construction of buildings, structures or erections for use as residential accommodation (other than development within category 6)	per 0.1 hectare	401 - 62,500.00	0%	401.00 - 62,500.00	Apr-19	Statutory Charge
The erection of buildings	per 0.1 hectare	202.00 - 125,000.00	0%	202.00 - 125.000	Apr-19	Statutory Charge
Agriculture buildings, work & uses		0.00 - 20,055.00	0%	0.00 - 20,055.00	Apr-19	Statutory Charge
The erection of glasshouses on land used for the purposes of agriculture		0.00 - 2321.00	0%	0.00 - 2321.00	Apr-19	Statutory Charge
The erection, alteration or replacement of plant or machinery		401 - 125,00.00	0%	401.00 - 125,00.00	Apr-19	Statutory Charge
Enlargement, improvement of, alterations to existing dwelling houses (including flats) or to carry out works within the curtilage thereof that are ancillary to the enjoyment of the dwelling house. This also applies to walls, fences or other enclosures along the boundary of the curtilage.	per dwelling house	202 - 401.00	0%	202.00 - 401.00	Apr-19	Statutory Charge
Detailed Applications for the construction of car parks, service roads or other accesses serving an existing use on site.		202.00	0%	202.00	Apr-19	Statutory Charge
Detailed Applications for the carrying out of any operations connected with exploratory drilling for oil or natural gas		401 - 125,00.00	0%	401.00 - 125,00.00	Apr-19	Statutory Charge
Detailed Applications for the placing or assembly of equipment in any part of any marine waters for the purposes of fish farming.		183 - 18,270.00	0%	183.00 - 18,270.00	Apr-19	Statutory Charge
Detailed Applications for the carrying out of engineering or other operations on land	£202 per 0.1 hectares (or part thereof) or site area. Maximum fee of £2020.	202.00 - 2020.00	0%	202.00 - 2020.00	Apr-19	Statutory Charge
Change of Use		401.00	0%	401.00	Apr-19	Statutory Charge
Air Condition Units		202.00	0%	202.00	Apr-19	Statutory Charge
Telecom Cabinet		401.00	0%	401.00	Apr-19	Statutory Charge
Telecom Aerial		401.00	0%	401.00	Apr-19	Statutory Charge
Certificate of Lawfulness as existing per type of planning permission		202.00 - 125,00.00	0%	202.00 - 125,00.00	Apr-19	Statutory Charge
Certificate of Lawfulness as proposed the fee is half the amount as per type of planning permission		101.00 - 62,50.00	0%	101.00 - 62,50.00	Apr-19	Statutory Charge
Prior Notification		78.00	0%	78.00	Apr-19	Statutory Charge
Prior Approval		0.00	0%	0.00	Apr-19	Statutory Charge
Windows & Doors (residential and commercial)		202.00	0%	202.00	Apr-19	Statutory Charge
Variation of Conditions (section 42)		202.00	0%	202.00	Apr-19	Statutory Charge
Matters Specified in Conditions		401.00 - 125,00.00	0%	401.00 - 125,00.00	Apr-19	Statutory Charge
EIA Screening Request		0.00	0%	0.00	Apr-19	Statutory Charge
EIA Scoping Request		0.00	0%	0.00	Apr-19	Statutory Charge
Pre App Screening Notice		0.00	0%	0.00	Apr-19	Statutory Charge
Proposal of Application Notice		0.00	0%	0.00	Apr-19	Statutory Charge
Modification/Discharge of Planning Obligations		0.00	0%	0.00	Apr-19	Statutory Charge
Hazardous Substances Consent		0.00	0%	0.00	Apr-19	Statutory Charge
Courtesy Notification – Electricity		0.00	0%	0.00	Apr-19	Statutory Charge
Courtesy Notification – Gas		0.00	0%	0.00	Apr-19	Statutory Charge
Courtesy Notification – Railways		0.00	0%	0.00	Apr-19	Statutory Charge

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Misc - continued						
Courtesy Notification – Telecoms		0.00	0%	0.00	Apr-19	Statutory Charge
Courtesy Notification – Harbour		0.00	0%	0.00	Apr-19	Statutory Charge
Pre- Application Advice		0.00	0%		Apr-19	Statutory Charge
Listed Building Consent		0.00	0%	0.00	Apr-19	Statutory Charge
Conservation Area Consent		0.00	0%	0.00	Apr-19	Statutory Charge
Article 4 Direction Kingswells PD right removed		0.00	0%	0.00	Apr-19	Statutory Charge
Applications for disabled person (proof of disability required)		0.00	0%	0.00	Apr-19	Statutory Charge
Resubmission - one further application submitted within 12 months from the validation or decision date for the same proposal		0.00	0%	0.00	Apr-19	Statutory Charge
Advertisement Consent		202.00	0%	202.00	Apr-19	Statutory Charge
Re-charge of press advert on particular applications (EIA Advert is costed individually per line of information required)		65 - unknown	0%	65.00 - unknown	Apr-19	Recover costs only
Public Transport Unit						
Community Transport Service	Single Journey	3.50	0%	3.50	Apr-19	Statutory Charge
Community Transport Service	Return journey	5.00	0%	5.00	Apr-19	Statutory Charge
Community Transport Service	10 journeys	20.00	0%	20.00	Apr-19	Statutory Charge
Minibus Outings (Bus and Driver) (External Customers only)	per bus (between 10am - 2pm only) (additional £10 if outwith City zone)	20.00	0%	20.00	Apr-19	Statutory Charge
Minibus Hire (External Customers only)	replace fuel used	0.00	0%	0.00	Apr-19	Statutory Charge
Minibus Assessment	per assessment	50.00	0%	50.00	Apr-19	Statutory Charge
School Transport - Gaelic & Roman Catholic	per day	0.00	0%	3.10	Aug-19	
Day Centre Transport	per day	0.00	0%	3.10	Apr-19	
Building Standards						
Letter of Comfort (building warrant obtained, completion certificate not obtained).	per application	180.00	3%	185.40	Apr-19	
Letter of Comfort (no building warrant obtained.	per application	300.00	3%	309.00	Apr-19	
Fees - Building Applications						
Section 50(1) Certificate	per application	147.00	0%	147.00	Apr-19	Statutory charge
Section 50(2) Certificate	per application	73.50	0%	73.50	Apr-19	Statutory charge
Section 50(3) Certificate	per application	73.50	0%	73.50	Apr-19	Statutory charge
Building Warrants	per application	see comments		see comments	Apr-19	Statutory charge
Raised Structure Permit	per application	125.00	0%	125.00	Apr-19	Statutory charge
Fees - Property Enquiry						
Property Enquiry Certificate	per application	70.00	4%	72.50	Apr-19	
Property History Report	per application	70.00	4%	72.50	Apr-19	
Roads Adoption Plan	per application	70.00	4%	72.50	Apr-19	
Copy documents	per document	see comments			Apr-19	Cost of providing copies can only be charged.

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Operations and Protective Services						
Environmental Services						
Window Boxes	Per item	62.00	2%	63.00	Apr-19	
Hanging Baskets	Per item	62.00	2%	63.00	Apr-19	
Planters - Small	Per item	15.00	3%	15.50	Apr-19	
Planters - Medium	Per item	30.00	3%	30.90	Apr-19	
Planters - Large	Per item	45.00	3%	46.50	Apr-19	
Sponsored Planters - Small	Per item	800.00	3%	824.00	Apr-19	
Sponsored Planters - Large	Per item	1,200.00	3%	1,235.00	Apr-19	
Litter enforcement fines & penalties treated differently (Option £20K)						Charge will be agreed under delegated authority
Sales-plants (Grow plants & sell Option £3k)	per item	0.00				Charge will be agreed under delegated authority
Gardening Service (Option £4k)	per hour	0.00				Charge will be agreed under delegated authority
Hazlehead Pets Corner Sales Tickets						
Adult	Per ticket	3.00	3%	3.10	Apr-19	
Child	Per ticket	1.00	10%	1.10	Apr-19	
Children Under 3	Per ticket	Free			Apr-19	
Family	Per ticket	6.00	3%	6.20	Apr-19	
Accord Card	Per ticket	2.00	5%	2.10	Apr-19	
Education Adult	Per ticket	1.50	7%	1.60	Apr-19	
Education Child	Per ticket	0.50	20%	0.60	Apr-19	
Hire of Education Room	Per Hour	15.00	3%	15.50	Apr-19	
Hire of Education Room	Per Day	75.00	3%	77.50	Apr-19	
Hire of Education Birthday Party	Per Party	70.00	4%	72.50	Apr-19	
Season Family Pass	Per ticket	30.00	17%	35.00	Apr-19	
Parks						
Memorial Benches	Per Bench	750.00	100%	1,500.00	Apr-19	
Memorial Trees	Per Tree	120.00	0%	120.00	Apr-19	
Weddings						
Weddings - 1 hour	Per Hour	70.00	14%	80.00	Apr-19	
Weddings - 1.5 hour	Per Hour and Half	95.00	16%	110.00	Apr-19	
Weddings - 2 hours	Per 2 hours	120.00	25%	150.00	Apr-19	
Weddings - Bandstand	Per Booking	250.00	3%	257.50	Apr-19	
Photographs 30 Mins	Per 30 Mins	25.00	20%	30.00	Apr-19	
Photographs 1 Hour	Per 1 Hour	35.00	14%	40.00	Apr-19	
Photographs 2 hours	Per 2 Hours	50.00	20%	60.00	Apr-19	
Photographs 1/2 day	Per Half Day	75.00	7%	80.00	Apr-19	
Photographs Full Day	Per Day	100.00	10%	110.00	Apr-19	
Small Group Bookings	Per Hour	15.00	3%	15.50	Apr-19	

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Photographs						
Photographs 30 Mins	Per 30 Mins	25.00	20%	30.00	Apr-19	
Photographs 1 Hour	Per 1 Hour	35.00	14%	40.00	Apr-19	
Photographs 2 hours	Per 2 Hours	50.00	20%	60.00	Apr-19	
Photographs 1/2 day	Per Half Day	75.00	7%	80.00	Apr-19	
Photographs Full Day	Per Day	100.00	3%	103.00	Apr-19	
Weddings - 1 hour	Per Hour	70.00	14%	80.00	Apr-19	
Weddings - 1.5 hour	Per Hour and Half	95.00	16%	110.00	Apr-19	
Weddings - 2 hours	Per 2 hours	120.00	25%	150.00	Apr-19	
Floral Decorations	Per Decoration	From 160.00		From 160.00	Apr-19	
Cremation & Burial service						
Cremation - chapel service	person	693.00	2%	704.00	Apr-19	
Cremation of any person whose age at the time of death was less than 18 years or a stillborn child		0.00	0%	0.00		No charge
Crematorium - No chapel service	person	653.00	-9%	595.00	Apr-19	
Storage of urn	urn	95.00	3%	97.90	Apr-19	
Dispersal of ashes from another crematorium	urn	84.00	3%	86.60	Apr-19	
Use of Chapel for a Service only		100.00	25%	125.00	Apr-19	
Burial Lair Rights	lair	850.00	3%	875.00	Apr-19	
Reservation fee for burial lair	lair	100.00	3%	103.00	Apr-19	
Cremation Casket lair rights	lair	395.00	39%	550.00	Apr-19	
Administration Fee		45.00	11%	50.00	Apr-19	(if unused Lair sold back to Council)
Burial	person	577.00	18%	680.00	Apr-19	
Burial of a person whose age at the time of death was less than 18 years or a stillborn child		0.00	0%	0.00		No charge
Interment of Casket	casket	136.00	54%	210.00	Apr-19	
2nd casket interment	casket	69.00				Removed
testing of a lair depth	occasion	109.00	3%	112.00	Apr-19	
Disinterment of coffin	coffin	1,160.00	3%	1,195.00	Apr-19	
Disinterment of casket of ashes	casket	168.00	25%	210.00	Apr-19	
Transfer of lair rights	lair	34.00	47%	50.00	Apr-19	
Duplicate lair certificate	certificate	34.00	47%	50.00	Apr-19	
Search burial ground records	Per 15 mins	12.50	4%	13.00	Apr-19	
Foundation for headstone	foundation	94.00	6%	100.00	Apr-19	
Interment of Double Cremation Casket or Ashes in headground of a grave	interment	170.00				Removed
Visual Tribute Services						
Single Photo	per item	0.00		10 - 15	Aug-19	Shown throughout.
Slideshow - provided by family	per item	0.00		30.00	Aug-19	A simple slideshow with no editing required (played on a loop throughout, or once).
Slideshow - provided by crematorium staff	per item	0.00		40.00	Aug-19	A simple slideshow of up to 25 photos (played on a loop throughout, or once).
Extra work	per item	0.00		15.00	Aug-19	For each extra 25 photos, editing, an extra half hour of custom work or any major departure from the norm.
Physical copy of the slideshow	per item	0.00		15.00	Aug-19	Physical copy of the slideshow prepared by crematorium staff.
Family Supplied Video	per item	0.00		20.00	Aug-19	Checking and preparation of a video supplied by the family or a third-party (played once at time of family's choosing).

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Webcast Services						
Live	per item	0.00		50.00	Aug-19	A high-quality live webcast, viewed via our secure, easy-to-use website.
Live & 28 days Watch Again	item	0.00		60.00	Aug-19	The live webcast, plus access to a recording of the webcast to watch again for a further 28 days.
Physical copy (DVD/Blu-Ray/USB stick)	first copy	0.00		40.00	Aug-19	A recording of the webcast on a DVD, Blu-Ray or USB memory stick (perhaps only one of these).
Each extra Physical copy	per extra item	0.00		20.00	Aug-19	
Book of Remembrance/Memorial Cards						
Book of Remembrance charge per line	line	19.50	3%	20.10	Apr-19	
Book of Remembrance 2 line entry	line	39.00	3%	40.20	Apr-19	
Book of Remembrance 3 line entry	line	58.50	3%	60.30	Apr-19	
Book of Remembrance 4 line entry	line	78.00	3%	80.40	Apr-19	
Book of Remembrance 5 line entry	line	97.50	3%	100.50	Apr-19	
Book of Remembrance 6 line entry	line	117.00	3%	120.00	Apr-19	
Book of Remembrance 7 line entry	line	136.50	3%	140.60	Apr-19	
Book of Remembrance 8 line entry	line	156.00	3%	160.70	Apr-19	
Book of Remembrance Motif	motif	57.50	3%	59.30	Apr-19	
Memorial Cards - replica of above charge per line	line	12.50	3%	12.90	Apr-19	
Memorial Cards - motif	motif	53.00	3%	54.60	Apr-19	
Miniature Book - as book of remembrance entry	entry	86.00	3%	88.60	Apr-19	
Miniature Book - additional lines	line	12.75	4%	13.20	Apr-19	
Miniature Book - motif	motif	53.00	4%	55.00	Apr-19	
Memorial Plaque						
Memorial Plaque - Wall - for 10 years	plaque	350.00	3%	360.50	Apr-19	
Memorial Plaque - Wall - for 20 years	plaque	465.00	3%	479.00	Apr-19	
Memorial Plaque - Wall - renewal 10 years	plaque	125.00	4%	130.00	Apr-19	
Memorial Plaque - Wall - renewal 20 years	plaque	210.00	3%	216.30	Apr-19	
Memorial Plaque - Additional inscription	plaque	70.00	4%	72.50	Apr-19	
Memorial bench in cemetery	bench	1,200.00	25%	1,500.00	Apr-19	
Babies Book of Remembrance charge per line	line	6.50	3%	6.70	Apr-19	
Babies Book of Remembrance 2nd line	line	13.00	3%	13.40	Apr-19	
Babies Book of Remembrance 3rd line	line	19.50	3%	20.10	Apr-19	
Babies Book of Remembrance 4th line	line	26.00	3%	26.80	Apr-19	
Babies Book of Remembrance 5th line	line	32.50	3%	33.50	Apr-19	
Babies Book of Remembrance Motif	motif	40.50	3%	41.80	Apr-19	
Babies memorial kerb - 3 lines	kerb	138.00	3%	142.20	Apr-19	
Babies memorial headstone - 3 lines inscription	3 line inscription	380.00	3%	391.40	Apr-19	
Babies memorial headstone - motif	motif	77.00	4%	80.00	Apr-19	
Babies memorial headstone - 4th line	line	16.00	3%	16.50	Apr-19	
Cremation of Body Parts (following original cremation)	Per body	58.00	107%	120.00	Apr-19	
Burial of Body Parts	Per body	58.00	107%	120.00	Apr-19	
Cremation of Body donated to Medical Research (Anatomical examination)	Per body	116.00	3%	120.00	Apr-19	
Burial of Body donated to Medical Research (Anatomical examination)	Per body	116.00	3%	120.00	Apr-19	

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Waste & Recycling						
Commercial Waste Collection Service s - 140 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - Ad-hoc Collection Admin Fee	annual fee in addition to cost of uplifts.	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - 240 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - 360 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - 400 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - 660 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - 770 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - 940 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - 1100 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - 1280 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - Street Bin Use		*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Waste Collection Service s - Street Bin Use	per bag of rubbish	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Dry Mixed Recycling Collection		*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Dry Mixed Recycling Collection - Bundle or box	per bundle/box	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Dry Mixed Recycling Collection - 140 Litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Dry Mixed Recycling Collection - 240 Litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Dry Mixed Recycling Collection - 360 Litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Dry Mixed Recycling Collection - 660 Litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Dry Mixed Recycling Collection - 770 Litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Dry Mixed Recycling Collection - 1280 Litre bin or Cage	per uplift of bin or cage	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Glass Recycling Collection		*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Glass Recycling Collection - 1280 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Waste & Recycling - continued						
Commercial Food Waste Recycling Collection		*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Food Waste Recycling Collection - Caddy 23L	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Food Waste Recycling Collection - 140 Litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Food Waste Recycling Collection - 240 Litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Food Waste Recycling Collection - 550 Litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Commercial Garden Waste Recycling Collection - 240 litre bin	per uplift of bin	*Commercially sensitive*		*Commercially sensitive*		Charges will be agreed under delegated authority
Hire of Commercial Wheeled Bins	Per Bin	Included in cost of commercial waste service		Included in cost of commercial waste service		
Sale of Commercial 40 litre bio liners roll of 30	per roll	depends on costs		depends on costs		
Sale of Commercial 30 litre pedal bins for food waste	per bin	depends on costs		depends on costs		
Sale of Abandoned Vehicles to scrap dealer	per tonne	variable		variable		
Sale of White Goods to scrap dealer	per tonne	variable		variable		
Commercial Waste Collection - Bulk Waste	per hour	90.00	33%	120.00	Apr-19	
Domestic Waste Collection - Bulk Waste	per four items	25.00	10%	27.50	Apr-19	
Domestic Waste Collection - Bulk Waste Discounted	per four items	12.50	10%	13.75	Apr-19	
Domestic Waste Collection - House Clearances	per collection	180.00	11%	200.00	Apr-19	
Requests For Removal of Domestic Cars by Owner/Landowner	per car	90.00	3%	92.70	Apr-19	
Domestic Householders - Delivery of Additional Wheeled Bin	per delivery	35.00	3%	36.10	Apr-19	
Sale of Composting Units	per unit	10.00	100%	20.00	Apr-19	
Domestic household garden waste charge	Per Bin	0.00		25.00	Jun-19	
Admin fee for Transfer notes	per note	0.00		15.00	Aug-19	New charge.
Protective Services						
Fees - Street Traders Licences						
Street traders Licence - re-visit for non-compliance	Per Hour	0.00		55.00	Apr-19	
Street traders Licence - certificate of compliance	Per Certificate	145.00	3%	150.00	Apr-19	
Animal Health & Welfare						
Issue of Breeders Licence	Per licence	247.86	3%	255.00	Apr-19	
Licence to keep dangerous animals	Per licence	247.86	3%	255.00	Apr-19	
Licence to run a animal boarding establishment	Per licence	149.94	3%	155.00	Apr-19	
Licence for riding establishments	Per licence	247.86	3%	255.00	Apr-19	
Licence to keep pet shop	Per licence	149.94	3%	155.00	Apr-19	
Registration of those having animals for performance	Per registration	149.94	3%	155.00	Apr-19	
Licensing of animal dealers	Per Licence	247.86	3%	255.00	Apr-19	
License to keep a zoo	Per Licence	247.86	3%	255.00	Apr-19	

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Housing Inspections						
Photocopy of Public Registers etc.	Per copy				Apr-19	
Search of records to obtain information	Per Search				Apr-19	
Housing Inspection Report - inspection visit and issue of letter	Per visit	132.19	3%	136.15	Apr-19	
Housing Inspection Report - amendment of letter within one year of initial letter upon customer request	Per amendment	25.70	3%	26.50	Apr-19	
Property Factoring	per annum	62.00	3%	64.00	Apr-19	
Fees-Weights&Measures Other						
Weights & Measures act Technical Officer (certified to trade tolerance level)	Per hour	38.40	4%	40.00	Apr-19	
Weights & Measures act Inspector (Public hols/weekends) (certified to trade tolerance level)	Per hour	96.00	3%	99.00	Apr-19	
Weights & Measures act Technical Officer (Public hols/weekends) (certified to trade tolerance level)	Per hour	57.60	3%	59.30	Apr-19	
Provision of Calibration Certificate	Per Certificate	44.00	3%	45.40	Apr-19	
Fees - Explosives						
Initial licence to store explosives (no separation distance required) - 1 year duration	Per licence	109.00	0%	109.00	Apr-19	Statutory Charge
Initial licence to store explosives (no separation distance required) - 2 year duration	Per licence	141.00	0%	141.00	Apr-19	Statutory Charge
Initial licence to store explosives (no separation distance required)- 3 year duration	Per licence	173.00	0%	173.00	Apr-19	Statutory Charge
Initial licence to store explosives (no separation distance required) - 4 year duration	Per licence	206.00	0%	206.00	Apr-19	Statutory Charge
Initial licence to store explosives (no separation distance required) - 5 year duration	Per licence	238.00	0%	238.00	Apr-19	Statutory Charge
Initial licence to store explosives (separation distance required) - 1 year duration	Per licence	185.00	0%	185.00	Apr-19	Statutory Charge
Initial licence to store explosives (separation distance required) - 2 year duration	Per licence	243.00	0%	243.00	Apr-19	Statutory Charge
Initial licence to store explosives (separation distance required)- 3 year duration	Per licence	304.00	0%	304.00	Apr-19	Statutory Charge
Initial licence to store explosives (separation distance required) - 4 year duration	Per licence	374.00	0%	374.00	Apr-19	Statutory Charge
Initial licence to store explosives (separation distance required) - 5 year duration	Per licence	423.00	0%	423.00	Apr-19	Statutory Charge

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Fees - Explosives, continued						
licence renewal to store explosives (no separation distance required) - 1 year duration	Per licence	54.00	0%	54.00	Apr-19	Statutory Charge
licence renewal to store explosives (no separation distance required) - 2 year duration	Per licence	86.00	0%	86.00	Apr-19	Statutory Charge
licence renewal to store explosives (no separation distance required) - 3 year duration	Per licence	120.00	0%	120.00	Apr-19	Statutory Charge
licence renewal to store explosives (no separation distance required) - 4 year duration	Per licence	152.00	0%	152.00	Apr-19	Statutory Charge
licence renewal to store explosives (no separation distance required) - 5 year duration	Per licence	185.00	0%	185.00	Apr-19	Statutory Charge
licence renewal to store explosives (separation distance required) - 1 year duration	Per licence	86.00	0%	86.00	Apr-19	Statutory Charge
licence renewal to store explosives (separation distance required) - 2 year duration	Per licence	147.00	0%	147.00	Apr-19	Statutory Charge
licence renewal to store explosives (separation distance required) - 3 year duration	Per licence	206.00	0%	206.00	Apr-19	Statutory Charge
licence renewal to store explosives (separation distance required) - 4 year duration	Per licence	266.00	0%	266.00	Apr-19	Statutory Charge
licence renewal to store explosives (separation distance required) - 5 year duration	Per licence	326.00	0%	326.00	Apr-19	Statutory Charge
Variation on current licence (changing name/address of current licence)	Per variation	36.00	0%	36.00	Apr-19	Statutory Charge
Other variation	Per variation				Apr-19	Statutory Charge
Transfer of licence or registration	Per transfer	36.00	0%	36.00	Apr-19	Statutory Charge
Replacement of licence or registration if lost	Per replacement	36.00	0%	36.00	Apr-19	Statutory Charge
licence to supply fireworks	Per licence (1 year)	500.00	0%	500.00	Apr-19	Statutory Charge
Fees - Petroleum						
Licence to keep petroleum (less than 2,500L)	Per licence	44.00	0%	44.00	Apr-19	Statutory Charge
Licence to keep petroleum (2,500L - 50,000L)	Per licence	60.00	0%	60.00	Apr-19	Statutory Charge
Licence to keep petroleum (50,000L +)	Per licence	125.00	0%	125.00	Apr-19	Statutory Charge
Transfer of petroleum spirit licence	Per transfer	8.00	0%	8.00	Apr-19	Statutory Charge
Records search for existing or former petroleum storage sites for environmental assessment/development purposes	Per hour (minimum 1 hour)	76.80	6%	81.60	Apr-19	Statutory Charge
Fees-Freezer Breakdown Inspst						
Inspection and Certification of unfit/ unmarketable foods as a result of a freezer or refrigerator breakdown or other incident - first hour	Per hour (first hour)	138.72	1%	140.00	Apr-19	
Inspection and Certification of unfit/ unmarketable foods as a result of a freezer or refrigerator breakdown or other incident - every hour after the first one	Per hour	50.00	10%	55.00	Apr-19	
Food premises yearbook	Per book	26.00	4%	27.00	Apr-19	

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Fees-Fish Export Certificate						
Fish Export Certificates (Monday to Friday 9am - 4pm) more than 24 hours notice	First hour	62.42	4%	65.00	Apr-19	
Fish Export Certificates Monday to Friday (9am - 4pm) less than 24 hours notice	First hour	124.85	4%	130.00	Apr-19	
Fish Export Certificates (Monday to Friday 9am - 4pm) more than 24 hours notice	Per hour for every hour since the first one	50.00	10%	55.00	Apr-19	
Fish Export Certificates Monday to Friday (9am - 4pm) less than 24 hours notice		50.00	10%	55.00	Apr-19	
Fish Export Certificates (Monday to Friday after 4pm) more than 24 hours notice	First hour	156.06	3%	160.00	Apr-19	
Fish Export Certificates Monday to Friday (after 4pm) less than 24 hours notice	First hour	208.08	3%	215.00	Apr-19	
Fish Export Certificates (Monday to Friday after 4pm) more than 24 hours notice	Per hour for every hour since the first one	75.00	7%	80.00	Apr-19	
Fish Export Certificates Monday to Friday (after 4pm) less than 24 hours notice	Per hour for every hour since the first one	75.00	7%	80.00	Apr-19	
Fish Export Certificates weekends (9am - 4pm) more than 24 hours notice	First hour	208.08	3%	215.00	Apr-19	
Fish Export Certificates weekends (9am - 4pm) more than 24 hours notice	Per hour for every hour since the first one	75 (£100 p/h on Sunday)		105.00	Apr-19	
Fish Export Certificates Weekends (after 4pm) more than 24 hours notice	Per hour for every hour since the first one	Not offered		Not offered		
Fish Export Certificates (weekends after 4pm) less than 24 hours notice	Per hour since the first one	Not offered		Not offered		
Fish Export Certificate (public holidays 9am-4pm) more than 24 hours notice	First hour	208.08	3%	215.00	Apr-19	
Fish Export Certificate (public holidays 9am-4pm) less than 24 hours notice.	First hour	Not offered		Not offered		
Fish Export Certificate (public holidays 9am-4pm) more than 24 hours notice	Per hour since the first hour	100.00	5%	105.00	Apr-19	
Fish Export Certificate (public holidays 9am-4pm) less than 24 hours notice.	Per hour since the first hour	Not offered		Not offered		
Fish Export Certificate - 27th & 28th December, between 9am and 4pm, where these dates fall on a weekday, where Environmental Health is informed by 9am on 24th Dec	First hour	156.06	3%	160.00	Apr-19	
Fish Export Certificate - 27th & 28th December, between 9am and 4pm, where these dates fall on a weekday, where Environmental Health is informed by 9am on 24th Dec	Per hour after the first hour	100.00	5%	105.00	Apr-19	
Additional Certificates	For two or more certificates	50% off second certificate charge		50% off second certificate charge	Apr-19	To be issued at the same time
Illegal, Unreported and Unregulated Fishing Regulation (IUU) - Port Health Charges for checking catch certificates	Per Certificate	20.40	23%	25.00	Apr-19	

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Fees-Sec 50 Food Hygiene Certs						
Food Export Certificates (Monday to Friday 9am - 4pm) more than 24 hours notice	First hour	62.42	4%	65.00	Apr-19	
Food Export Certificates Monday to Friday (9am - 4pm) less than 24 hours notice	First hour	124.85	4%	130.00	Apr-19	
Food Export Certificates (Monday to Friday 9am - 4pm) more than 24 hours notice	Per hour	50.00	10%	55.00	Apr-19	For every hour since the first one.
Food Export Certificates Monday to Friday (9am - 4pm) less than 24 hours notice		50.00	10%	55.00	Apr-19	
Food Export Certificates (Monday to Friday after 4pm) more than 24 hours notice	First hour	156.06	3%	160.00	Apr-19	
Food Export Certificates Monday to Friday (after 4pm) less than 24 hours notice	First hour	208.08	3%	215.00	Apr-19	
Food Export Certificates (Monday to Friday after 4pm) more than 24 hours notice	Per hour	75.00	7%	80.00	Apr-19	For every hour since the first one.
Food Export Certificates Monday to Friday (after 4pm) less than 24 hours notice	Per hour	75.00	7%	80.00	Apr-19	For every hour since the first one.
Food Export Certificates weekends (9am - 4pm) more than 24 hours notice	First hour	208.08	3%	215.00	Apr-19	
Food Export Certificates weekends (9am - 4pm) more than 24 hours notice	Per hour	75 (£100 p/h on Sunday)		105.00	Apr-19	For every hour since the first one.
Food Export Certificates Weekends (after 4pm) more than 24 hours notice	Per hour	Not offered		Not offered		For every hour since the first one.
Food Export Certificates (weekends after 4pm) less than 24 hours notice	Per hour	Not offered		Not offered		For every hour since the first one.
Food Export Certificate (public holidays 9am-4pm) more than 24 hours notice	First hour	208.08	3%	215.00	Apr-19	
Food Export Certificate (public holidays 9am-4pm) less than 24 hours notice.	First hour	Not offered		Not offered		
Food Export Certificate (public holidays 9am-4pm) more than 24 hours notice	Per hour	100.00	5%	105.00	Apr-19	For every hour since the first one.
Food Export Certificate (public holidays 9am-4pm) less than 24 hours notice.	Per hour	Not offered		Not offered		For every hour since the first one.
Food Export Certificate - 27th & 28th December, between 9am and 4pm, where these dates fall on a weekday, where Environmental Health is informed by 9am on 24th Dec	First hour	156.06	3%	160.00	Apr-19	
Food Export Certificate - 27th & 28th December, between 9am and 4pm, where these dates fall on a weekday, where Environmental Health is informed by 9am on 24th Dec	Per hour	100.00	5%	105.00	Apr-19	For every hour since the first one.
Additional Certificates	For two or more certificates	50% off second certificate charge		50% off second certificate charge	Apr-19	To be issued at the same time
Food Hygiene Certificates	Per Certificate	240.00	4%	250.00	Apr-19	
Advice to prospective/new food business on food safety & hygiene	Per enquiry	0.00	0%	55.00	Apr-19	

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Ship Sanitation Inspection Chg						
Ship inspection - up to 1,000 tonnes	Per inspection	85.00	12%	95.00	Apr-19	
Ship inspection - 1,000 to 3,000 tonnes	Per inspection	120.00	8%	130.00	Apr-19	
Ship inspection - 3,000 to 10,000 tonnes	Per inspection	180.00	11%	200.00	Apr-19	
Ship inspection - 10,000 to 20,000 tonnes	Per inspection	235.00	9%	255.00	Apr-19	
Ship inspection - 20,000 to 30,000 tonnes	Per inspection	305.00	8%	330.00	Apr-19	
Ship inspection - 30,000 tonnes and over	Per inspection	360.00	8%	390.00	Apr-19	
Ship inspection - 50 - 100 person capacity	Per inspection	360.00	8%	390.00	Apr-19	
Ship inspection - over 1000 person capacity	Per inspection	615.00	8%	665.00	Apr-19	
Extensions	Per inspection	50.00	30%	65.00	Apr-19	
Additional charge for ship inspections on Saturdays and before 8am or after 6pm on a weekday	Per hour	75.00	40%	105.00	Apr-19	
Additional charge for ship inspections on a Sunday	Per hour	100.00	5%	105.00	Apr-19	
Fees - Water Sampling						
Chemical water samples on ships	Per sample	203.61	3%	210.00	Apr-19	
Officer time - water samples on ships	Per hour	50.00	10%	55.00	Apr-19	
Additionality for water inspections before 8am or after 6pm on weekdays and Saturdays	Per hour	75.00	40%	105.00	Apr-19	
Additionality for water inspections on a Sunday	Per hour	100.00	5%	105.00	Apr-19	
Bacteriological water samples on ships	Per sample	67.87	3%	70.00	Apr-19	
Legionella water samples on ships	Per sample	161.55	5%	170.00	Apr-19	
Charges - Pest control						
Pest control - Rodent infestation (domestic)	Per visit	125.46	4%	130.00	Apr-19	
Pest control - Rodent infestation (commercial)	Per visit	86.19	4%	90.00	Apr-19	
Pest control - Bed bug infestation (1-2 rooms)	Per visit	86.19	4%	90.00	Apr-19	
Pest control - Bed bug infestation (3-4 rooms)	Per visit	125.46	4%	130.00	Apr-19	Larger properties are price on application
Pest control - insect infestation (domestic)	Per visit	86.19	4%	90.00	Apr-19	
Pest control - Insect infestation (commercial)	Per visit	86.19	4%	90.00	Apr-19	
Pest control - assessment visit	Per visit	27.74	8%	30.00	Apr-19	
Pest control - Wasp infestation (domestic)	Per visit	65.03	8%	70.00	Apr-19	
Pest control - Wasp infestation (commercial)	Per visit	65.03	8%	70.00	Apr-19	
Dog Warden - unchipped dog uplift (owner agrees to chip)	Per dog	28.82	4%	30.00	Apr-19	
Dog Warden - chipped dog uplift	Per dog	0.00	0%	0.00	Apr-19	First uplift free, if dog has no history of straying.
Dog Warden - unchipped dog uplift (owner does not agree to chip dog post-uplift)	Per dog	64.01	9%	70.00	Apr-19	
Board for uplifted dog	Per dog	10.00	20%	12.00	Apr-19	
Other Income						
Provision of contaminated land information	Per hour	53.55	40%	75.00	Apr-19	
Low Emission Zone Charges and Enforcement (Option £100k)						Charges will be agreed under delegated authority
Water testing						
Sampling and bacteriological and chemical analysis (private and domestic water supply testing)	Per analysis	132.60	0%	132.60	Apr-19	Statutory charge.
Sampling and lead analysis only (private and domestic water supply testing)	Per analysis	123.42	0%	123.42	Apr-19	Statutory charge.

Goods / Services Provided	Unit	Current charge 18-19, £	Increase, %	Proposed Charge, £	Proposed Start Date	Comments
Asset Management & Operations						
Car Parks						
<i>Car Park Off Street Chg</i>						
Off-street parking short stay 2 hrs Max (Broomhill Road & Fonhill Road)	Up to 1 hr	1.00	0%	1.00	Apr-19	
Off-street parking short stay 2 hrs Max (Broomhill Road & Fonhill Road)	1 to 2hrs	2.00	0%	2.00	Apr-19	
Off- street parking short stay- 4 hrs max (Frederick St (part) only)	Up to 1 hr	1.00	0%	1.00	Apr-19	
Off- street parking short stay- 4 hrs max (Summer St, Greyfriars & Frederick St (part))	Up to 2 hrs	2.20	14%	2.50	Apr-19	
Off- street parking short stay- 4 hrs max (Summer St, Greyfriars & Frederick St (part))	2 to 3hrs	3.30	15%	3.80	Apr-19	
Off- street parking short stay- 4 hrs max (Summer St, Greyfriars & Frederick St (part))	3 to 4 hrs	4.40	14%	5.00	Apr-19	
Off- street parking short stay- 4 hrs max (Marischal College Multi, Thu 6-8pm, Sat 8am-6pm and Sun 1pm-5pm)	Up to 2 hrs	2.20	14%	2.50	Apr-19	Hours available to the public may be amended through budget options.
Off- street parking short stay- 4 hrs max (Marischal College Multi, Thu 6-8pm, Sat 8am-6pm and Sun 1pm-5pm)	2 to 3hrs	3.30	15%	3.80	Apr-19	
Off- street parking short stay- 4 hrs max (Marischal College Multi, Thu 6-8pm, Sat 8am-6pm and Sun 1pm-5pm)	3 to 4 hrs	4.40	14%	5.00	Apr-19	
Off- street parking short stay- 4 hrs max (Jacks Brae)	Up to 2 hrs	2.00	0%	2.00	Apr-19	
Off- street parking short stay- 4 hrs max (Jacks Brae)	2 to 3hrs	3.00	0%	3.00	Apr-19	
Off- street parking short stay- 4 hrs max (Jacks Brae)	3 to 4 hrs	4.00	0%	4.00	Apr-19	
Off- street parking long stay-14 hrs max (Chapel St, Denburn, Frederick St (part) & West North St)	Up to 1 hr	1.00	0%	1.00	Apr-19	
Off- street parking long stay-14 hrs max (Chapel St, Denburn, Frederick St (part) & West North St)	Up to 2 hrs	2.00	10%	2.20	Apr-19	
Off- street parking long stay-14 hrs max (Chapel St, Denburn, Frederick St (part) & West North St)	2 to 3 hrs	3.00	7%	3.20	Apr-19	
Off- street parking long stay-14 hrs max (Chapel St, Denburn, Frederick St (part) & West North St)	3 to 4 hrs	4.00	10%	4.40	Apr-19	
Off- street parking long stay-14 hrs max (Chapel St, Denburn, Frederick St (part) & West North St)	4 to 5 hrs	5.00	10%	5.50	Apr-19	
Off- street parking long stay-14 hrs max (Chapel St, Denburn, Frederick St (part) & West North St)	5 to 6 hrs	6.00	10%	6.60	Apr-19	
Off- street parking long stay-14 hrs max (Chapel St, Denburn, Frederick St (part) & West North St)	6 to 10 hrs	10.00	10%	11.00	Apr-19	
Off- street parking long stay-14 hrs max (Chapel St, Denburn, Frederick St (part) & West North St)	10 to 14 hrs	14.00	43%	20.00	Apr-19	
Crombie Road, Torry, Dunmail Avenue, Cults and Station Road, Bucksburn Surface Car Parks	Up to 2 hrs	0.00		1.00	Apr-19	
New sites budget option additional £30k	to be agreed	0.00	0%		Apr-19	

Goods / Services Provided	Unit	Current charge 18-19, £	Increase, %	Proposed Charge, £	Proposed Start Date	Comments
<i>Car Park Street Chg</i>						
On-street parking inner central zones - 20 mins	20 mins	1.00	20%	1.20	Apr-19	
On-street parking inner central zones - 40mins	40 mins	2.00	20%	2.40	Apr-19	
On-street parking inner central zones - 1 hr	60 mins	3.00	20%	3.60	Apr-19	
On-street parking inner central zones - 2 hrs 6pm to 8pm Mon-Sat	2 hrs after 6pm	4.00	20%	4.80	Apr-19	
On-street parking outer central zones - 20 mins	20 mins	1.00	0%	1.00	Apr-19	
On-street parking outer central zones - 40mins	40 mins	2.00	0%	2.00	Apr-19	
On-street parking outer central zones - 1 hr	60 mins	3.00	0%	3.00	Apr-19	
On-street parking outer central zones - 2 hrs	2 hrs	4.00	0%	4.00	Apr-19	
On-street parking peripheral zones - 30 mins	30 mins	0.50	0%	0.50	Apr-19	
On-street parking peripheral zones - 1 hr	1 hr	1.00	0%	1.00	Apr-19	
On-street parking peripheral zones - 2 hrs	2 hrs	2.00	0%	2.00	Apr-19	
On-street parking peripheral zones - 3 hrs	3 hrs	3.00	0%	3.00	Apr-19	
Overnight parking on street for campervans		0.00				Charges will be agreed under delegated authority
<i>Business Permits</i>						
Business Exemption Permits	1 year	500.00	2%	510.00	Apr-19	
Business Exemption Permits	6 months	260.00	2%	265.00	Apr-19	
Business Exemption Permits	3 months	135.00	2%	138.00	Apr-19	
<i>Fixed Parking Permits/Flexible Permits</i>						
Residential Exemption Permits - Fixed/Flexible	1 year - 1st permit	50.00	20%	60.00	Apr-19	
Residential Exemption Permits - Fixed/Flexible	6 months - 1st permit	27.50	20%	33.00	Apr-19	
Residential Exemption Permits - Fixed/Flexible	3 months - 1 st permit	20.00	20%	24.00	Apr-19	
Residential Exemption Permits - Fixed/Flexible	1 year - 2nd permit	120.00	17%	140.00	Apr-19	
Residential Exemption Permits - Fixed/Flexible	6 months - 2nd permit	63.00	16%	73.00	Apr-19	
Residential Exemption Permits - Fixed/Flexible	3 months - 2nd permit	36.00	14%	41.00	Apr-19	
<i>Monthly Parking Permits</i>						
Monthly off-street parking permit	calendar month	210.00	0%	210.00	Apr-19	
Monthly off-street parking permit - ACC staff	calendar month	156.25	0%	156.25	Apr-19	
AA - permits	1 year	200.00	0%	200.00	Apr-19	
<i>Contractors Permits</i>						
Contractors Permit	1 year	550.00	2%	560.00	Apr-19	
Contractors Permit	6 months	300.00	2%	305.00	Apr-19	
Contractors Permit	3 months	150.00	2%	153.00	Apr-19	
Contractors Permit	1 month	50.00	4%	52.00	Apr-19	

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
<i>Fines</i>						
Penalty Charge Notice	full charge	60.00	0%	60.00	Apr-19	Statutory Charge
Penalty Charge Notice	50% discount if paid within 14 days	30.00	0%	30.00	Apr-19	Statutory Charge
Penalty Charge Notice	50% increase at Charge Certificate	90.00	0%	90.00	Apr-19	Statutory Charge
Bus Lane Charge Notice	full charge	60.00	0%	60.00	Apr-19	Statutory Charge
Bus Lane Charge Notice	50% discount if paid within 14 days	30.00	0%	30.00	Apr-19	Statutory Charge
Bus Lane Charge Notice	50% increase at Charge Certificate	90.00	0%	90.00	Apr-19	Statutory Charge
Scratch Cards - on-street parking	book of 15	50.00	0%	50.00	Apr-19	
Parking Vouchers	up to 2 hrs	1.50	0%	1.50	Apr-19	
Parking Vouchers	up to 6hrs	4.50	0%	4.50	Apr-19	
Bagging of Traffic Signals	Fixed Cost	100.00	0%	100.00	Apr-19	
Public Infrastructure and Environment						
Footway crossing applications	per application	60.00	0%	60.00	Apr-19	Legislative
Blue Badge (disabled badge)	per application	20.00	0%	20.00	Apr-19	Legislative
Disabled bay for Blue badge holder		Free		Free	Apr-19	Legislative
Disabled bay for private use	per implemented application	Actual cost + 5%	0%	Actual cost + 5%	Apr-19	Legislative
Permanent Traffic Regulation Orders (TROs)	per application	2,000.00	0%	2,000.00	Apr-19	Legislative

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Roads & Street work - Charges to Private Parties						
Temporary Traffic Restrictions (TTRO) - application received 28 days or more prior to Order coming into effect	per 21 day Order	825.00	3%	850.00	Apr-19	
Temporary Traffic Restrictions (TTRO) - application received less than 28 days prior to Order coming into effect	per 21 day Order	1,150.00	3%	1,185.00	Apr-19	
Temporary Traffic Restrictions (TTRO) - application received 28 days or more prior to Order coming into effect	Per Order lasting 21 days - 6 months	1,625.00	3%	1,675.00	Apr-19	
Temporary Traffic Restrictions (TTRO) - application received less than 28 days prior to Order coming into effect	Per Order lasting 21 days - 6 months	1,925.00	3%	1,985.00	Apr-19	
TTRO - repeat posting of weekly/monthly notices during event	Per event	165.00	3%	170.00	Apr-19	
Charge for late permit (TTRO)	Per permit	3,000.00	3%	3,090.00	Apr-19	
Temp/Perm Industrial Access - Charge for visiting site, processing application and granting permission	Per Order	450.00	3%	465.00	Apr-19	
Temp/Perm Industrial Access - charge for late permit	Per permit	1,350.00	4%	1,400.00	Apr-19	
Consent for Excavating in the Road under Section 56 or 61 of the Roads (Scotland) Act 1984 - Excavation not involving installation of private apparatus	Per excavation	450.00	3%	465.00	Apr-19	
Consent for Excavating in the Road under Section 56 or 61 of the Roads (Scotland) Act 1984 - charge for late permit	Per permit	1,350.00	4%	1,400.00	Apr-19	
Consent for Excavating in a Road under Section 109 of the New Roads & Street Works Act 1991 (NRSWA) - Charge for initial application and permission for works which are only one inspection unit	Per excavation	450.00	3%	465.00	Apr-19	
Consent for Excavating in a Road under Section 109 of the New Roads & Street Works Act 1991 (NRSWA)	Per permit	1,350.00	4%	1,400.00	Apr-19	Legislative. Charge for late permit
Consent for Excavating in a Road under Section 109 of the New Roads & Street Works Act 1991 (NRSWA)	Per additional unit	120.00	0%	120.00	Apr-19	Legislative. Additional charge for works over one inspection unit
Consent for Excavating in a Road under Section 109 of the New Roads & Street Works Act 1991 (NRSWA)	Per year	160.00	0%	160.00	Apr-19	Legislative. Charge for recording plant information in VAULT overlays.
Consent for Excavating in a Road under Section 109 of the New Roads & Street Works Act 1991 (NRSWA)	Per year	50.00	0%	50.00	Apr-19	Legislative. For adopted plant further charges will be made over the maintenance period for year 2 and 3 where applicable at an appropriate rate
Scaffold / Hoarding permits continuous period up to a month, under 25m in length	Per permit	110.00	5%	115.00	Apr-19	
Scaffold / Hoarding permits continuous period up to a month, over 25m in length	Per permit	200.00	5%	210.00	Apr-19	
Scaffold/ Hoarding permits for each subsequent month of original application - under 25m in length	Per permit	75.00	7%	80.00	Apr-19	

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Roads & Street work - Charges to Private Parties, continued						
Scaffold/ Hoarding permits for each subsequent month of original application - over 25m in length	Per permit	115.00	4%	120.00	Apr-19	
Scaffold/Hoarding permits - 1 month extension, under 25m in length	Per permit	100.00	5%	105.00	Apr-19	
Scaffold/Hoarding permits - 1 month extension, over 25m in length	Per permit	145.00	3%	150.00	Apr-19	
Charge for late permit - Scaffold / Hoarding permits continuous period up to a month, under 25m in length	Per permit	690.00	3%	710.00	Apr-19	
Charge for late permit - Scaffold / Hoarding permits continuous period up to a month, over 25m in length	Per permit	780.00	3%	805.00	Apr-19	
Charge for late permit - Scaffold/ Hoarding permits for each subsequent month of original application - under 25m in length	Per permit	640.00	3%	660.00	Apr-19	
Charge for late permit - Scaffold/ Hoarding permits for each subsequent month of original application - over 25m in length	Per permit	700.00	3%	720.00	Apr-19	
Charge for late permit - Scaffold/Hoarding permits - 1 month extension, under 25m in length	Per permit	675.00	3%	695.00	Apr-19	
Charge for late permit - Scaffold/Hoarding permits - 1 month extension, over 25m in length	Per permit	740.00	3%	765.00	Apr-19	
Scaffold/Hoarding permits - Fixed penalty notice for non-compliance	Per notice	120.00	0%	120.00	Apr-19	Statutory Charge
Mobile tower scaffolds - charge per day	Per day	30.00	17%	35.00	Apr-19	
Mobile tower scaffolds - charge per week	Per week	60.00	17%	70.00	Apr-19	
Mobile tower scaffolds - late permit per location	Per day	345.00	3%	355.00	Apr-19	
Mobile tower scaffolds - late permit per location	Per week	390.00	3%	400.00	Apr-19	
Mobile tower scaffolds - Fixed Penalty notice for non-compliance	Per penalty	120.00	0%	120.00	Apr-19	Statutory Charge
Crane, Hydraulic Platform Permits - charge for granting permission per site	Per day	75.00	7%	80.00	Apr-19	
Crane, Hydraulic Platform Permits - charge for granting permission per site	Per week	95.00	5%	100.00	Apr-19	
Crane, Hydraulic Platform Permits - Roaming permit (day permit for up to 5 sites, 90 mins per site)	Per permit	110.00	5%	115.00	Apr-19	
Crane, Hydraulic Platform Permits - Charge for a late permit - day permit	Per permit	560.00	3%	575.00	Apr-19	
Crane, Hydraulic Platform Permits - Charge for a late permit - week permit	Per permit	595.00	3%	615.00	Apr-19	
Crane, Hydraulic Platform Permits - Roaming permit (day permit for up to 5 sites, 90 mins per site)	Per permit	615.00	3%	635.00	Apr-19	
Defect inspection of traffic management for Crane, Hydraulic Permits	Per permit	36.00	11%	40.00	Apr-19	
Temporary Traffic Lights Permits - For a continuous period of up to one week, charge for granting permission	Per permit	85.00	6%	90.00	Apr-19	
Temporary Traffic Lights Permits - Charge for a late permit	Per permit	875.00	3%	900.00	Apr-19	
Skip permits - continuous period of 7 days	Per permit	35.00	14%	40.00	Apr-19	
Skip permits - Fixed penalty notice	Per permit	400.00	4%	415.00	Apr-19	
Roads & Street work - Charges to Private Parties, continued						

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Additional charge for skip sited within a Pay & Display zone (Zones ABCEFG)	Per skip, per day	30.00	3%	30.90	Apr-19	
Additional charge for skip sited within a Pay & Display zone (All zones excluding ABCEFG)	Per skip, per day	15.00	3%	15.50	Apr-19	
Development / Construction – Occupation of Road Space	per sq. metre, per day	2.00	5%	2.10	Apr-19	Area enclosed by the following: Holborn Street, Willowbank Road, Springbank Terrace, Wellington Place, South College Street, Guild Street, Regent Quay Virginia Street, Commerce Street, East North Street, West North Street, Mounthooley Roundabout, Gallowgate, Spring Garden, Maberly Street, Rosemount Place, Esslemont Avenue, Rose Street, Union Street and all traffic sensitive roads listed on the Scottish Street Works Register (data retained on the Street Works Gazetteer contact the Roadworks Co-ordination Unit for more information).
Development / Construction - other	Per sq. metre, per day	1.00	10%	1.10	Apr-19	Roads not included in above list.
Screened areas created for safe construction:	Per sq. metre, per week	2.00	5%	2.10	Apr-19	Area enclosed by the following: Holburn Street, Willowbank Road, Springbank Terrace, Wellington Place, South College Street, Guild Street, Regent Quay Virginia Street, Commerce Street, East North Street, West North Street, Mounthooley Roundabout, Gallowgate, Spring Garden, Maberly Street, Rosemount Place, Esslemont Avenue, Rose Street, Union Street and all traffic sensitive roads listed on the Scottish Street Works Register (data retained on the Street Works Gazetteer contact the Roadworks Co-ordination Unit for more information).
Screened areas created for safe construction:	Per sq. metre, per week	1.00	10%	1.10	Apr-19	Other roads
Development / Construction - Penalty notice for non-compliance	Per penalty	120.00	0%	120.00	Apr-19	Statutory
Promotional events (commercial) minimum charge: £50 per day. Up to 10sqm	Per 10sqm, per day	100.00	200%	300.00	Apr-19	
Promotional events (commercial) minimum charge: £50 per day. Over 10sqm	per sq. metre, per day	10.00	400%	50.00	Apr-19	
Pavement Café licence - application for temporary tables and chairs on the footway	Per year	100.00	100%	200.00	Apr-19	
Licensed hot/cold food units - use of road space	Per year	250.00	3%	257.50	Apr-19	
Day rates for the use of the road space for commercial purposes, for profit. (minimum charge £10 per day)	Per sq. metre, per day	0.67	4%	0.70	Apr-19	

Goods / Services Provided	Unit	Current charge 18-19, £	Increase, %	Proposed Charge, £	Proposed Start Date	Comments
Fleet						
Class 4 MOT	Per MOT	54.85	0%	54.85	Apr-19	Set by VOSA
Class 5 MOT	Per MOT	59.55	0%	59.55	Apr-19	Set by VOSA
Advertise of Council Vehicles (Option £40K)						Charge will be agreed under delegated authority
School Catering						
Secondary School meals	Per meal	2.35	4%	2.45	Apr-19	
Staff meals, secondary schools	Per meal	2.35	4%	2.45	Apr-19	
Primary School meals	Per meal	2.10	5%	2.20	Apr-19	
Staff meals, primary schools	Per meal	2.10	5%	2.20	Apr-19	
Canteen						
Main Meal	Per Meal	4.25	35%	5.75	Apr-19	
Lunch & Learn on hobbies (Option £2.7k)						Charge will be agreed under delegated authority
HMO Fees						
HMO application fee for 3-5 tenants	Per annual license	495.00	20%	595.00	Apr-19	
HMO application fee for 6-10 tenants	Per annual license	720.00	20%	865.00	Apr-19	
HMO application fee for 11-20 tenants	Per annual license	1,350.00	20%	1,620.00	Apr-19	
HMO application fee for 21-50 tenants	Per annual license	2,520.00	20%	3,025.00	Apr-19	
HMO application fee for 51-100 tenants	Per annual license	4,230.00	20%	5,075.00	Apr-19	
HMO application fee for 101-200 tenants	Per annual license	6,840.00	20%	8,200.00	Apr-19	
HMO application fee for 201+ tenants	Per annual license	7,830.00	13%	8,855.00	Apr-19	
HMO renewal fee for 3-5 tenants	Per annual license	400.00	20%	480.00	Apr-19	
HMO renewal fee for 6-10 tenants	Per annual license	500.00	20%	600.00	Apr-19	
HMO renewal fee for 11-20 tenants	Per annual license	900.00	20%	1,080.00	Apr-19	
HMO renewal fee for 21-50 tenants	Per annual license	1,500.00	20%	1,800.00	Apr-19	
HMO renewal fee for 51-100 tenants	Per annual license	2,400.00	20%	2,880.00	Apr-19	
HMO renewal fee for 101-200 tenants	Per annual license	3,700.00	19%	4,400.00	Apr-19	
HMO renewal fee for 201+ tenants	Per annual license	4,000.00	20%	4,800.00	Apr-19	
Private Landlord Registration						
Private landlord registration	per landlord	55.00	0%	55.00	Apr-19	Statutory Charge
Private landlord registration	per property	11.00	0%	11.00	Apr-19	Statutory Charge
Resources						
Allotment Micro Plot	Per annum	11.85	4%	12.30	Apr-19	
Allotment 50m2 plot	Per annum	13.46	3%	13.90	Apr-19	
Allotment 80m2 plot	Per annum	23.69	3%	24.40	Apr-19	
Allotment 100m2 plot	Per annum	29.61	3%	30.50	Apr-19	
Allotment 110m2 plot	Per annum	31.81	3%	32.80	Apr-19	
Allotment 130m2 plot	Per annum	41.46	3%	42.70	Apr-19	
Allotment ½ size plot	Per annum	41.46	3%	42.70	Apr-19	
Allotment 3/4 size plot	Per annum	62.19	3%	64.10	Apr-19	
Allotment full size plot	Per annum	82.92	3%	85.50	Apr-19	
Shed	Per annum	6.54	3%	6.75	Apr-19	
Estates Team						
Property Enquiries	per enquiry	300.00	3%	309.00	Apr-19	
Processing of Wayleave requests (admin fee)	per enquiry	250.00	3%	257.50	Apr-19	
Processing of Servitude requests (admin fee)	per enquiry	250.00	3%	257.50	Apr-19	
Licences for Temporary Access to Deeside and Formartine Walkways (admin fee)	per enquiry	250.00	3%	257.50	Apr-19	
Governance						

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Licensing						
Boat Hire Licence	Grant - 1 year	185.00	3%	190.60	Apr-19	
Boat Hire Licence	Renewal	160.00	3%	164.80	Apr-19	
Boat Hire Licence	Temporary - 6 weeks	105.00	3%	108.20	Apr-19	
Indoor Sports Entertainment Licence	Grant - 3 years	765.00	3%	788.00	Apr-19	
Indoor Sports Entertainment Licence	Renewal	585.00	3%	605.00	Apr-19	
Indoor Sports Entertainment Licence	Variation	300.00	3%	309.00	Apr-19	
Indoor Sports Entertainment Licence	Temporary - 6 weeks	355.00	3%	365.70	Apr-19	
Itinerant Metal Dealer Licence	Grant - 3 years	205.00	3%	211.20	Apr-19	
Itinerant Metal Dealer Licence	Renewal	175.00	3%	180.30	Apr-19	
Itinerant Metal Dealer Licence	Variation	90.00	3%	92.70	Apr-19	
Itinerant Metal Dealer Licence	Temporary - 6 weeks	110.00	3%	113.30	Apr-19	
Late Hours Catering Licence	Grant - 3 years	235.00	3%	242.10	Apr-19	
Late Hours Catering Licence	Renewal	200.00	3%	206.00	Apr-19	
Late Hours Catering Licence	Variation	110.00	3%	113.30	Apr-19	
Late Hours Catering Licence	Temporary - 6 weeks	90.00	3%	92.70	Apr-19	
Market Operators Licence - On a public road	Grant - 3 years	965.00	3%	994.00	Apr-19	
Market Operators Licence - On a public road	Renewal	625.00	3%	643.80	Apr-19	
Market Operators Licence - On a public road	Variation	450.00	3%	463.50	Apr-19	
Market Operators Licence - On a public road	Temporary - 6 weeks	965.00	3%	994.00	Apr-19	
Market Operators Licence - Private ground	Grant - 3 years	360.00	3%	370.80	Apr-19	
Market Operators Licence - Private ground	Renewal	240.00	3%	247.20	Apr-19	
Market Operators Licence - Private ground	Variation	130.00	3%	133.90	Apr-19	
Market Operators Licence - Private ground	Temporary - 6 weeks	360.00	3%	370.80	Apr-19	
Metal Dealers Licence	Grant - 3 years	205.00	3%	211.20	Apr-19	
Metal Dealers Licence	Renewal	175.00	3%	180.30	Apr-19	
Metal Dealers Licence	Variation	90.00	3%	92.70	Apr-19	
Metal Dealers Licence	Temporary - 6 weeks	110.00	3%	113.30	Apr-19	
Non-Domestic Knives & Swords Licence	Grant - 3 years	240.00	3%	247.20	Apr-19	
Non-Domestic Knives & Swords Licence	Renewal	210.00	3%	216.30	Apr-19	
Non-Domestic Knives & Swords Licence	Temporary - 6 weeks	110.00	3%	113.30	Apr-19	
Public Entertainment Licence (Attendees <200)	Grant - 3 years	730.00	3%	752.00	Apr-19	
Public Entertainment Licence (Attendees 200-1500)	Grant - 3 years	835.00	3%	860.10	Apr-19	
Public Entertainment Licence (Attendees 1500+)	Grant - 3 years	1,390.00	3%	1,432.00	Apr-19	
Public Entertainment Licence (Attendees <200)	Discounted Grant	185.00	3%	191.00	Apr-19	
Public Entertainment Licence (Attendees 200-1500)	Discounted Grant	210.00	3%	216.30	Apr-19	
Public Entertainment Licence (Attendees 1500+)	Discounted Grant	210.00	3%	216.30	Apr-19	
Public Entertainment Licence (Attendees <200)	Renewal	555.00	3%	571.70	Apr-19	
Public Entertainment Licence (Attendees 200-1500)	Renewal	635.00	3%	655.00	Apr-19	
Public Entertainment Licence (Attendees 1500+)	Renewal	1,060.00	3%	1,092.00	Apr-19	
Public Entertainment Licence (Attendees <200)	Discounted Renewal	140.00	3%	144.20	Apr-19	
Public Entertainment Licence (Attendees 200-1500)	Discounted Renewal	160.00	3%	164.80	Apr-19	
Public Entertainment Licence (Attendees 1500+)	Discounted Renewal	160.00	3%	164.80	Apr-19	
Public Entertainment Licence (Attendees <200)	Variation	285.00	3%	293.60	Apr-19	
Public Entertainment Licence (Attendees 200-1500)	Variation	330.00	3%	340.00	Apr-19	
Public Entertainment Licence (Attendees 1500+)	Variation	550.00	3%	566.50	Apr-19	
Public Entertainment Licence (Attendees <200)	Discounted Variation	75.00	3%	77.50	Apr-19	
Public Entertainment Licence (Attendees 200-1500)	Discounted Variation	85.00	3%	87.60	Apr-19	
Public Entertainment Licence (Attendees 1500+)	Discounted Variation	85.00	3%	87.60	Apr-19	
Public Entertainment Licence (Attendees <200)	Temporary	340.00	3%	350.20	Apr-19	
Public Entertainment Licence (Attendees 200-1500)	Temporary	390.00	3%	401.70	Apr-19	
Public Entertainment Licence (Attendees 1500+)	Temporary	650.00	3%	669.50	Apr-19	

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Licensing, continued						
Public Entertainment Licence (Attendees <200)	Discounted Temporary	85.00	3%	87.60	Apr-19	
Public Entertainment Licence (Attendees 200-1500)	Discounted Temporary	95.00	3%	97.90	Apr-19	
Public Entertainment Licence (Attendees 1500+)	Discounted Temporary	95.00	3%	97.90	Apr-19	
Second-Hand Dealer Licence	Grant - 3 years	230.00	3%	236.90	Apr-19	
Second-Hand Dealer Licence	Renewal - 3 years	200.00	3%	206.00	Apr-19	
Second-Hand Dealer Licence	Variation	120.00	3%	123.60	Apr-19	
Second-Hand Dealer Licence	Temporary - 6 weeks	110.00	3%	113.30	Apr-19	
Sex shop licence	Grant - 1 year	3,150.00	3%	3,250.00	Apr-19	
Sex shop licence	Renewal	1,890.00	3%	1,950.00	Apr-19	
Tattooing & Skin Piercing Licence	Grant - 3 years	360.00	3%	370.80	Apr-19	
Tattooing & Skin Piercing Licence	Renewal	305.00	3%	314.20	Apr-19	
Tattooing & Skin Piercing Licence	Temporary	145.00	3%	149.40	Apr-19	
Taxi Booking Offices Licence	Grant - 3 years	240.00	3%	247.20	Apr-19	
Taxi Booking Offices Licence	Renewal	210.00	3%	216.30	Apr-19	
Taxi Booking Offices Licence	Temporary - 6 weeks	110.00	3%	113.30	Apr-19	
Window Cleaners Licence	Grant - 3 years	185.00	3%	190.60	Apr-19	
Window Cleaners Licence	Renewal	165.00	3%	170.00	Apr-19	
Window Cleaners Licence	Temporary - 6 weeks	30.00	3%	30.90	Apr-19	
Cinemas Licence	Grant/Renewal - 1 year	600.00	3%	618.00	Apr-19	
Cinemas Licence	Temporary - 1 month	200.00	3%	206.00	Apr-19	
Cinemas Licence	Transfer	120.00	3%	123.60	Apr-19	
Game Dealer Licence	Grant/Renewal	130.00	3%	133.90	Apr-19	
Theatre (Non-Educational) Licence	Grant - 1 year	825.00	3%	849.80	Apr-19	
Theatre (Non-Educational) Licence	Renewal	630.00	3%	648.90	Apr-19	
Theatre (Non-Educational) Licence	Temporary	325.00	3%	334.80	Apr-19	
Theatre (Non-Educational) Licence	Transfer	220.00	3%	226.60	Apr-19	
Theatre (Non-Educational) Licence	Variation	405.00	3%	417.20	Apr-19	
Taxi/Private Hire Car Drivers Licence	Grant - 1 year	50.00	3%	51.50	Apr-19	
Taxi/Private Hire Car Drivers Licence	Renewal - 3 years	105.00	3%	108.20	Apr-19	
Taxi/Private Hire Car Drivers Licence	Temporary - 6 weeks	50.00	3%	51.50	Apr-19	
Taxi/Private Hire Operators (Including Tests) Licence	Grant - 1 year	395.00	3%	407.00	Apr-19	
Taxi/Private Hire Car Licence	Renewal - 1 year	215.00	3%	221.50	Apr-19	
Taxi/Private Hire Car Licence	Temporary - 6 weeks	80.00	3%	82.40	Apr-19	
Taxi/Private Hire Car - Approval of type - wheelchair accessible vehicles		250.00	3%	257.50	Apr-19	
Taxi/Private Hire Car variation - change zone (including new plate)		60.00	3%	62.00	Apr-19	
Taxi/Private Hire Car variation - other		60.00	3%	62.00	Apr-19	
Taxi/Private Hire Car - change of registration number		60.00	3%	62.00	Apr-19	
Taxi/Private Hire Car - substitution of vehicle		35.00	3%	36.10	Apr-19	
Taxi/Private Hire Car - non-attendance/cancellation		33.00	3%	34.00	Apr-19	
Taxi/Private Hire Car - ID badges (including replacement badges)		10.00	3%	10.30	Apr-19	
Taxi/Private Hire Car - Roof Sign Parts - Deposit		40.00	3%	41.20	Apr-19	
Taxi/Private Hire Car - Large Sign - Complete		80.00	3%	82.40	Apr-19	
Taxi/Private Hire Car - Large Sign - Replacement Top		45.00	3%	46.40	Apr-19	
Taxi/Private Hire Car - Large Sign - Replacement Base		35.00	3%	36.10	Apr-19	
Taxi/Private Hire Car - Small Sign - Replacement Top		35.00	3%	36.10	Apr-19	
Taxi/Private Hire Car - Small Sign - Replacement Base		25.00	3%	25.80	Apr-19	

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Licensing, continued						
Taxi/Private Hire Car - Small Sign - Magnets	Per Magnet	4.00	5%	4.20	Apr-19	
Taxi/Private Hire Car - Small Sign - Wire Loom	Each	10.00	3%	10.30	Apr-19	
Taxi/Private Hire Car - Vehicle ID Plate - Replacement		15.00	3%	15.50	Apr-19	
Club gaming permit 10 year grant	Per permit	200.00	3%	206.00	Apr-19	
Club gaming permit 10 year grant (existing operations)	Per permit	100.00	3%	103.00	Apr-19	
Club gaming permit 10 Renewal	Per permit	200.00	3%	206.00	Apr-19	
Club gaming permit Annual fee	Per permit	50.00	3%	51.50	Apr-19	
Club gaming permit Variation	Per permit	10.00	3%	10.30	Apr-19	
Club gaming permit Copy permit	Per permit	15.00	3%	15.50	Apr-19	
Licensed Premises Gaming Machine Permit - up to 2 machines	Per permit	50.00	3%	51.50	Apr-19	
Licensed Premises Gaming Machine Permit - grant (existing operators)	Per permit	100.00	3%	103.00	Apr-19	
Licensed Premises Gaming Machine Permit - grant	Per permit	150.00	3%	154.50	Apr-19	
Licensed Premises Gaming Machine Permit - first annual fee	Per permit	50.00	3%	51.50	Apr-19	
Licensed Premises Gaming Machine Permit - annual fee	Per permit	50.00	3%	51.50	Apr-19	
Licensed Premises Gaming Machine Permit - variation	Per permit	100.00	3%	103.00	Apr-19	
Licensed Premises Gaming Machine Permit - transfer	Per permit	25.00	3%	25.80	Apr-19	
Licensed Premises Gaming Machine Permit - change of name	Per permit	25.00	3%	25.80	Apr-19	
Licensed Premises Gaming Machine Permit - copy permit	Per permit	15.00	3%	15.50	Apr-19	
Prize gaming permit - grant/renewal	Per permit	300.00	3%	309.00	Apr-19	
Prize gaming permit - change of name	Per permit	25.00	3%	25.80	Apr-19	
Prize gaming permit - copy permit	Per permit	15.00	3%	15.50	Apr-19	
Family entertainment centre gaming machine permit - grant/renewal	Per permit	300.00	3%	309.00	Apr-19	
Family entertainment centre gaming machine permit - change of name	Per permit	25.00	3%	25.80	Apr-19	
Family entertainment centre gaming machine permit - copy permit	Per permit	15.00	3%	15.50	Apr-19	
Change of circumstance fee	Per license	50.00	3%	51.50	Apr-19	
Copy License	Per license	25.00	2%	25.60	Apr-19	
Registration of non-commercial society - grant	Per license	40.00	3%	41.20	Apr-19	
Registration of non-commercial society -renewal	Per license	20.00	3%	20.60	Apr-19	
Application to transfer or reinstate a license - large casino	Per license	1,600.00	3%	1,648.00	Apr-19	
Application to transfer or reinstate a license - small casino	Per license	1,350.00	3%	1,390.50	Apr-19	
Application to transfer or reinstate a license - converted casino	Per license	1,000.00	3%	1,030.00	Apr-19	
Application to transfer or reinstate a license - bingo premises	Per license	840.00	3%	865.20	Apr-19	
Application to transfer or reinstate a license - adult gaming centre	Per license	840.00	3%	865.20	Apr-19	
Application to transfer or reinstate a license - betting premises (track)	Per license	660.00	3%	680.00	Apr-19	
Application to transfer or reinstate a license - family entertainment centre	Per license	660.00	3%	680.00	Apr-19	
Application to transfer or reinstate a license - betting premises (other)	Per license	840.00	3%	865.20	Apr-19	

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Licensing, continued						
Application to vary a license -large casino	Per license	3,750.00	3%	3,862.50	Apr-19	
Application to vary a license -small casino	Per license	3,000.00	3%	3,090.00	Apr-19	
Application to vary a license - converted casino	Per license	1,500.00	3%	1,545.00	Apr-19	
Application to vary a license -bingo premises	Per license	1,200.00	3%	1,236.00	Apr-19	
Application to vary a license -adult gaming centre	Per license	700.00	3%	721.00	Apr-19	
Application to vary a license - betting premises (track)	Per license	870.00	3%	900.00	Apr-19	
Application to vary a license - family entertainment centre	Per license	870.00	3%	900.00	Apr-19	
Application to vary a license - betting premises (other)	Per license	1,050.00	3%	1,082.00	Apr-19	
First annual fee -large casino	Per year	5,620.00	3%	5,800.00	Apr-19	
First annual fee -small casino	Per year	2,810.00	3%	2,895.00	Apr-19	
First annual fee -bingo premises	Per year	525.00	3%	540.80	Apr-19	
First annual fee -adult gaming centre	Per year	525.00	3%	540.80	Apr-19	
First annual fee - betting premises (track)	Per year	750.00	3%	772.50	Apr-19	
First annual fee - family entertainment centre	Per year	375.00	3%	386.30	Apr-19	
First annual fee - betting premises (other)	Per year	300.00	3%	309.00	Apr-19	
Annual fee -large casino	Per year	7,500.00	3%	7,725.00	Apr-19	
Annual fee -small casino	Per year	3,750.00	3%	3,862.50	Apr-19	
Annual fee - converted casino	Per year	2,550.00	3%	2,630.00	Apr-19	
Annual fee -bingo premises	Per year	700.00	3%	721.00	Apr-19	
Annual fee -adult gaming centre	Per year	700.00	3%	721.00	Apr-19	
Annual fee - betting premises (track)	Per year	100.00	3%	103.00	Apr-19	
Annual fee - family entertainment centre	Per year	500.00	3%	515.00	Apr-19	
Annual fee - betting premises (other)	Per year	400.00	3%	412.00	Apr-19	

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Premises licences						
Application for a premises license by a provisional statement holder -large casino	Per license	3,750.00	3%	3,862.50	Apr-19	
Application for a premises license by a provisional statement holder -small casino	Per license	2,250.00	3%	2,320.00	Apr-19	
Application for a premises license by a provisional statement holder -bingo premises	Per license	840.00	3%	865.20	Apr-19	
Application for a premises license by a provisional statement holder -adult gaming centre	Per license	840.00	3%	865.20	Apr-19	
Application for a premises license by a provisional statement holder - betting premises (track)	Per license	660.00	3%	679.80	Apr-19	
Application for a premises license by a provisional statement holder - family entertainment centre	Per license	660.00	3%	679.80	Apr-19	
Application for a premises license by a provisional statement holder - betting premises (other)	Per license	840.00	3%	865.20	Apr-19	
Premises license application for (A) premises license or (B) provisional statement - large casino	Per license	7,500.00	3%	7,725.00	Apr-19	
Premises license application for (A) premises license or (B) provisional statement - small casino	Per license	6,000.00	3%	6,180.00	Apr-19	
Premises license application for (A) premises license or (B) provisional statement - bingo premises	Per license	2,450.00	3%	2,525.00	Apr-19	
Premises license application for (A) premises license or (B) provisional statement - adult gaming centre	Per license	1,400.00	3%	1,442.00	Apr-19	
Premises license application for (A) premises license or (B) provisional statement - betting premises (track)	Per license	1,750.00	3%	1,802.50	Apr-19	
Premises license application for (A) premises license or (B) provisional statement - family entertainment centre	Per license	1,400.00	3%	1,442.00	Apr-19	
Premises license application for (A) premises license or (B) provisional statement - betting premises (other)	Per license	2,099.00	3%	2,165.00	Apr-19	
Street Traders Licence - Employers	Grant/Renewal	178.00	3%	183.30	Apr-19	
Street Traders Licence - Employees	Grant/Renewal	103.00	3%	106.10	Apr-19	
Street Traders Licence	Temporary - 6 weeks	103.00	3%	106.10	Apr-19	
Street Traders Licence - Substitution of vehicle		125.00	3%	129.00	Apr-19	
Street Traders Licence - additional vehicle		57.00	3%	58.70	Apr-19	
Street Traders Licence - consent for material alteration to vehicle		103.00	3%	106.10	Apr-19	
Street Traders Licence - variation of licence		108.00	4%	112.00	Apr-19	
Street Traders Licence - advert (hot food)		100.00	3%	103.00	Apr-19	
Marketing & Design						
Design work	per hour	35.00	0%	40.00	Apr-19	
Photography	per hour	35.00	0%	40.00	Apr-19	
Advertise of council website (Option £100k)						Charge will be agreed under delegated authority
Sponsorship of roundabouts	Dependent on site	Price list applies	0%	£2000 - £9000		Costs vary for each site and budget of company looking to sponsor a roundabout

Goods / Services Provided	Unit	Current charge 18-19, £	Increase, %	Proposed Charge, £	Proposed Start Date	Comments
ICS						
Music Service/Music School						
Individual Lessons	per year	340.00	18%	400.00	Aug-19	
Group Lessons	per year	272.00	-11%	242.00	Aug-19	
Paired lessons	per year	N/A	0%	280.00	Aug-19	New Category from 2019-20,
New start registration fee	per year	N/A	0%	10.00	Aug-19	New Category from 2019-20,
Hire Charge	per year	0.00	100%	85.00	Aug-19	Per instrument.
Accommodation	per term	600.00	3%	618.00	Aug-19	
Indoor Space hourly rates						
Classroom - Community	per hour	Standard 9.58 Concession 4.79	10%	Standard 10.54 Concession 5.27	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Classroom - Community Commercial	per hour	Standard 19.16 Concession 9.58	10%	Standard 21.08 Concession 10.54	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Classroom - Fully Commercial	per hour	29.03	10%	32.00	Aug-19	
1 Court - Community	per hour	Standard 11.60 Concession 5.80	10%	Standard 12.76 Concession 6.38	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
1 Court - Community Commercial	per hour	Standard 23.19 Concession 11.60	10%	Standard 25.51 Concession 12.76	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
1 Court - Fully Commercial	per hour	34.79	11%	38.50	Aug-19	
2 Courts - Community	per hour	Standard 23.19 Concession 11.60	10%	Standard 25.51 Concession 12.76	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
2 Courts - Community Commercial	per hour	Standard 46.38 Concession 23.19	10%	Standard 51.02 Concession 25.51	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
2 Courts - Fully Commercial	per hour	69.57	10%	76.50	Aug-19	
3 Courts - Community	per hour	Standard 34.79 Concession 17.39	10%	Standard 38.27 Concession 19.13	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
3 Courts - Community Commercial	per hour	Standard 69.57 Concession 34.79	10%	Standard 76.53 Concession 38.27	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
3 Courts - Fully Commercial	per hour	104.36	10%	115.00	Aug-19	
4 Courts - Community	per hour	Standard 46.38 Concession 23.19	10%	Standard 51.02 Concession 25.51	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
4 Courts - Community Commercial	per hour	Standard 92.76 Concession 46.38	10%	Standard 102.04 Concession 51.02	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
4 Courts - Fully Commercial	per hour	139.14	10%	153.00	Aug-19	
Outdoor Space						
Artificial Pitch - full size, community rate	per hour	Standard 43.35 Concession 21.67	10%	Standard 47.69 Concession 23.84	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Artificial Pitch - full size, community commercial	per hour	Standard 86.69 Concession 43.35	10%	Standard 95.36 Concession 47.69	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Artificial Pitch - full size, fully commercial	per hour	130.04	10%	143.04	Aug-19	
Artificial Pitch - 11 aside pitch, community rate	per hour	Standard 20.59 Concession 10.29	10%	Standard 22.65 Concession 11.32	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Artificial Pitch - 11 aside pitch, community commercial	per hour	Standard 41.18 Concession 20.59	10%	Standard 45.30 Concession 22.65	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Artificial Pitch - 11 aside pitch, commercial	per hour	61.77	10%	67.95	Aug-19	
Artificial Pitch - 7 aside pitch, community rate	per hour	Standard 15.17 Concession 7.59	10%	Standard 16.69 Concession 8.35	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Artificial Pitch - 7 aside pitch, community commercial	per hour	Standard 30.34 Concession 15.17	10%	Standard 33.37 Concession 16.69	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Artificial Pitch - 7 aside pitch, commercial	per hour	45.51	10%	50.06	Aug-19	
Artificial Pitch - 1/3 of a pitch, community rate	per hour	Standard 30.00 Concession 15.00	10%	Standard 33.00 Concession 16.50	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Artificial Pitch - 1/3 of a pitch, community commercial	per hour	Standard 60.00 Concession 30.00	10%	Standard 66.00 Concession 33.00	Aug-19	Groups eligible for concession:children under 16, students ,over 60s,disability groups ,access to leisure members
Artificial Pitch - 1/3 of a pitch, commercial	per hour	90.00	10%	100.00	Aug-19	

<i>Goods / Services Provided</i>	<i>Unit</i>	<i>Current charge 18-19, £</i>	<i>Increase, %</i>	<i>Proposed Charge, £</i>	<i>Proposed Start Date</i>	<i>Comments</i>
Child care services						
Breakfast Club	per session	3.85	43%	5.50	Aug-19	
After School Club	per session	11.55	13%	13.00	Aug-19	
Holiday Club	per session	27.50	11%	30.50	Aug-19	

IJB						
Day care	per day/session	4.20	567%	28.00	Apr-19	Older people or persons with a disability. The cost of Day Care provision has not been increased in 8 years. A benchmarking exercise has been undertaken across Scotland. Although there are differences in approaches, where we can benchmark, the average cost is £38 (as confirmed by PWC report). £40 is charged in some areas. The proposed new rate for ACC is based on the ACC average commissioned cost.
Day care - meals	per meal	2.95	36%	4.00	Apr-19	There has been no increases to meal charges for 8 years. This increase is to ensure the current charges cover actual costs and is in line with the average rate charged across Scotland.
Frozen meal service	per meal	2.85	40%	4.00	Apr-19	There has been no increases to meal charges for 8 years. This increase is to ensure the current charges cover actual costs and is in line with the average rate charged across Scotland.
Very sheltered housing - meal charges	per meal	2.50	60%	4.00	Apr-19	There has been no increases to meal charges for 8 years. This increase is to ensure the current charges cover actual costs and is in line with the average rate charged across Scotland.
Community alarm	per week	1.35	159%	3.50	Apr-19	Although the increase in the Community Alarm rate may seem high in percentage terms the rate has not been increased for 8 years. The cost of providing the service is equivalent to £4.75 per person per week. It is anticipated that the cost of delivering the service will increase with the imminent switch to a digital service. As part of the refresh of the BAC contract ACHSCP has allowed for an annual process for the prioritisation of areas of transformation activity. As part of that, ACHSCP would be seeking to investigate whether, in future, within the existing budget, these services could be self-financing.
Residential Care - older people (run by BAC)	per week	495 - 498	4%	518.00	Apr-19	Self funding rate, net of free personal care allowance.
Respite	per week	73.50	465%	415.00	Apr-19	Although the increases seem large, the application of the taper and the maximum contribution means that, most people will not actually qualify to pay. The weekly rate for residential care under the National Care Home contract is £593.89, or £689.73 if this includes nursing care. It is believed that most of the respite that is provided is to benefit the carer and under the new Carers Act 2016 charges for these services must be waived.
Sheltered housing warden charge	per week	12.80 - 29.26	3%	13.18 - 30.14	Apr-19	Increase by 3% across the board. Aberdeenshire owned complexes charge £16.77 per week ACC charges £12.78 - so could increase by 10% for three years to reach Aberdeenshire levels

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ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 March 2019
REPORT TITLE	Housing Revenue Account Budget 2019/20
REPORT NUMBER	RES/19/202
DIRECTOR	Steven Whyte
CHIEF OFFICER	Jonathan Belford
REPORT AUTHOR	Helen Sherrit
TERMS OF REFERENCE	2.2

1. PURPOSE OF REPORT

- 1.1 To provide elected members with information to allow the setting of the rent level for the financial year 2019/20 as well as provisional rent levels for the financial years 2020/21 to 2023/24. In turn, this will allow a capital programme for 2019/20 as well as a provisional programme for 2020/21 to 2023/24.

2. RECOMMENDATION(S)

That the Council:

- 2.1 Approve the budget as attached in Appendix 1 (Pages 5 to 6) of this report;
- 2.2 Approve the setting of the weekly unrebated rents for municipal houses, as detailed in Appendix 1 (Pages 5 to 6) of this report, to take effect from Monday 29 April 2019;
- 2.3 Approve the level of revenue contribution to the Housing Capital budget for 2019/20 as well as a provisional contribution for the subsequent four financial years as detailed in Appendix 1 (Appendix 1 pages 19 to 20) of this report;
- 2.4 Approve the proposal to maintain the working balances at 10% to meet future contingencies as detailed in Appendix 1 (Appendix 1 pages 5 to 6) of this report;
- 2.5 Approve the level of miscellaneous rents and service charges, including Heat with Rent as detailed in Appendix 1 (pages 11 to 12) of this report;
- 2.6 Approve, based on the rent strategy adopted the Base Capital Programme for the financial year 2019/20 (Appendix 1 pages 17 to 19);

- 2.7 Note the indicative level of the Base Capital Programme for the financial years 2020/21 to 2023/24 (Appendix 1 pages 17 to 19);
- 2.8 Approve as estimated expenditure in terms of Procurement Regulation 4.1.1, in order for work to commence on the Ongoing Capital Programme, the sums shown against each heading of the Housing Capital Expenditure budget for the financial year 2019/20 set out in Appendix 1 (pages 17 to 19) to this report without the need for separate Committee approval of each;
- 2.9 Delegates authority to the Director of Resources, following consultation with the Head of Commercial and Procurement Services, to undertake or instruct appropriate procedures in accordance with the ACC Procurement Regulations to procure the works referred to in Appendix 1 (pages 17 to 19) for the capital programme for the financial year 2019/20 and award contracts relating thereto;
- 2.10 Approve the principle of a long term fixed rent policy and instructs the Chief Officer – Early Intervention & Community Empowerment to undertake a consultation exercise with tenants, elected members and appropriate staff on potential options;
- 2.11 Approves the Chief Officer – Capital to award the contract for the Summerhill procurement to develop the site as detailed in the report (Appendix 1 pages 24 to 25);
- 2.12 Approve the transfer of land at open market value to the HRA and tendering of the site at Craighill;
- 2.13 Approve the transfer of land at open market value to the HRA and tendering of the site at Kincorth;
- 2.14 Approve the transfer of land at open market value to the HRA and tendering of the site at Tillydrone/St Machar;
- 2.15 Approve the transfer of land at open market value to the HRA and tendering of the site at Greenferns/Greenferns Landward;
- 2.16 Approves the Director of Resources to market test the feasibility of raising financing from alternative sources;
- 2.17 Approves the Chief Officer – Capital to award the contract for the Dyce/Wellheads site procurement to develop the site as detailed in the report subject to due diligence/financial model/affordability (Appendix 1 pages 26 to 27);
- 2.18 Approves the Director of Resources to market the Craighill, Kincorth and Tillydrone/St Machar sites on the open market following the model used for Summerhill;

- 2.19 Approves the Chief Officer – Capital, following consultation with the Chief Officer – Finance, to enter in procurement contracts for the remaining 3 private sites subject to them receiving the necessary planning permissions and subject to them being financially sustainable;
- 2.20 Instructs the Director of Resources to enter into “without prejudice” discussions in relation to the old AECC site; and
- 2.21 Note the contents of the report attached as Appendix 2 and instruct the Chief Officer – Corporate Landlord to take no further action to install stair lifts in sheltered housing properties.

3. BACKGROUND

Projected Out-turn 2018/19

- 3.1 In looking at the position for the next financial year it is useful to put into context the financial estimates for the current financial year. More detail can be found in Appendix 1 of this report.
- 3.2 The report outlines that the Housing Revenue Account forecasts a capital from current revenue (CFCR) contribution of £21 million and £500k towards the working balance will be made in 2018/19 which is broadly in line with the 2018/19 budget.
- 3.3 The HRA budget has been aligned with the 30 year Business Plan.

Institutional Framework

- 3.4 The Council is required to give its tenants 28 days notice of any change in the level of rent. With the decision on rent levels being taken on 5 March 2019 taking account of the various system amendments required, the change in rent levels will start on 29 April 2019. Further, the Housing (Scotland) Act 2001 requires the Council to consult with tenants on any proposed rent increase. This consultation was in the form of a tenant questionnaire on the possible rent increase.
- 3.5 The tenants were asked if Council rents should increase by RPI + 1% for 2019/20 (July RPI 3.3%). The results are shown on page 13 of Appendix 1, 178 tenants responded, this equates to 1% of all tenants, 22% agreed with the rental increase with 78% disagreeing.
- 3.6 Schedule 15 of the Housing (Scotland) Act 1987 requires expenditure in the following main areas to be charged to the HRA:
 - Capital Financing Costs in respect of monies borrowed for the purpose of providing and improving the Council’s housing stock;
 - Management, administration and maintenance of the Council’s housing stock;

- Other expenditure such as loss of rents for vacant periods, insurance, communal lighting and heating, cleaning and security.

3.7 Items of income that must be credited to the HRA are:

- Council house rents;
- Other income attributable to the HRA. For example, income recovered from tenants for heating, interest on revenue balances and, when available, transfers from working balances generated by the HRA in previous years.

3.8 In the absence of any central or local authority financial support for the HRA, the HRA is regarded as “ring-fenced”. In addition, consideration of the level of capital to be financed from CFCR within the HRA budget will have an impact on the Housing Capital Budget. This report therefore, whilst indicating a proposed HRA Budget, also provides information on the Capital Budget.

Summary 5 Year Position

3.9 Included within Appendix 1 is an indicative budget for 2020/21 to 2023/24 with an assumed rent increase of 3% for all years based on the 30 year business plan assumptions. There is also an analysis of the management and administration, the repairs and maintenance and capital budgets.

3.10 In setting a 5 year rent strategy, Council must pay cognisance to the level of capital investment required to maintain and improve the overall housing conditions available to the citizens of Aberdeen.

Underlying Strategy

3.11 Based on Council policy the budgeted figures have assumed a Council house rent increase of 4.3% (RPI at July 2017 of 3.3% plus 1%).

3.12 The 30 year Business Plan assumes RPI of 2% plus 1%.

3.13 In the UK, inflation remains above the 2% target. However, the Bank of England has set indicators for a target inflation rate and this is currently still set at 2%. Hence, this rate has been assumed going forward but is clearly out with the Council’s control.

3.14 It is worth looking at the future projections for inflation in setting the rent increase for 2019/20:

End period %	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
RPI inflation	3.2	3.4	3.2	3.2	3.3
RPIX inflation	3.2	3.5	3.1	2.8	2.8
CPI inflation	2.3	2.6	2.3	2.0	2.1

Source – Capital Economics – Forecasts (Nov 2018)

3.15 The above table indicates that inflation is expected to increase to 3.4% in Q1 2019 and further reduce in Q4 2019 to 3.3%, therefore higher than the Bank of England’s target of 2%.

Housing Market Overview

Local Housing Strategy

- 3.16 The Aberdeen City Local Housing Strategy (LHS) 2018-2023 provides the strategic direction to respond to housing need and demand and informs the future investment in housing and housing related services across the city. The LHS identifies an affordable housing target of 342 homes per year in 18/19 and 19/20 and 385 per year in 20/21, 21/22 and 22/23.

Mapped on top of this is the underlying demand for Council rented properties as illustrated in paragraph 3.20 below. Of this approximately 4,500 people on the waiting list do not currently have a tenancy agreement with the Council and therefore represent an underlying demand for new housing within the city.

Buying/Selling of Property

- 3.17 Aberdeen Solicitors Property Centre indicate while still in some difficulty, the local area housing market is beginning to show signs of recovering a significant degree of stability. In Q3 of 2018, the numbers of sales are up slightly and the rate of downward movement in prices is slowing down, if not levelling out. The third quarter is the second consecutive quarter this year demonstrating no change in house price in Aberdeen City and Suburbs.

Rental Market

- 3.18 Average rents in the Aberdeen city stand at £746 per month (£755 per month in 2017), down 3.6% year on year at quarter 3 in 2017. Rents are still above the national level. The average property in Aberdeen currently takes 45 days to let, down 5 days on last year and further evidence of a market settling at a new level.
- 3.19 Current demand for quality one bedroom properties is high and there continues to be a lack of supply.
- 3.20 The current demand for Council housing is borne out by the waiting list which as at November 2018 has 6,477 requests for a council tenancy. Therefore this is still an option for many and demand is the highest for 1 bed properties, followed by 3 bed properties.

Housing Capital Plan - New Build Council housing

- 3.21 The Council's commitment to create 2,000 new Council houses continues to be progressed, with a range of business cases for a number of sites in development, delivery models being explored all under the delegations provided to officers.

- 3.22 In order to meet this requirement a number of delivery options are being taken forward with the key areas being:
1. New Build on Council owned sites;
 2. Land led Developer opportunities;
 3. Buy – Back Council House stock;
 4. Portfolio Acquisition;
 5. Targeted acquisition and development of sites.

New Build Council Houses on Council owned site

- 3.23 Firstly a council owned site (**Summerhill**) has been through a procurement process and a preferred bidder has now secured with work to begin on site in the coming months. This will deliver **369 new units**. The current estimated cost of this development (including land acquisition as it currently sits on the General Fund is approximately £49 million). However discussions have taken place with suppliers to determine enhancements to the site (such as fibre broadband connection, digital innovations and an electric car club) all of which will enhance the living experience in this new community hub and provide a wider synergy with other Council initiatives.



AL(0)200F Site
Layout.pdf

- 3.24 Planning discussions are well advanced for the redevelopment of the former **Craighill** Primary School site with **79 new units** and it is intended that these units will go to tender in Q1 2019/20. This site will be formally transferred to the Housing Revenue Account (HRA).



161532_DPP-Site_Layout_Plan-1486933.r

- 3.25 Initial Site layout, scoping and background Reports are being progressed at the former **Kincorth** Academy Site. Current layout plans suggest that **230 units** can be accommodated on the site. Detailed development plans are being progressed in tandem with the demolition of the existing buildings. This site will be formally transferred to the HRA and tendered in Q1 2019/20.



Kincorth Academy
10755 SK-003 A.pdf

- 3.26 **Tillydrone/ St Machar** sites are also being progressed with works delayed to ensure full account is taken of the requirements for the new primary school. These sites are capable of accommodating around **80 units** and a procurement exercise for these units will be undertaken during 2019. These sites will also require to be transferred to the HRA.

3.27 **Greenferns/ Greenferns landward.** These two sites are identified for significant new developments in the Local Development Plan. A development framework for the development of units on Greenferns was approved in Autumn 2018. Within the Greenferns site alone 350 new Council House units are planned and the delivery mechanism/ options appraisal for this site is currently being advanced with tendering in late 2019.

Land Led Development opportunities

3.28 In order to meet the challenges of the project and to look for opportunities to benefit from the access to land and skills of the private sector officers undertook a 'Developers Day' which was held in the Beach Ballroom to "warm" the market place for the potential for the council to partner with the market for private land led development. This was very well attended and offered the opportunity for a series of follow up meetings to identify and explore the options around this approach. This has led to a formal procurement exercise having been undertaken which started in Late 2018.

3.29 Following the publishing of an ESPD 4 parties have been selected to move to the Invitation to Tender stage (ITT). 4 parties have been selected at this time. Whilst this remains a confidential tender process at this stage and there remains a deliverability risk around the financial model (depending on final tender prices), along with any planning consent that may be required, the 4 sites would deliver the following units if selected at the next stage:

- Private site 1 – circa 280 units;
- Private site 2 – initial up to 200 units with potential for more;
- Private site 3 – circa 150 units;
- Private site 4 – initial 50 units with potential for more.

3.30 Private Site 1 – c.280 Units

This site has now obtained planning permission and draft legal contractual agreement reached. The site is located within the Dyce area of the City and the initial contract price, less grant funding, shows the site to fall within the affordability model of being self sustaining within the Housing Revenue Account. Subject to First Endeavour LLP concluding missives with the Council construction on the site will begin in the next couple of months with a roughly 2 year build period.



10611 -
P(00)002H.pdf

3.31 Informal approaches have been received from other developers who have opportunities which they have been unable to submit at this stage but would wish to do so in the future. It is the intention of officers to run a second procurement/ tender exercise during the summer.

Buy Back Council House Stock

- 3.32 Opportunities exist for the Council to buy back former council house stock. This has many advantages in both the speed of delivery but also in stock management and future maintenance terms. A revised pro-active buy-back policy was approved by the City Growth and Resources Committee in February 2019 and an initial target of **200 units** has been identified through this. A number of approaches have been received from homeowners wishing to participate in the new scheme to date and officers are currently looking at these (which total approximately 150 units).

Portfolio Acquisition

- 3.33 Small portfolios of private rented stock are also being considered for purchase. A small number of projects have been put to the council and consideration is being given to affordability along with any investment required to bring these up to Scottish Housing Quality Standards. Options around these opportunities will be progressed during the 2019/20 financial year and it is envisaged that **50 units** could be made available in this way (indeed the Council has been approached with the offer of approximately 40 units).

Other Considerations

- 3.34 In developing the vision for new developments, a range of other considerations are being tested and researched at this time and officers will continue to consider other projects to meet the council's key ambitions. Ultimately the new development will have to be consistent with the Council's wider aspiration in relation to the development of the Local Development Plan and its emerging Housing Strategy. The new developments will require to consider their impact on the rest of the Council's estate but also the opportunities for integration with community led initiatives and scheme's such as Early learning Provision.
- 3.35 It is envisaged that sustainability will be at the forefront on new developments and consideration is currently being given to how best to digitally enable new build properties to not only benefit residents but ease long term maintenance and management, all with an ambition to manage demand for council services. Officers are working with partners to look at digital connectivity to allow the development of digital technology within the estate such as (Alexa (smart speaker technologies), fingerprint key entry, BIM systems, Digital building modelling, BEM (energy management monitoring) etc.
- 3.36 It should also be noted that now there is now sufficient sites developed that a funding mechanism will need to be sought. One such method is through the Public Works Loans Board (the traditional method of financing capital expenditure). However, the scale of build and costs that will potentially be incurred during the build process alternative medium to long term solutions should be sought and it is recommended that the Director of Resources be authorised to market test this over the coming months and to report back the outcome.

Targeted acquisition and development of sites

- 3.37 The Council has taken a pro-active approach with private development opportunities through the Developers Day held last year and through discussions with the various land owners within the city. However, there are a number of sites within Aberdeen that given recent developments would warrant “targeted” discussions to seek how the Council can either acquire or indeed jointly develop sites for council housing that would offer significant opportunities to deliver substantial numbers of units.
- 3.38 The old AECC site is currently seeking re-development through the Council’s development partner for the overall AECC project. This would seem like an ideal opportunity for the Council to seek discussions with its development partner to determine the possibility of developing the site for council housing, potentially with a mixed tenure. These discussions would be without prejudice and the Director of Resources be instructed to report back on these discussions to the next relevant City Growth and Resources Committee.
- 3.39 Finally, given the limited amount of availability within the City at present for these types of developments it is important that a “watching brief” be kept on any other opportunities that may present itself. Where such opportunities exist in the future they will be reported to the relevant committee to determine on whether they may be suitable for development by the Council going forward.

Ongoing Capital Expenditure

- 3.40 The draft budget for 2019/20 (and the subsequent four financial years) is attached as Appendix 1 of this report. This shows gross expenditure of £40 million financed by £9.4 million of borrowing along with £26 million by way of a revenue contribution to fund the net programme of £35.5 million excluding the new build programme which Council has indicated must be self financing within the context of the HRA.
- 3.41 This capital budget reflects and includes a proposed rent increase of 4.3%. The details of the potential projects to be included in this programme are contained in Appendix 1 – pages 17 to 19.
- 3.42 Included within the programme over the next five years is the development of 2,000 new Council homes. The Business Case for the Summerhill Site was approved in 2018/19, will be on site at the start of 2019/20 this will provide 369 new homes. Further Business Cases will be developed during 2019/20 therefore the figures included within the plan may be subject to change depending on the level of funding available.
- 3.43 Finally, it should be noted that included within the Council’s General Fund budget report the refurbishment of the Gypsy Travellers site is presented for consideration. There is currently ongoing discussion with Scottish Government on whether this should be met from the Housing Revenue Account and may therefore, depending on the outcome of these discussions, require to be met from the HRA.

- 3.44 When considering the new build programme recognition should also be made of the Rapid Rehousing Transition Plan approved at Operational Delivery Committee on 17th January 2019. As a partner within the plan properties will need to be available from the HRA to allowing households to settle in their own home rather than temporary accommodation.

Reserves & Risk

- 3.45 The full impact of Welfare Reform has not been felt as Universal Credit was rolled out in November 2018 in Aberdeen. Tenants have continued to be sheltered from the effect of the Welfare Reforms to date by the use of Discretionary Housing Payments.
- 3.46 The Chief Officer - Finance must be confident that the level of working balances is adequate to meet any unforeseen contingencies during the financial year particularly with regard to the introduction of Welfare Reform.
- 3.47 Based on projected income and expenditure that is likely to be generated for 2018/19, this opening figure for 2019/20 should be approximately £10.1 million as detailed below:

3.48 MOVEMENT IN WORKING BALANCES	£000
Working Balances as at 1 April 2018	11,808
Less: Earmarked sums (2018/19)	
Housing repairs	(1,854)
House Sales – Non RTB	(308)
	(2,162)
Projected Uncommitted Working Balances 1 April 2018	9,646
18/19 Contribution to the Working Balance	500
Projected Uncommitted Working Balances as at 31 March 2019	10,146
19/20 Contribution to the Working Balance	500
Projected Uncommitted Working Balance as at 31 March 2020	10,646

It is proposed the Council continues to work towards increasing the working balance to over 10% over the next year as demonstrated in the table above.

Miscellaneous Rents

- 3.49 The budget attached in Appendix 1 also requires the miscellaneous rents and service charges to be set. As way of indication on possible increases, page 11 gives indicative increases that the Council may wish to consider. **The Council**

will have to decide on any possible increment to these charges in line with their rent setting strategy.

Prudential Code

- 3.50 Councils are required by Regulation to have regard to the Prudential Code when carrying out their duties under Part 7 of the Local Government (Scotland) Act 2003.
- 3.51 In setting a capital programme, members will be aware that under the Prudential Code, the level of capital investment is determined at a local authority level. The base programme for consideration, subject to final rent levels is £40m. This is attached in Appendix 1 at pages 17 to 19.
- 3.52 As part of the rent setting process of determining the average rent payable for a Council house, the Council must ensure that this is affordable and sustainable over the long term.
- 3.53 The fundamental objective, in the consideration of the affordability of the Council's capital programme, is to ensure that the total capital investment of the authority remains within sustainable limits and in particular to consider the impact on the "bottom line". That is, affordability is determined by a judgement about acceptable levels of rent.
- 3.54 The Council's Prudential Indicators are included within the General Fund report which is also included on this agenda

Business Plan

- 3.55 The Business Plan was approved at City Growth & Resources on 18th September 2018 this set out Aberdeen City Council's plans for managing and maintaining the housing stock of over 22,000 rented properties held in the Housing Revenue Account (HRA).
- 3.56 It also addressed how the fund will be managed to ensure maximum value is achieved throughout the projected 30 year cycle. Its fundamental purpose is therefore to demonstrate and ensure the efficient use of the Authority's housing assets and rental income. The Business Plan is designed to set out the strategic goals of the Council's Housing Service and measure progress toward achieving these goals, and provides a realistic appraisal of how these strategic goals will be achieved within the limitations of available funding and the predicted economic climate.

Fixed Rent Policy

- 3.57 The current rent policy was approved in November 2016, at Communities, Housing and Infrastructure Committee this is based on the Retail Price Index (RPI) +1%, with the RPI figure taken from the Office of National Statistics (ONS) published percentage in July of the preceding year. The policy was for a three-year period; 2017/18, 2018/19 and 2019/20 therefore expires on 31 March

2020. Whilst the current three-year policy was approved by elected members, any rent changes are subject to annual approval at the Council budget meeting.

- 3.58 During 2019/20 the aim is for tenants and elected members to agree a rent increase policy which is fixed for either 3, 4 or 5 years. In addition, the annual consultation exercise would be ended, and tenants would only be consulted prior to the end of each fixed term.
- 3.59 There are advantages for adopting the new long-term rent policy:
- Consultation would be meaningful and robust
 - Improved tenant engagement
 - Cost savings as consultation conducted prior to the end of the fixed term period.
 - Certainty of income for the period of the policy
 - Assists financial stability of the HRA Financial Plan
 - Better use of resources e.g. Staff
 - Reduce the number of changes to the IT system
 - Helps tenants budget
- 3.60 A report would be presented to the appropriate committee outlining the options for a fixed term rent increase policy. This will include various time periods and a range of rent increase options e.g. 3% per annum which mirrors the HRA Financial Plan. The report will also highlight the benefits to the Housing Revenue Account of the various options such as the level of new build social housing. Members will be asked to approve several options which will then be presented to tenants in a detailed consultation exercise. The results will be presented to the Council budget committee for consideration and the approval of a new fixed term rent policy.

Summary

- 3.61 The Council is required to determine the average weekly unrebated rents (and other miscellaneous rents and service charges) for municipal houses to take effect from Monday 29 April 2019 which in turn will allow decisions to be taken on the level of capital investment.
- 3.62 **Sheltered Housing Stair lifts**
Attached as Appendix 2 is the report on Sheltered Housing Stairlifts as instructed by City Growth & Resources on 7th February “to report to the council budget meeting on 5th March 2019 outlining a high level estimated cost of procuring and fitting stair lifts to all Council owned sheltered housing which has upper floors in the interests of the dignity of residents, public safety and amenity”.

4 FINANCIAL IMPLICATIONS

- 4.1 Voids, debt charges, rent arrears and repairs and maintenance continue to be the main cost pressures to the HRA.

4.2 Given that the purpose of this report is to set the HRA budget for 2019/20 the financial implications are contained within the report and the attached Appendix 1.

5 LEGAL IMPLICATIONS

5.1 No direct legal implications.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Every organisation has to manage the financial risks inherent in the operation of large and complex budgets.	M	These risks are minimised by the regular review of financial information by services and corporately by Elected Members.
Legal	None		
Employee	None.		
Customer	There is a risk that the customer will not engage in the consultation for the new rent policy.	M	Promote engagement widely.
Environment	None.		
Technology	None.		
Reputational	The reputational risks to the Council are minimised by the regular review of financial information by CMT and Elected members throughout the Financial year.	L	All staff and Elected Members advised.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report

Prosperous People	Recognising that good quality Housing is a key driver of Public Health and can affect the wellbeing of tenants in all areas of life including educational attainment, employment, and physical and mental health.
Prosperous Place	A core aspect of the interim structure of the Early Intervention and Community Empowerment structure and culture is community sustainability, and the management of the Housing Revenue Account, is important in this context.
Prosperous Economy	The purchasing power of the HRA creates a positive impact on the economy.
Enabling Technology	Recognising the benefit of digitisation to support efficient networking, communication and learning will improve how technology is enabled for staff and citizens.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Tenant consultation does align to networking, communication and learning opportunities that support customer service design e.g. early intervention and prevention, data management and are aligned to good customer service.
Organisational Design	This promotes quality relationships between tenants and the Council - a landlord. This is a core aspect of the interim structure of the Early Intervention and Community Empowerment structure and culture.
Governance	This continues robust management of the HRA account.
Workforce	Housing Revenue Account should align with workforce principles e.g. flexibility and empowerment.
Process Design	Housing Revenue Account should be effective in enabling the most efficient method to provide housing to the 22,000 tenancies.
Technology	Housing Revenue Account priorities should maximise effective use of technology.
Partnerships and Alliances	Housing Revenue Account priorities should maximise the opportunity benefit of partnering eg rapid rehousing.

8 IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Assessment	Not required.

Privacy Assessment	Impact	Not required.
Duty of Due Regard / Fairer Scotland Duty		Not applicable.

9 BACKGROUND PAPERS

Bank of England Inflation report: November 18
Citylets Quarterly report Q3 2018
Aberdeen Solicitors Property Centre

10 APPENDICES (if applicable)

Appendix 1 Draft Housing Revenue Account 2019/20 -2023/24 Budget

14 REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

HOUSING REVENUE ACCOUNT
BUDGET 2019/20

DRAFT HOUSING REVENUE ACCOUNT**Index**

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Section 2 – HRA Budget 2019/20 – 2023/24

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Revenue Assumptions

In preparing the information for the draft Housing Revenue Account budget for the financial year 2019/20, a number of assumptions have been made and these are given below.

Should you require an electronic version of the budget contained within this documentation, please contact Helen Sherrit, Finance Partner on (34)6353 or e-mail hsherrit@aberdeencity.gov.uk. The budget information is available as a set of Excel spreadsheets.

Inflation

In preparing the budget no general inflationary uplift has been added which is in line with the base assumptions used in preparing the General Fund Budget for 2019/20, (there are some exceptions to this rule such as contractual uplifts etc. and these are stated in the variance notes). Inflation is currently running at approximately 3.2% (RPI at November 2018). (Source: Office of National Statistics)

Housing Stock

The number of Council houses owned by the Council, as at 31 December 2018, is 22,689.

Council House Sales

Right to Buy ended for all Council and housing association tenants in Scotland on 31 July 2016 therefore it has been assumed that there will be no house sales in 2019/20.

Rental Income

The income available in 2019/20 to fund the proposed budgeted level of expenditure has been calculated by taking the current out turn uplifting by 4.3% (RPI at July 2018 3.3 + 1% which is the Council's current rent strategy/policy).

Heat with Rent

A detailed analysis has been carried out on the utility bills for Heat with Rent to ensure that the charging policy introduced in the 2006/07 budget setting process can be continued into 2019/20. No increase in income has been built into the proposed budget.

Working Balances

In developing a rent setting strategy it is important to ensure that there are adequate working balances. The Chief Officer - Finance must be confident that the level of working balances is adequate to meet any unforeseen contingencies particularly as regards the uncertainty surrounding welfare reform and the impact this could have on viability of the business plan of the Housing Revenue Account. Given this inherent uncertainty it is **proposed that the working balance continues to be maintained at a minimum of 10%**.

Housing Capital Expenditure Programme

Housing Investment Programme

Currently the Capital Programme only includes the programmed replacement element which includes replacement windows, heating, kitchen and bathrooms etc. It should be noted this programme makes no allowance for the 2,000 new build homes.

Separately identified is models for the Summerhill site over the 40 years (the period the debt is borrowed over) and the buy back policy model all assumptions have been stated.

Housing Revenue Account					
Draft 2019/20 Budget		Budget	Out-turn	Budget	Notes
		2018/19	2018/19	2019/20	
		£000's	£000's	£000's	
Premises Costs					
1	Rates	60	78	80	
2	Rent – Other	102	55	62	1
3	Repairs and Maintenance	27,685	27,685	28,516	2
4	Maintenance of Grounds	3,203	3,071	3,163	3
5	Gas	515	570	604	4
6	Electricity	2,754	2,754	2,974	4
7	Cleaning Service	500	500	500	5
8	Security Service	341	341	351	6
9	Window Cleaning	26	26	26	
10	Refuse Collection	337	300	309	7
11	Cleaning – Sheltered Housing	578	578	595	8
12	Other Property Costs - Council Tax	28236,383	286	295	9
			36,244	37,476	
Administration Costs					
14	Downsizing Grants/Direct Debit Incentives	102	102	102	10
15	Legal Expenses	350	250	250	
16	Office Tel / Rent	10	10	10	
17	Tenants Arrears	2,000	2,500	2,500	11
18	Charges - Services Admin & Management.	9,745	9,745	10,037	12
19	General Consultancy	60	60	60	13
20	Training for Front Line Staff	100	100	100	13
21	Benefits Staff	63	61	63	13
22	Charges - Tenants Participation	206	120	150	14
23	Charges for Environmental Health	217	217	226	
		12,853	13,165	13,498	
Supplies & Services					
24	Provision of Meals	155	155	158	15
25	Television Licence	8	5	5	
26	IT Provision	254	200	200	16
		417	360	363	
Agencies					
27	Mediation Service	83	83	50	17
28	Energy Advice	83	83	83	18
29	Benefits Advice	14	14	0	
30	Disabled Persons Housing Service	39	39	39	13
		219	219	172	

	Housing Revenue Account	Budget	Out-turn	Budget	
	Draft 2019/20 Budget	2018/19	2018/19	2019/20	
		£'000	£000's	£000's	
	Transfer Payments				
31	Priority Families Service/Housing First	645	645	658	19
32	Loss of Rent - Council Houses	1,106	1,143	1,192	20
33	Loss of Rent - Garages, Parking etc	444	503	525	
34	Loss of Rent - Modernisation Works	109	120	109	
35	Home Loss & Disturbance Payment	0	0	0	
36	CFCR	20,641	20,938	26,173	
		22,945	23,349	28,657	
	Capital Financing Costs				
37	Loans Fund Instalment	7,249	1,552	1,794	
38	Loans Fund Interest	6,670	12,050	8,237	
		13,919	13,602	10,031	21
	Expense Total	86,735	86,939	90,197	
	Income				
39	Ground Rentals	(23)	(11)	(11)	
40	Dwelling Houses Rent Income	(82,686)	(82,929)	(86,198)	22
41	Housing - Heat with Rent Income	(2,097)	(2,127)	(2,127)	23
42	Housing - Garages Rent Income	(1,291)	(1,293)	(1,293)	24
43	Housing - Parking Spaces Rent	(196)	(197)	(197)	24
44	Housing - Insurance Income	0	(10)	(2)	25
45	Housing - Other Service Charge	(542)	(543)	(540)	24
46	Legal Expenses	(318)	(250)	(250)	
47	Revenue Balance Interest	(80)	(79)	(79)	26
	Income Total	(87,235)	(87,439)	(90,967)	
	Net Expenditure	(500)	(500)	(500)	
	Projected Working Balance at 1 April 2019			10,146	
	19/20 Contribution			500	
	Projected Working Balance at 31 March 2020			10,646	

HOUSING REVENUE ACCOUNT 2019/20 BUDGET**Variance Notes****Comparing Draft Budget 2019/20 to Estimated Out-turn 2018/19****Expenditure Movements****1. Rent**

This budget is for the rent of Accommodation for Community Groups and Housing Offices.

2. Repairs and Maintenance

The 2018/19 outturn has been uplifted by 3%. During 2019/20 further work is to be undertaken on this area establishing cyclical programme on such areas as painter work, health and safety.

3. Maintenance of Grounds

Maintenance of Grounds budget has two elements: Ground Maintenance and cleansing/weed control. The budget for 2019/20 has been calculated by using the anticipated out-turn for 2018/19 uplifted by 3%.

4. Gas/Electricity

The Council moved on to the Scottish Government National Procurement for Gas and Electricity Supply on 1 April 2010 with the contract price reviewed on an annual basis. Assumed Gas will increase by 6% and Electricity 8%.

5. Cleaning Service

This budget is for communal cleaning. The new cleaning contract commenced on xx 2018 and is now carried out by an in house team and is expected to run for 3 years. The contractual value for 2019/20 has been calculated as £500,000.

6. Security Service

The cost of the security included in the budget for 2019/20 is £351,000 and includes the control room team.

7. Refuse Collection

The budget for 2019/20 has been calculated by using the out-turn for 2018/19 uplifted for salary increases.

8. Cleaning – Sheltered Housing

This is the budget for the cleaning of Sheltered Housing and has been calculated by using the outturn for 2018/19 uplifted by 3% for salary increases.

9. Other Property Costs – Council Tax on void properties

This budget is for the cost of Council Tax due on void properties. The budget for 2019/20 has been based on the actuals for 2017/18 uplifted by 3% as this is the assumption made in the General Services Budget.

10. Downsizing Grants/Direct Debit and Void Incentives

There are three schemes within this budget line which are Downsizing grants (£50,000), Direct Debit Incentive (£2,000) and (£50,000) Void Initiative.

The Downsizing scheme provides assistance and a financial incentive to Council tenants occupying a property larger than their requirements to move to smaller more suitable housing in order to increase the supply of larger family housing. This budget is being maintained at the current level as the impact of welfare reform and the general economic downturn could lead to a potential rise in requests to downsize.

The Direct Debit Incentive scheme was introduced on 5 April 2010. Each month there is a draw for all new and existing direct debit payers for a chance to win a week free rent period, to encourage more people to switch to paying by direct debit.

To support tenants move into their new homes and improvement of void property management performance, a new homes incentive scheme was been developed this will be the second year of this initiative.

11. Tenants Arrears

The budget has been increased to £2.5M to reflect the roll out of Universal Credit, as at the end of December 2018 rent arrears are £4.5m (includes former and current). The budget for former tenant arrears is for the write off of uncollectable arrears and any increase in the debt provision.

12. Management & Administration

The staffing budget is based on the current structure of the Housing Revenue Account and includes central support recharges. A pay award of 3% has been allowed for which is in line with the assumptions contained within the Council's General Fund.

13. General Consultancy, Training for Frontline Staff, Benefits staff, and Disabled persons Housing Service.

General Consultancy allows the Housing Revenue Account to fund one off projects. An example of this type of expenditure would include work on the Housing Business Plan.

Training for Front line Staff allows, for example, Housing Officer/Assistant Housing Officer to participate in professional staff development programmes with the opportunity of gaining membership of the Chartered Institute of Housing.

The costs of the Benefits staff are recharged from the Benefits team for the time spent with Council House Tenants on maximising income and tackling financial exclusion, it is anticipated that the recharge will increase. This has been uplifted for 2019/20 to reflect the accumulated 3% pay award.

Disabled Persons Housing Service (Aberdeen) (DPHS) is a charitable organisation that provides specialist information, advice and advocacy on housing matters to disabled people, their families and carers and professionals working in housing, social work, health and the voluntary sector.

The organisation also provides 'No place like home' a service for those aged 65 years and over with disabilities or age-related illnesses and 'Veterans Voice', providing housing advice service for disabled veterans of armed forces, police, fire service and merchant navy.

The funding covers the Manger's post, plus an allowance for running costs. This will enable the DPHS to continue to develop and expand the range of services that it offers to people of Aberdeen in line with the objectives set out in the Local Housing Strategy and form a key part of the Housing Contribution Statement that is integral to Aberdeen City Health and Social Partnership's Strategic Plan.

14. Tenants Participation

This is the budget allocated for the provision of Tenants Participation and includes the employment costs of one Development Officer (Tenant and Resident Participation), Newsbite and training for tenant representatives. In 2019/20 there is £20k for the customer satisfaction survey.

15. Provision of Meals

This budget is for the provision of meals at Denmore and Kingswood extra care housing by Bon Accord Care. The income for this service is contained in line 45 of the budget statement above which is shown as "Housing Other Service Charge" contained in miscellaneous rents page 11.

16. IT Provision

This budget is based on the IT requirements for 2019/20 which includes all the support, maintenance including set up costs of Choice Based Letting.

17. Mediation Service

The budget for 2019/20 covers the Service Level Agreement with SACRO.

18. Energy Advice

Energy Advice encourages the sustainable use of energy, achieving affordable warmth, eradicating fuel poverty and extending the life of natural energy resources across the North East of Scotland.

19. Priority Families Service

This budget is used to fund the Priority Families Service which includes a Business Unit and a Key Worker Delivery Unit (delivered by an external body) agreed at Communities, Housing and Infrastructure on 17th May 2016. The service provides intensive intervention services to families (mainly council tenants) which includes addressing anti-social behaviour, ensuring children and young people attend school as required, accessing appropriate health care, establishing routines and positive parenting and improving employability.

20. Loss of Rent Council Houses

The budget has been calculated based on 2018/19 forecast outturns uplifted by 4.3% the approved rental policy for 2019/20.

21. Capital Financing Costs

The budget for Capital Financing Costs is based on the likely level of capital spend in 2018/19 as at the end of November 2018 and a possible future programme for 2019/20 of £35 million (with no new build) as well as the level of historic debt that has to be financed.

Income**22. Dwelling Houses Rent Income**

The budgeted income from Dwelling House Rent has increased by the potential rent increase of 4.3% (RPI at July 2018 +1%) which is in line with current Council policy on rent setting with a start date of 30 April 2018. The budget for 2019/20 has been calculated based on the 2018/19 outturn less April 19 as the 28 days notice must be given to the tenants.

Below is an analysis of the current rents in 2018/19 & the impact of the proposed 4.3% rent increase proposed for 2019/20 -

Rental 2018/19					
Property Group Property (Bedrooms)					
	0	1	2	3	4
Multi/flat/maisonette	60.09	71.64	77.42	83.22	88.98
Four in a block	65.87	77.42	83.20	89.00	94.76
Cottage/House	71.67	83.22	89.00	94.80	100.56
Proposed 4.3% Rental increase 2019/20					
Property Group Property (Bedrooms)					
	0	1	2	3	4
Multi/flat/maisonette	62.67	74.72	80.75	86.80	92.81
Four in a block	68.70	80.75	86.78	92.83	98.83
Cottage/House	74.75	86.80	92.83	98.88	104.88

23. Housing – Heat with Rent Income

A review was undertaken of the income and expenditure of Heat with Rent and further details are contained on page 12.

24. Housing – Garages Rent Income, Housing Parking Spaces Rent, Housing – Other Service Charges

This budget will move depending on the level that miscellaneous rents are set at, as covered on page 11. The current budget therefore assumes that there will be no increase at present.

25. Housing Insurance Income

A review is being undertaken of the insurance contract and it is anticipated this will break even.

26. Interest on Revenue Balances

This is akin to bank interest received on the HRA's cash flow during the year. Budget is based on the income received in 2017/18 and current economic conditions.

Miscellaneous Rents

ABERDEEN CITY COUNCIL HOUSING REVENUE ACCOUNT					
Proposed Increase to be included in the HRA budget – Miscellaneous Rents					
		2019/20			
		Current	Proposed	Increase	Percentage
		Rental	Rental	Per Week	Increase
Note	Miscellaneous Increases	£	£	£	%
	Garages	11.80	12.30	0.50	4.24
	Denburn and West North Street Spaces	5.40	5.65	0.25	4.63
1	Denburn and West North Street Spaces – Non Resident	20.00	20.00	0	0
	Garages Sites	4.60	4.80	0.20	4.35
	Car Ports	5.05	5.25	0.20	3.96
	Car Parking Spaces – Local Residents	4.20	4.40	0.20	4.76
1	Parking Spaces Non Local Residents	20.00	20.00	0	0.00
2	Meals at Denmore & Kingswood	35.00	40.00	5.00	14.29
3	Guest Rooms	10 & 15	10 & 15	0	0
4	House Garden Scheme (annual)	75.60	77.50	1.9	2.5

The above proposed prices for 2019/20 have been increased broadly in line with the proposed rental increase subject to:

Note 1 – In 2017/18 the ‘non residents’ charge was reduced to £20pw to be competitive with charges applying in other city centre car parks from £35pw, it is recommended that there is no change to this charge in 2019/20.

Note 2 – No increase has been applied to meals at Denmore and Kingswood for many years therefore the difference between the charge and income has widened therefore in order to bring in line with cost an increase of £5 is recommended.

Note 3 - No increase is being recommended in 2019/20.

Note 4 – This is an annual registration payment for the House Garden Scheme for those who require help with under taking garden maintenance.

Heat with Rent calculations for 2019/20

It was agreed in the 2018/19 budget process not to increase the Heat with Rent charges.

A review of consumption and costs is required each year. This year the consumption has been taken for the last three years to even out any potential peaks and troughs. A reduction has been made for communal areas.

Heat with Rent provides a number of benefits to the tenants principally the charge is the same every week therefore no unexpected large bills in cold winters and the 5% VAT charge is not passed onto the tenants.

It is proposed that Heat with Rent charges do not increase in 2019/20 based on current forecasts for consumption and cost.

Heat with Rent – 48 week basis		
	Previous	Proposed
	£	£
Gas Heated Properties		
Bedsits	8.55	8.55
1 bed roomed flats	9.85	9.85
2 bed roomed flats	11.15	11.15
3 bed roomed flats	12.45	12.45
Electrically Heated Properties		
Bedsits	9.55	9.55
1 bed roomed flats	10.85	10.85
2 bed roomed flats	12.15	12.15
3 bed roomed flats	13.45	13.45
CHP Properties		
All 1 Bed roomed Properties	9.60	9.60
All 2 Bed roomed Properties	10.90	10.90

ABERDEEN CITY COUNCIL Tenants Consultation

Aberdeen City Council is committed to ensuring that tenants views are both sought and listened to. In addition, the Housing (Scotland) Act 2001, makes it a legal requirement for Aberdeen City Council to consult with all tenants on any proposed changes to their rent.

The council currently has a rent uplift policy of the Retail Price Index (RPI)+1% with RPI taken from the July figure of the preceding year. The figure for July 2018 was 3.3% which means a proposed rent increase of 4.3%.

The consultation used Newsbite which is sent to all council tenants to advertise the consultation, the article provided information on the consultation and invited tenants to either call a free phone number or go on-line to register their views. We also used paid Facebook advertising and Aberdeen City Councils own social media accounts.

Tenants were consulted on the proposed rent increase during September 2018, the results were as follows:

Option	Total	Percent %
I agree with the proposed rent increase for 2019/2020	39	22
I disagree with the proposed rent increase for 2019/2020	139	78
Total number of responses	178	100

Housing Revenue Account		Budget	Budget	Budget	Budget	Budget	Notes
		2019/20	2020/21	2021/22	2022/23	2023/24	
		£000's	£000's	£000's	£000's	£000's	
Premises Costs							
1	Rates	80	82	84	85	87	
2	Rent	62	64	66	68	70	
3	Repairs and Maintenance	28,516	29,371	30,252	31,160	32,095	1
4	Maintenance of Grounds	3,163	3,258	3,356	3,456	3,560	2
5	Gas	604	640	679	720	763	5
6	Electricity	2,974	3,212	3,469	3,747	4,047	5
7	Cleaning Service	500	526	542	558	575	3
8	Security Service	351	362	373	384	395	2
9	Window Cleaning	26	27	27	28	28	3
10	Refuse Collection	309	318	328	338	348	2
11	Cleaning – Sheltered Housing	595	613	632	651	670	2
12	Other Property Costs - Council Tax	295	303	313	322	332	
		37,476	38,777	40,119	41,515	42,969	
Administration Costs							
13	Down sizing Grants/Direct Debit Incentives	102	102	102	102	102	
14	Legal Expenses	250	250	250	250	250	
15	Office Tel / Rent	10	10	10	11	11	3
16	Former Tenants Arrears	2,500	2,500	2,500	2,500	2,500	
17	Charges - Services Admin & Management	10,037	10,338	10,649	10,968	11,297	2
18	General Consultancy	60	60	60	60	60	
19	Training for Front Line Staff	100	102	104	106	108	3
20	Benefits Staff	63	65	67	69	71	2
21	Charges - Tenants Participation	150	153	156	159	162	2
22	Charges for Environmental Health	226	233	240	247	254	2
		13,498	13,813	14,138	14,472	14,816	
Supplies & Services							
23	Provision of Meals	158	161	164	168	171	
24	Television Licence	5	5	5	5	5	
25	Integrated Housing System	200	204	208	212	216	3
		363	370	378	385	393	

HOUSING REVENUE ACCOUNT BUDGET

Housing Revenue Account		Budget	Budget	Budget	Budget	Budget	
		2019/20	2020/21	2021/22	2022/23	2023/24	
		£000's	£000's	£000's	£000's	£'000	
Agencies							
27	Mediation Service	50	51	52	53	54	2
28	Energy Advice	83	85	86	88	90	2
29	Disabled Persons Housing Service	39	40	41	41	42	2
		172	175	179	183	186	
Transfer Payments							
30	Priority Families Service	658	671	685	698	712	2
31	Loss of Rent - Council Houses	1,192	1,228	1,265	1,303	1,342	4
32	Loss of Rent - Garages, Parking etc	525	540	557	573	590	
33	Loss of Rent - Modernisation Works	109	112	116	119	123	3
34	CFCR	26,173	26,963	26,459	26,186	26,800	
		28,657	29,515	29,081	28,879	29,567	
Capital Financing Costs							
35	Loans Fund Instalment	1,794	2,003	2,170	2,349	2,520	
36	Loans Fund Interest	8,237	8,129	9,382	10,407	10,565	
		10,031	10,132	11,552	12,756	13,085	
	Expense Total	90,197	92,782	95,447	98,190	101,015	
Income							
37	Ground Rentals	(11)	(11)	(11)	(11)	(11)	
38	Dwelling Houses Rent Income	(86,198)	(88,784)	(91,447)	(94,191)	(97,017)	4
39	Housing - Heat with Rent Income	(2,127)	(2,127)	(2,127)	(2,127)	(2,127)	
40	Housing - Garages Rent Income	(1,293)	(1,293)	(1,293)	(1,293)	(1,293)	
41	Housing - Parking Spaces Rent	(197)	(197)	(197)	(197)	(197)	
42	Housing - Insurance Income	(2)	(2)	(2)	(2)	(2)	
43	Housing - Other Service Charge	(540)	(540)	(540)	(540)	(540)	
44	Legal Expenses	(250)	(250)	(250)	(250)	(250)	
45	Revenue Balance Interest	(79)	(79)	(79)	(79)	(79)	
	Income Total	(90,697)	(93,283)	(95,947)	(98,690)	(101,516)	
	Net Expenditure	(500)	(500)	(500)	(500)	(500)	

HOUSING REVENUE ACCOUNT FIVE YEAR BUDGET ASSUMPTIONS

1. Repairs and Maintenance

The budget has been uplifted by 3% in 2019/20 to 2023/24.

2. Maintenance of Grounds, Security Service, Refuse Collection, Cleaning – Sheltered Housing, Charges – Services Admin & Management, Benefits staff, Charges – Tenants participation, Charges for Environmental Health, Mediation Service, Energy Advice, Benefits Advice, Disabled Persons Housing Service, Priority Families Service

As these budgets are principally for staffing within the Council an uplift of 3% for 2019/20 to 2023/24 has been applied to reflect the anticipated public sector pay awards.

3. Cleaning Service, Training for front line staff, Window Cleaning, Office Telephone, Integrated Housing, Loss of rent modernisation works.

These budgets have been uplifted by the inflationary increase in the HRA Business Plan of 2%.

4. Dwelling Houses Rent Income and Transfer Payments

The budgeted income from Dwelling House Rent is uplifted by 4.3% for 2019/20 and then uplifting each year by 3% (RPI of 2% used in the business plan, this is the standard inflationary increase plus 1%).

5. Gas and Electricity

Gas has been have been uplifted by 6% and electricity 8% similar to 2019/20.

Draft Housing Capital Budget 2019/20 to 2023/24

PROJECT	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
SCOTTISH HOUSING QUALITY STANDARDS					
1 Compliant with the tolerable standard					
1.1 Major Repairs-					
Undertaking large scale repairs to Roofs/Gutters/RWP/Roughcast Errol Place & Errol Street, Gray Court Fabric Repairs	2,527	882	2,087	3,397	1,962
	2,527	882	2,087	3,397	1,962
2 Free from Serious Disrepair					
2.1 <u>Primary Building Elements</u>					
Structural Repairs Multi Storey	1,159	762	1,198	600	924
Multi Storey blocks are surveyed on a 5-7 year cycle to identify any works required to the structure of the buildings in order to keep the buildings safe and prolong their life.					
Structural Repairs General Housing	1,000	2,000	2,000	2,000	2,000
Structural works carried out in order to keep the building stable and structurally sound.					
<u>Secondary Building Elements</u>					
2.2 Upgrading of Flat Roofs General					
Replacement of existing roof covering and upgrading of insulation to meet current building regulations.	1,412	491	270	624	729
2.3 Upgrade Flat Roofs Multi Storey					
Full replacement of the flat roofs and also checking the replacement of roof ventilation as required	57	280	385	165	146
2.5 Mono Pitched Types					
Replacement of the external render of the building, replacement of gutters and downpipes, environmental works	650	650	650	650	650
2.6 Window Replacement Houses					
Window Replacement Flats	728	346	1,422	1,240	1,352
Window Replacement General – Communal	2,786	3,412	2,395	1,012	1,112
Window Replacement General – Rosemount Square	1,212	88	0	376	412
	498				
2.7 Window Replace – Multi Storey					
A rolling programme of double glazing where previously single glazing, or replacing existing double glazing to meet current standards. This is based on a cyclical programme.	0	0	0	0	0
2.8 Balcony Storm Doors					
	0	0	7	0	0
2.9 Balcony Glass Renewal – Multi Storey					
	0	0	0	0	0
	9,502	8,029	8,327	6,667	7,325
3 Energy Efficient					
<u>Effective insulation</u>					
3.1 Cavity Wall Insulation					
	0	62	92	0	0
3.2 General Houses Loft Insulation					
Installation of loft insulation where there is none previously or the topping up of existing insulation to comply with current building regulations.	172	178	183	184	202
<u>Efficient Heating</u>					
3.3 Heating Systems Replacement					
Replacement of boiler/whole system as deemed necessary and CHP.	4,500	8,344	8,405	5,872	5,638
3.5 Energy Efficiency – Major Blocks					
Creation of Combined Heat & Power Plants	1,276	2,126	1,951	2,126	2,126
3.6 Energy Efficiency Sheltered					
Introduction of energy efficiency measures in extra care housing such as new or upgraded heating systems.	0	0	0	0	0

	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
<u>Additional Energy Efficiency measures</u>					
3.7 SCARF	35	35	35	35	35
3.8 Solid Wall Insulation	2,750	2,500	2,000	2,500	2,000
3.9 Vestibule Doors	0	0	0	0	0
	8,733	13,245	12,666	10,717	10,001

Modern Facilities & Services

	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
<u>Bathroom and Kitchen Condition</u>					
4.1 Modernisation Programme – Bathroom	605	495	500	1,034	799
Modernisation Programme – Kitchen	1,984	1,991	2,093	3,180	3,383
Replacement of bathrooms and kitchens.					
	2,589	2,486	2,593	4,214	4,182

5 Healthy, Safe & Secure

	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
<u>Healthy</u>					
5.1 Condensation Measures	24	24	24	24	24
Installation of heating systems and ventilation measures to combat condensation.					
<u>Safe</u>					
5.3 Rewiring					
Replacement of cabling, fittings and distribution boards as necessary. This work is carried out in every property on a cyclical basis	1,119	591	190	355	355
5.4 Lift Replacement Multi Storey/Major Blocks	1,820	1,154	225	0	675
Replacement of lifts where they are beyond economical repair. This can be full replacement or replacement of specific parts of the lift.					
5.5 Smoke Detectors – Common Areas Major Blocks	19	21	0	26	28
5.6 Services					
Cyclical maintenance/replacement of the following services	2,270	737	755	720	725
Ventilation Systems, water tanks/pipe work, refuse chutes/chamber, Dry risers systems, Standby Generators/Essential/					
5.9 Upgrading of Entrance Halls	180	240	0	0	0
<u>Secure</u>					
5.11 Door Entry Systems	632	156	134	39	39
Installation of door entry and replacement of existing doors where required					
5.12 Replace Door Entry Systems - Major Blocks	221	0	57	399	399
Installation of door entry and replacement of existing doors where required					
5.13 Other Initiatives	324	659	588	224	247
Upgrading of stairs and installation of security doors and door entry systems					
	6,609	3,582	1,973	1,787	2,492

NON SCOTTISH HOUSING QUALITY STANDARDS

	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
6 Community Plan & LOIP					
6.1 Housing For Varying Needs	100	100	100	100	100
New build projects or adaptation/refurbishment of existing properties to create accommodation which is suitable for occupation by tenants with particular needs.					

	2019/20	2020/21	2021/22	2022/23	2023/24
6.2 Community Initiatives	300	300	300	300	300
Refurbishment of properties or environmental improvements in designated areas.					
6.5 Regeneration/Acquisition of Land or Houses	600	0	0	0	0
Torry Hub Contribution/Middlefield Haudagain Demolitions					
6.6 CCTV – Multi Storey	300	50	50	50	50
Provision of CCTV for the Multi Storey Service/Hub					
6.7 Adaptations Disabled	1,000	1,000	1,000	1,000	1,000
6.8 Special Initiatives/Barrier Free Housing	1,600	800	150	150	150
Provision of specialist facilities or housing for tenants with particular needs i.e. extensions					
6.9 Housing For Varying Needs- Amenity/Adaptations	250	178	160	140	120
Conversion of properties to Amenity Level standard					
6.10 Housing For Varying Needs- Extra Care/Adaptations	200	125	100	90	70
Adaptations required to ensure existing sheltered housing stock meets current standards					
6.11 Roads	100	100	100	100	100
Upgrade of Roads to an adoptable standard					
6.12 Footways	200	200	200	200	200
Formation or upgrading footways					
6.14 Smithfield/Manor Walk New Build	1,150	0	0	0	0
	5,800	2,803	2,160	2,130	2,090
8 Service Expenditure					
8.1 Other Departmental Fees	4,226	4,070	3,865	3,624	3,691
	4,226	4,070	3,865	3,624	3,691
Gross Programme	39,986	35,147	33,671	32,536	31,743
Less 11% Slippage	(4,398)	(3,866)	(3,703)	(3,578)	(3,491)
Net Programme	35,587	31,281	29,967	28,957	28,251
Financed by :-					
Borrowing	9,414	4,318	3,418	2,771	1,451
Scottish Government Grant – New Build CFCR	26,173	26,963	26,549	26,186	26,800
Total Funding	35,587	31,281	29,967	28,957	28,251

Housing Capital Plan - New Build Council housing

The Council's commitment to create 2,000 new Council houses continues to be progressed, with a range of business cases for a number of sites in development, delivery models being explored all under the delegations provided to officers.

In order to meet this requirement a number of delivery options are being taken forward with the key areas being:

1. New Build on Council owned sites;
2. Land led Developer opportunities;
3. Buy – Back Council House stock;
4. Portfolio Acquisition;
5. Targeted acquisition and development of sites.

New Build Council Houses on Council owned site

- Firstly a council owned site (**Summerhill**) has been through a procurement process and a preferred bidder has now secured with work to begin on site in the coming months. This will deliver **369 new units**. The current estimated cost of this development (including land acquisition as it currently sits on the General Fund is approximately £49 million). However discussions have taken place with suppliers to determine enhancements to the site (such as fibre broadband connection, digital innovations and an electric car club) all of which will enhance the living experience in this new community hub and provide a wider synergy with other Council initiatives.



AL(0)200F Site
Layout.pdf

- Planning discussions are well advanced for the redevelopment of the former **Craighill** Primary School site with **79 new units** and it is intended that these units will go to tender in Q1 2019/20. This site will be formally transferred to the Housing Revenue Account (HRA).



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- Initial Site layout, scoping and background Reports are being progressed at the former **Kincorth** Academy Site. Current layout plans suggest that **230 units** can be accommodated on the site. Detailed development plans are being progressed in tandem with the demolition of the existing

buildings. This site will be formally transferred to the HRA and tendered in Q1 2019/20..



Kinkorth Academy
10755 SK-003 A.pdf

- **Tillydrone/ St Machar** sites are also being progressed with works delayed to ensure full account is taken of the requirements for the new primary school. These sites are capable of accommodating around **80 units** and a procurement exercise for these units will be undertaken during 2019. These sites will also require to be transferred to the HRA.
- **Greenferns / Greenferns landward.** These two sites are identified for significant new developments in the Local Development Plan. A development framework for the development of units on Greenferns was approved in Autumn 2018. Within the Greenferns site alone 350 new Council House units are planned and the delivery mechanism/ options appraisal for this site is currently being advanced with tendering in late 2019.

Land Led Development opportunities

In order to meet the challenges of the project and to look for opportunities to benefit from the access to land and skills of the private sector officers undertook a `Developers Day` which was held in the Beach Ballroom to “warm” the market place for the potential for the council to partner with the market for private land led development. This was very well attended and offered the opportunity for a series of follow up meetings to identify and explore the options around this approach. This has led to a formal procurement exercise having been undertaken which started in Late 2018.

Following the publishing of an ESPD 4 parties have been selected to move to the Invitation to Tender stage (ITT). 4 parties have been selected at this time. Whilst this remains a confidential tender process at this stage and there remains a deliverability risk around the financial model (depending on final tender prices), along with any planning consent that may be required, the 4 sites would deliver the following units if selected at the next stage:

- Private site 1 – circa 280 units;
- Private site 2 – initial up to 200 units with potential for more;
- Private site 3 – circa 150 units;
- Private site 4 – initial 50 units with potential for more.

Private Site 1 – c.280 Units

This site has now obtained planning permission and draft legal contractual agreement reached. The site is located within the Dyce area of the City and the initial contract price, less grant funding, shows the site to fall within the affordability model of being self sustaining within the Housing Revenue Account. Subject to First Endeavour LLP concluding missives with the Council construction

on the site will begin in the next couple of months with a roughly 2 year build period.



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Informal approaches have been received from other developers who have opportunities which they have been unable to submit at this stage but would wish to do so in the future. It is the intention of officers to run a second procurement/tender exercise during the summer.

Buy Back Council House Stock

Opportunities exist for the Council to buy back former council house stock. This has many advantages in both the speed of delivery but also in stock management and future maintenance terms. A revised pro-active buy-back policy was approved by the City Growth and Resources Committee in February 2019 and an initial target of **200 units** has been identified through this. A number of approaches have been received from homeowners wishing to participate in the new scheme to date and officers are currently looking at these (which total approximately 150 units).

Portfolio Acquisition

Small portfolios of private rented stock are also being considered for purchase. A small number of projects have been put to the council and consideration is being given to affordability along with any investment required to bring these up to Scottish Housing Quality Standards. Options around these opportunities will be progressed during the 2019/20 financial year and it is envisaged that **50 units** could be made available in this way (indeed the Council has been approached with the offer of approximately 40 units).

Targeted acquisition and development of sites

The Council has taken a pro-active approach with private development opportunities through the Developers Day held last year and through discussions with the various land owners within the city. However, there are a number of sites within Aberdeen that given recent developments would warrant “targeted” discussions to seek how the Council can either acquire or indeed jointly develop sites for council housing that would offer significant opportunities to deliver substantial numbers of units.

For example, the old AECC site is currently seeking re-development through the Council’s development partner for the overall AECC project. Again, this would seem like an ideal opportunity for the Council to seek discussions with its development partner to determine the possibility of developing the site for council housing, potentially with a mixed tenure. These discussions would be without prejudice and the Director of Resources be instructed to report back on these discussions to the next relevant City Growth and Resources Committee.

Finally, given the limited amount of availability within the City at present for these types of developments it is important that a “watching brief” be kept on any other opportunities that may present itself. Where such opportunities exist in the future they will be reported to the relevant committee to determine on whether they may be suitable for development by the Council going forward.

Other Considerations

In developing the vision for new developments, a range of other considerations are being tested and researched at this time and officers will continue to consider other projects to meet the council’s key ambitions. Ultimately the new development will have to be consistent with the Council’s wider aspiration in relation to the development of the Local Development Plan and it’s emerging Housing Strategy. The new developments will require to consider their impact on the rest of the Council’s estate but also the opportunities for integration with community led initiatives and scheme’s such as Early Learning Provision.

It is envisaged that sustainability will be at the forefront on new developments and consideration is currently being given to how best to digitally enable new build properties to not only benefit residents but ease long term maintenance and management, all with an ambition to manage demand for council services. Officers are working with partners to look at digital connectivity to allow the development of digital technology within the estate such as (Alexa (smart speaker technologies), fingerprint key entry, BIM systems, Digital building modelling, BEM (energy management monitoring) etc.

It should also be noted that now there is now sufficient sites developed that a funding mechanism will need to be sought. One such method is through the Public Works Loans Board (the traditional method of financing capital expenditure). However, the scale of build and costs that will potentially be incurred during the build process alternative medium to long term solutions should be sought and it is recommended that the Director of Resources be authorised to market test this over the coming months and to report back the outcome.

Summerhill Business Case						
(£'000)	Pre completion	Yrs 1-10	Yrs 11-20	Yrs 21-30	Yrs 31-40	Total
Staffing Resources						
Management Allowance (£65 per unit per annum plus 2% inflation) assumed start in Year 1	0	263	320	390	476	1,449
Non Staffing Resources						
Repairs & Maintenance – Response & voids (£617 per unit per annum plus 2% inflation) assumed start in Year 1	0	2,493	3,039	3,704	4,516	13,752
Repairs & Maintenance – Cyclical (£292 per unit per annum plus 2% inflation) assumed start in Year 1	0	1,180	1,438	1,753	2,137	6,508
Voids (1.5% of total income)	36	265	357	479	644	1,782
Bad Debt (2.5% of total income)	60	442	595	799	1,074	0
Open Space Maintenance (£22k for site uplifted by 2% inflation)	44	251	306	372	454	1,427
Debt Charges (Debt charges for build)	2,907	21,366	21,366	21,366	21,366	88,370
Debt Charges (Debt charges for major works from year 10 @3.8%)	0		715	2,015	3,315	6,045
Sub total Non Staffing Resources	3,047	26,260	28,135	30,880	33,982	122,304
Revenue Receipts and Grants						
Rental Income - (rental tab & increased by 3% per annum as per the HRA Financial Plan)	(2,403)	(17,699)	(23,786)	(31,966)	(42,960)	(118,815)
Sub-Total	644	8,561	4,349	(1,087)	(8,978)	3,489

Assumptions

- 369 Properties.
- Used £13m from Council Tax second homes money in calculating the overall debt.
- Taken the rental charges for 2018/19 and uplifted by 3% each year. 173 1 Bedroom, 166 2 Bedroom & 30 3 Bedroom properties.
- All charges have been uplifted by 2% as per the business case-
Management Allowance £59 per unit
Repairs and Maintenance – Response & Voids £617 per unit
Repairs and Maintenance – Cyclical £292 per unit
- Voids 1.5% of Income
- Bad Debt 1.5% of Income
- Major works at year 10
- It assumes that grant income will be available per unit

Dyce Business Case						
(£'000)	Pre completion	Years 1-10	Years 11-20	Years 21-30	Years 31-40	Total
Staffing Resources						
Management Allowance (£65 per unit per annum plus 2% inflation) assumed start in Year 1	0	215	262	319	389	1,186
Non Staffing Resources						
Repairs & Maintenance – Response & voids (£617 per unit per annum plus 2% inflation) assumed start in Year 1	0	2,040	2,487	3,032	3,696	11,255
Repairs & Maintenance – Cyclical (£292 per unit per annum plus 2% inflation) assumed start in Year 1	0	966	1,177	1,435	1,749	5,326
Voids (1.5% of total income)	32	218	293	394	530	1,467
Bad Debt (2.5% of total income)	53	364	489	657	883	2,445
Open Space Maintenance (£22k for site uplifted by 2% inflation)	44	251	306	372	454	1,427
Debt Charges (Debt charges for build)	1,102	17,097	17,097	17,097	17,097	69,489
Debt Charges (Debt charges for major works from year 10 @3.8%)	0	0	715	2,015	3,315	6,045
Sub total Non Staffing Resources	1,230	21,150	22,826	25,321	28,112	98,640
Revenue Receipts and Grants						
Rental Income - (rental tab & increased by 3% per annum as per the HRA Financial Plan)	(2,101)	(14,547)	(19,550)	(26,274)	(35,310)	(97,781)
Sub-Total	(871)	6,603	3,276	(952)	(7,197)	859

Assumptions

- 302 Properties.
- Used £8.3m from Council Tax second homes money and assumed Scottish Government grant of £2.850m (50 properties at £57k however these must be complete by 31 March 2021) in calculating the overall debt.
- Taken the rental charges for 2018/19 and uplifted by 3% each year. 202 1 Bedroom & 100 3 Bedroom properties.
- All charges have been uplifted by 2% as per the business case-
Management Allowance £59 per unit
Repairs and Maintenance – Response & Voids £617 per unit
Repairs and Maintenance – Cyclical £292 per unit
- Voids 1.5% of Income
- Bad Debt 1.5% of Income
- Major works at year 10

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SHELTERED HOUSING STAIRLIFTS REPORT

1. PURPOSE OF REPORT

Following an instruction from the City Growth and Resources Committee on 7 February 2019 to undertake a high level costing for the installation of stairlifts into sheltered housing properties this report provides details on initial finding and seeks the Councils instruction on this.

2. BACKGROUND

2.1 At the City Growth and Resources Committee on 7 February 2019 a motion was agreed on the following terms:

1. Notes with concern that the lift at one of our sheltered blocks broke down at the end of 2018 and took five days to repair meaning that some residents were unable to access or leave their homes over a five day period; and
2. Instructs the Chief Officer - Corporate Landlord to report to the council budget meeting on 5th March 2019 outlining a high-level estimated cost of procuring and fitting stair lifts to all Council owned sheltered housing which has upper floors in the interests of the dignity of residents, public safety and amenity.

2.2 Officers have carried out some investigations into the incident in order to provide some understanding of the circumstances. Officers advise that the initial contact for a failure in the lift was a night call out. Nothing could be done at that time to get the lift working and a visit was carried out the next day to do a fault-finding inspection. The fault couldn't be identified and the specialist contractor was contacted. The contractor was able to identify that the fault was with a part which wasn't held in stock by the council or was immediately available from the contractor. The part was ordered as a priority on the Friday and was delivered over the weekend. It was fitted on the Monday and the lift was operational again that day. It is possible for a stair lift to be fitted but this was at a cost of £5,000 and it would not have been possible to implement this until the Sunday. This wasn't instructed as the lift was due to be operational on the Monday.

2.3 The Housing Revenue Account (HRA) has two distinct type of sheltered housing properties. There are 20 sheltered multi-storey buildings ranging in

height from 9 to 18 floors (212 floors in total). The multi-storey buildings all have two lifts of varying age.

Multi Storey	Build Date	Sold Properties	Lifts No.	Lifts Rem Life	Date of last lift refurb
Ashgrove Court	28/03/1961	2	2	5	31/03/2001
Balmoral Court	30/09/1969	0	2	15	31/03/2011
Brimmond Court	22/05/1970	0	2	20	31/03/2015
Castleton Court	28/11/1969	0	2	6	31/03/2006
Clifton Court	21/09/1973	0	2	7	31/03/2007
Donview House	15/11/1974	0	2	12	31/03/2007
Fullerton Court	22/02/1977	0	2	10	31/03/2006
Gairn Court	31/12/1979	0	2	16	31/03/2012
Granitehill House	04/11/1977	0	2	15	31/03/2011
Hilton Court	31/12/1979	0	2	7	31/03/2005
Lord Hays Court	05/02/1971	0	2	15	31/03/2002
Meadow Court	19/11/1971	0	2	10	31/03/2011
Murray Court	21/06/1977	0	2	10	31/03/2006
Regensburg Court	31/01/1968	0	2	15	31/03/2005
Seaton House	06/05/1974	0	2	12	31/03/2011
Seaview House	31/10/1973	0	2	8	31/03/2007
St Clements Court	01/04/1968	0	2	15	31/03/2015
Stewart Park Court	30/05/1980	0	2	5	31/03/2005
Woodhill Court	20/03/1970	0	2	6	31/03/2006

- 2.4 Within the multi-storey buildings all works are planned so one lift always remains operational for residents.
- 2.5 No plans have been prepared for installing permanent stairlifts in multi-storeys previously. High level costs would suggest around £6,000 per floor before fees. Consideration would also have to be given to the logistics of fitting any system. It would have to come down the central core of the stairs so as not to interfere with doorways etc. and power and other supplies would have to be given further consideration. In all there are 212 floors.
- 2.6 Initial conversations have taken place with the Scottish Fire and Rescue Service (SFRS) and Building Standards both have adopted a similar approach in that it would represent material change in how the buildings work and that it would be difficult to provide a formal response without further detail and a warrant application being made.

2.7 It is a concern of the Corporate Landlord that any system could impact fire safety in the building and provide an impediment to anyone using the building in dark or difficult conditions.

2.8 The HRA has a further 22 low-rise sheltered housing blocks which vary in height between 2 and 3 storeys. Seventeen developments contain one lift and five have two.

		Build Date	Floors		Lifts No.	Lifts Rem Life	Date of last lift refurb
Berrymoss Court		30/08/1976	G,1		1	10	21/12/2007
Charlie Devine Court		11/05/1988	G,1		2	20	26/05/2015
Clashieknowe		16/04/1971	G,1		1	19	31/03/2014
Constitution Court		12/08/1982	G,1		1	20	31/03/2015
Coronation Court		11/06/2009	LG,1,2		1	10	New Build
Denmore Court		30/04/1997	G,1		1	20	31-Mar-15
Denseat Court		28/11/1984	LG,G,1		1	20	09/11/2015
Dominies Court		06/04/1984	LG,G,1		1	20	31/03/2015
Fairley Den		21/03/1977 & 08/04/1991	G,1		2	20	27/05/2015
Gray Court		31/12/1983	G,1		1	15	31/03/2011
Hamewith		26/11/1975	G,1		2	4	31/03/2003
Janesfield Manor		19/06/1992	LG,G,1		1	20	31/03/2015
Kingswood Court		31/03/2003	G,1		2	7	New Build
Lewis Court		24/02/1984	G,1		1	20	31/03/2015
Loch Court		09/07/1993	G,1,2		2	20	31/03/2015
Margaret Clyne Court		31/07/1996	LG,G,1		1	5	31/03/1996
Mark Bush Court		28/02/1989	LG,G,1		1	15	31/03/2011
Parkhill Court		07/11/1975	G,1		1	9	31/03/2004
Quarryhill Court		29/08/1989	G,1		1	4	31/03/1989
Rorie Court		13/11/2011	G,1		1	11	New Build
Stocket Grange		27/04/1990	G,1		1	1	31-Mar-15
Taransay Court		29/01/1982	G,1		1	20	31/03/2015

2.9 When refurbishment and upgrade works are undertaken to lifts within the sheltered housing units, temporary stairlifts are installed to ensure the majority of residents have access from and to the upper floors. The cost of these temporary installations is about £5,000 per works contract. Parts and equipment are available to do this on unforeseen circumstances, but this has a lead-in time and cost implications.

- 2.10 An initial costs estimate has been considered (this is at a very high level for indicative purposes) and suggest there may be a cost of the region of £6,000 per floor for the construction element with fees and costs in addition to this.
- 2.11 It is technically feasible to undertake works and temporary installations have been used in the past. The same issues would have to be considered in relation to building warrant, retaining an appropriate stair width and allowing SFRS to fully appraise any proposal and their implications. If a decision to proceed with any work was made this could only be in principle at this stage and a full technical appraisal and feasibility study would be required.
- 2.12 Consideration should be given to whether and investment of a figure in the region of £2 Million would represent the best use of HRA resource, when other options may be available.

3. FINANCIAL IMPLICATIONS

- 3.1 The capital implications based on high level costs assumptions are:-

Multi Storey Sheltered (estimated)

212 Floors @ £6,000	£1,272,000
Fees etc	£200,000
Total	£1,500,000

Low rise sheltered (estimated)

53 floors @ £6,000	£318,000
Fees etc.	£100,000
Total	£450,000

This would result in an estimated total cost to the Housing Capital budget of £1.95 million.

- 3.2 In addition to the initial capital costs there would also require to be consideration of the costs to inspect, test, maintain, repair and renew the systems. Consideration would also have to be given to additional costs that may be incurred through vandalism and mis-use. No detailed work has been undertaken in this regard. At a high level an annual cost of £2,500 per system is considered conservative. With over 40 potential system installations, this would equate to additional revenue costs to the HRA of in excess of £100,000 per annum.
- 3.3 No consideration has been given to the costs required for any training or other costs in operating the systems (e.g. increased utilities etc.)
- 3.4 If the council were of a mind to consider this initiative, a full business case would be required, and an allowance would have to be made in future Housing Capital and Revenue budgets.

4. LEGAL IMPLICATIONS

- 4.1 There are no significant legal issues identified at this stage One property has two owners. Their consent would be required if any works were undertaken.
- 4.2 As noted in the main report building warrant would be required for any works.
- 4.3 the council has duties under the equalities act 2010 to take reasonable steps to meet the needs of people who share a protected characteristic. It is considered that current measure meet reasonable steps.

5. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Cost estimation around capital and revenue assumptions	H	A full technical feasibility and business case would be required.
Legal	obligations under the Equalities Act 2010 are not met.	M	Measures are in place for any planned works. Other measures for temporary solutions require to be considered.
Employee	Fire safety and impact on any systems to fire escapes and general building movements	H	If money is allocated a full feasibility exercise will have to address this.
Customer	An improvement to the current situation would improve the experience of customers where lifts fail in unforeseen circumstances.	H	Further work around interim or short-term solutions is required.
Environment	N/A		
Technology	N/A		
Reputational	Council is perceived to not be considering the impact on vulnerable groups of asset failings.	M	Further work around interim solutions is required.

6. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	<i>The report addresses issues around sustaining people in their homes as best we can. The GHRA are required to weigh up benefits and risks in doing this.</i>
Prosperous Place	<i>Access to building for all residents is important for their quality of life safety and dignity.</i>
Enabling Technology	<i>Ongoing consideration should be given to how new technologies can address some of the problems highlighted in this report.</i>

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The report highlights issues which could be addressed with resident groups.
Process Design	The report highlights a gap in process when repairs are required and parts are not available. Further works can be considered around temporary systems.
Technology	There may be technological advances in systems such as stair climbers which could be held centrally for emergency events
Partnerships and Alliances	The issues raised is one which could be discussed with partners to identify good solutions.

7. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	<i>EHRIA required</i>
Privacy Impact Assessment	<i>A PIA is not required based on the recommendation.</i>
Duty of Due Regard / Fairer Scotland Duty	<i>The Duty of Due Regard/Fairer Scotland Duty is Applicable.</i>

8. BACKGROUND PAPERS

None

9. APPENDICES

None

10. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 March 2019
REPORT TITLE	Common Good Budget 2019/20
REPORT NUMBER	RES/19/203
DIRECTOR	Steven Whyte
CHIEF OFFICER	Jonathan Belford
REPORT AUTHOR	Helen Sherrit
TERMS OF REFERENCE	2.2

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Council with details of the draft Common Good budget for 2019/20, to enable the Council to approve a final budget that will take effect on 1 April 2019. The information included in the report allows all aspects of the Common Good to be considered by elected members.

2. RECOMMENDATION(S)

That the Council:

- 2.1 Approve the Common Good budget for 2019/20 as detailed in Appendix 1, which covers existing and recurring services and funding to projects over more than one year;
- 2.2 Consider and decide on each of the new requests for funding detailed in Appendix 3 to this report, taking account of the affordable funding available for 2019/20;
- 2.3 Note the provisional Common Good budget for 2020/21 to 2023/24 as detailed in Appendix 1 to this report;
- 2.4 Approve the new application process for the Common Good detailed within the report that will be implemented during 2019/20 to support the 2020/21 Common Good budget process;
- 2.5 Approve a review of the recurring funding every 3 years starting from the 2020/21 budget process; and

- 2.6 Approve a Participatory Budgeting approach for the Common Good from financial year 2021/22.

3. BACKGROUND

Projected Out-turn 2018/19

- 3.1 The projected outturn for 2018/19 shows a surplus of £57,000 compared with a budgeted surplus of £25,000.
- 3.2 The favourable movement is primarily due to an underspend in Twinning Activities.

Draft Budget 2019/20

- 3.3 In developing the draft Common Good budget for 2019/20, input has been sought from those external bodies currently supported by the Common Good and from various Council officers responsible for the different expenditure and income lines. The draft budget is shown in Appendix 1 and provides details of services and projects currently funded.
- 3.4 Rental income is the investment income received by the Common Good for predominantly ground rent and lease income and is based on projections provided by the Chief Officer - Corporate Landlord.
- 3.5 Appendix 3 outlines those new items for which requests for funding have been received. These items are not currently included in the draft budget, and as such, if approved, will reduce the level of surplus shown in Appendix 1. The current budgeted position for 2019/20 is a surplus of £461,000.
- 3.6 The asset portfolio is comprised of land and buildings, and cash. The current position (31 March 2018) is as follows:

	£'000
Land and Buildings	86,034
Investment in ACC Loans Fund	27,798
Total Long-Term Assets	113,832

- 3.7 These assets generate in excess of £3 million per annum in income, which is used to fund the spend shown in Appendix 1.
- 3.8 A major criterion of the investment strategy is to ensure that the assets held by the Common Good are fit for purpose, to ensure the sustainability of the Common Good so that continuing benefit to the citizens of Aberdeen is uninterrupted. The Council is custodian of these assets, and capital preservation is an underlying priority.
- 3.9 A comprehensive asset register of all Common Good investments has been compiled and work continues to reflect new information that emerges, when for example conveyancing activities are undertaken on Council land.

New application process for 2020/21 Budget

- 3.10 Currently there is no official process for accepting applications to the Common Good and applications are received on an ad hoc basis. It is recommended that a new process be implemented that would make it equitable and transparent, enabling closer links to the Local Outcomes Improvement Plan.
- 3.11 In summary this describes the type of projects and activities that have historically been funded, what cannot be funded and the requirement for all applicants to outline how their project will promote the Local Outcome Improvement Plan.
- 3.12 The proposal is to use updated criteria, attached at Appendix 4, to provide greater clarity about what may be supported by Common Good funding (such as the contribution they would make towards the outcomes detailed in the Local Outcomes Improvement Plan (LOIP) and to provide instructions on the application process. This would be available on the Council website. Having the information on the website would raise awareness of the application process and allow applicants to consider whether their projects would qualify for funding and ensure that applicants are targeting the community-wide outcomes that jointly the Community Planning Partnership is looking to achieve.
- 3.13 An application form would be completed by all applicants for Common Good funds. The form will ask for specific information and it will be clearer what to include when applying for funds and reduce the requirement to enter lengthy correspondence with the applicants, seeking further information. The Council would also provide a contact name for organisations that require help, advice and feedback.
- 3.14 To simplify the administration of the process, completed application forms would be submitted via a generic email address or through a form on the Council website, which will be created for the launch of the new process however initially applications will also be accepted via mail.
- 3.15 It is proposed there would be one opportunity a year to apply for Common Good funding, closing at the end of September, these would then be included within the budget report for the following year. The process would recommence in April each year.
- 3.16 After the closing date the applications would be collated by Customer Services and would confirm receipt and inform each applicant of the anticipated date they will hear if they are successful or not (this would be based on the date of the annual Council budget setting meeting). All applications would be assessed by Finance and Legal to ensure they meet the underlying criteria.
- 3.17 Once assessed, those applications that meet the Common Good's underlying criteria, would be ranked against community benefit, accounts, LOIP and commissioning intentions.

- 3.18 The process of ranking applications assesses Community Benefit, plan, alternative funding, defined project, audited accounts, specific to Aberdeen and links to the LOIP.
- 3.19 Following the completion of the ranking a report would be presented to Council as part of the budget process with a recommendation to approve the top ranked projects. Following Council approval, all applicants would be written to inform them of the decision. For successful applicants a funding agreement would be sent out and ongoing monitoring would be undertaken.
- 3.20 At present the Common Good Budget has approved external funding for projects on a recurring basis. These include Citizen's Advice Bureau, contributions to Trusts and festivals, twinning activities, etc. It is recommended these projects are reviewed to ensure that they continue to comply with the underlying criteria to access Common Good funding, and starting from 2020/21 budget process should be subjected to the wider criteria for funding, for example incorporating the contribution these projects make to the LOIP. It is also recommended that recurring funding, where approved, would be for no more than 3 years, subject to annual review of progress in relation to achieving the expected outcomes.
- 3.21 The Council is working towards the commitment to allocate equivalent of 1% of the general fund/£5M by 2021 to Participatory Budgeting. During the 2021/22 budget process projects will be identified from the ranking process and communities will be given the opportunity to decide which projects should be taken forward.

4 FINANCIAL IMPLICATIONS

- 4.1 The report outlines proposals for the Common Good budget for the financial year 2019/20. The approved budget must ensure that expenditure proposed for the year is fully funded from income generated by the Common Good from investment income.
- 4.2 The minimum value of the Common Good's cash balances projected at the start of 2019/20 is £25.5m, and the current projected year-end balance is £28.3m. To protect the cash balances against inflation, a proportion of the income generated annually is set aside to protect those cash balances.
- 4.3 In preparing a draft Common Good budget for 2019/20, the financial strategy approved by the Finance & Resources Committee of 6 December 2012 has been applied.

5 LEGAL IMPLICATIONS

5.1 All requests for funding from the Common Good have been checked with Legal and comply with the following two criteria (these are referred to in section 3 as the underlying criteria), namely:

- (1) That the Common Good must be applied for the benefit of the community; and
- (2) That the Council must in each case use reasonable judgement in allocating Common Good funding.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The Common Good funds provide support to a range of services and projects both internal and external to the Council. If funding was not provided there may be a risk that services and projects would no longer be delivered or would become unsustainable.	M	A financial assessment process included in the application process. A revision to the application process would ensure the approach taken by the Council is robust and equitable.
Legal	There is a risk that services and projects are deemed to be ineligible for funding.	M	All applications are assessed by Legal Services.
Employee	None.		
Customer	There is a risk that the customer benefit will not be fully realised if the process is not approved.	L	All staff advised of the new process where required.
Environment	None.		
Technology	None.		
Reputational	There is a risk that the reputation of the Council will be adversely affected by changes to projects and services that currently receive funding.	L	These are minimised by the having a robust and objective application process that will enhance the Council's reputation as a fair and equitable funder of services and projects. All staff and Elected Members advised of the new application process.

7 OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	Funding from the Common Good will ensure projects and services can continue to be provided
Prosperous Place	A core aspect of the interim structure of the Early Intervention and Community Empowerment structure and culture is community sustainability, and the management of the Common Good, is important in this context.
Prosperous Economy	Effective use of Common Good budget maximises a positive impact on the economy.
Enabling Technology	Recognising the benefit of digitisation to support efficient networking, communication and learning will improve how technology is enabled for staff and citizens.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Common Good budget should be aligned to networking, communication and learning opportunities that support customer service design e.g. early intervention and prevention, data management and are aligned to good customer service.
Organisational Design	This promotes quality relationships between Community Groups and the Council - a landlord. This is a core aspect of the interim structure of the Early Intervention and Community Empowerment structure and culture.
Governance	This continues through robust management of the Common Good and regular reporting and external audit scrutiny.
Workforce	Common Good application process should align with workforce principles e.g. flexibility and empowerment.
Process Design	The revised application process for the Common Good budget should be effective in enabling the most efficient method to be used, ensuring responsibility and accountability.
Technology	Common Good priorities should maximise effective use of technology.
Partnerships and Alliances	Common Good budget priorities should maximise the opportunity benefit of partnering e.g. Community Groups and Charities.

8 IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Appropriate use of the Common Good will likely have a positive effect on various Protected Characteristics. An EHRIA is not applicable.
Privacy Impact Assessment	Not applicable.
Duty of Due Regard / Fairer Scotland Duty	Appropriate use of the Common Good will likely have a positive effect on groups affected by socio-economic disadvantage.

9 BACKGROUND PAPERS

Not applicable.

10 APPENDICES

Appendix 1 Common Good Fund Budget 2019/20

Appendix 2 Notes to accompany the Common Good Budget 2019/20

Appendix 3 Items for consideration for 2019/20 – one off items

Appendix 4 Criteria for the Common Good

11 REPORT AUTHOR CONTACT DETAILS

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Common Good Fund Budget			*	*	*	*	*	
Appendix 1		2018/19	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Note		Budget	Outturn	Budget	Budget	Budget	Budget	Budget
		£000	£000	£000	£000	£000	£000	£000
	General Properties/Estates							
1	Insurance Costs	17	17	17	17	17	17	17
2	Repairs and Maintenance	85	85	85	85	85	85	85
		102	102	102	102	102	102	102
	Other Expenses							
3	St Nicholas Carillon	6	6	6	6	6	6	6
		6	6	6	6	6	6	6
	Donations, Grants, Contributions							
4	Aberdeen Citizen's Advice Bureau	304	304	304	309	313	318	323
5	Twinning Activities	137	100	137	137	137	137	137
6	Contributions to Trusts & Festivals	260	260	260	260	260	260	260
7	Techfest	37	37	37	37	37	37	37
8	Satrosphere Rent	42	42	42	42	42	42	42
9	Aberdeen Performing Arts Contribution - Stage 1 Agreement	75	75	75	75	75	75	75
10	Aberdeen Safer Community Trust (ABS SAFE)	70	70	70	70	60	60	60
11	Youth Activities Small Grant Funding	50	50	50	50	50	50	50
12	Castlegate Arts Rent	8	8	8	8	8	8	8
13	Events	60	60	60	60	60	60	60
14	Community Galas	10	10	10	10	10	10	10
15	Lemon Tree Rent	36	36	36	36	36	36	36
16	Lemon Tree Office Rental	10	10	10	10	10	10	10
17	Crematorium Bus	46	46	46	46	46	46	46
18	Christmas & Hogmanay Celebrations	230	230	230	230	230	230	230
19	Hazlehead Park - Maintenance & Upgrade Works	30	30	0	0	0	0	0
		1,405	1,369	1,375	1,380	1,375	1,379	1,384
	Promoting Aberdeen							
20	Festive Community Grants	4	4	4	4	4	4	4
21	Civic Support	181	181	178	182	182	182	182
22	Christmas Illuminations and Festivals	179	179	179	179	179	179	179
23	Civic Receptions	150	150	150	150	150	150	150
24	Civic Hospitality	20	20	20	20	20	20	20
		534	534	531	535	535	535	535
	Other Expenditure							
25	Archivist Unit	203	203	199	207	207	207	207
26	Central Support Services	120	120	120	120	120	120	120
		323	323	319	327	327	327	327
	Other Projects							
27	Home Safety Check Scheme	71	71	71	71	71	71	71
28	Charity Shop	16	16	16	16	16	16	16
29	Community Safety Initiatives (ABS SAFE)	2	2	2	2	2	2	2
		89	89	89	89	89	89	89
	Other Recurring Expenditure							
30	Civic Gift Fund	18	18	18	18	18	18	18
31	Lord Lieutenancy and other duties	7	7	7	7	7	7	7
32	Armistice Day Expenses	6	6	6	6	6	6	6
33	Picture Loan Scheme	15	15	15	15	15	15	15
34	Duthie Park Capital Charges	126	126	126	126	126	126	126
35	Nuart (3 years)	100	100	100	100	0	0	0
36	Great Aberdeen Run (2 years)	150	150	150	0	0	0	0
37	Maintenance of Paths in Parks	5	5	5	5	5	5	5
		426	426	426	276	176	176	176
	Recurring Expenditure	2,885	2,848	2,849	2,715	2,609	2,614	2,619
38	Non Recurring Expenditure Items							
	Aberdeen Illness & Disability Advice Service - payment of rent &	20	20	0	0	0	0	0
	Contribution to Castlegate Arts	35	35	0	0	0	0	0
	Additional Citizen's Advice Bureau - Money Advice Service	35	35	0	0	0	0	0
	Celebrate Aberdeen	10	10	0	0	0	0	0
	Gordon Highlanders	20	20	0	0	0	0	0
	Police Scotland/Harlaw Academy	3	3	0	0	0	0	0
	Mela	22	22	0	0	0	0	0
	Ferryhill Railway Heritage Trust	26	26	0	0	0	0	0
	CFINE - SF CPA Co-ord Post	25	25	0	0	0	0	0
	LED Lighting	110	60	0	0	0	0	0
	Lord Provost Travel	29	29	0	0	0	0	0
	10 Foot tall	30	30	0	0	0	0	0
	Deeside Food Festival	5	5	0	0	0	0	0
	Rape Crisis	5	5	0	0	0	0	0
	Disability Equity Partnership Training	2	2	0	0	0	0	0
	CPR Training	0	5	0	0	0	0	0
	Castlegate Arts	0	50	0	0	0	0	0
		377	382	0	0	0	0	0
	ORDINARY EXPENDITURE	3,262	3,230	2,849	2,715	2,609	2,614	2,619
39	Inflationary Charge - Increase in Cash Balance	168	168	369	519	529	540	548
	TOTAL EXPENDITURE	3,430	3,398	3,218	3,234	3,138	3,154	3,166

Common Good Fund Budget				*	*	*	*	*
Appendix 1 (cont)		2018/19	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Note		Budget	Outturn	Budget	Budget	Budget	Budget	Budget
		£000	£000	£000	£000	£000	£000	£000
40	Income from Properties and Estates	(3,200)	(3,200)	(3,450)	(3,200)	(3,200)	(3,200)	(3,200)
41	Interest on Invested Funds	(185)	(185)	(158)	(179)	(201)	(223)	(254)
42	Lands of Skene/Torry (Share of Surplus)	(70)	(70)	(70)	(70)	(70)	(70)	(70)
43	Burgesses of Guild and Trade	(0)	(0)	(0)	(0)	(0)	(0)	(0)
	ORDINARY INCOME	(3,455)	(3,455)	(3,678)	(3,449)	(3,471)	(3,493)	(3,524)
	TOTAL INCOME	(3,455)	(3,455)	(3,678)	(3,449)	(3,471)	(3,493)	(3,524)
	Net (Surplus)/Deficit	(25)	(57)	(461)	(215)	(333)	(339)	(358)

Notes to accompany the Common Good Budget

Note 1

This budget is used to insure properties owned by the Common Good.

Note 2

This is a budget for repairs and maintenance costs for properties owned by the Common Good.

Note 3

This represents a contribution towards the fees paid to the Carillonneur.

Note 4

This represents core funding for Aberdeen Citizen's Advice Bureau.

Note 5

This funding is for the provision of financial and organisational support to people, communities and organisations in the City wishing to become involved in twin city projects, and contributes to the costs of a Twinning Officer.

Note 6

This is a contribution towards the costs of Aberdeen Performing Arts (£225,000) and Peacock Visual Arts (£35,000).

Note 7

This represents a contribution towards the running costs of the City's annual Techfest festival, held in various venues throughout the City during September.

Note 8

This is a grant to cover the cost of Aberdeen Science Centre rental of premises from Aberdeen City Council.

Note 9

This provides match funding for Aberdeen Performing Arts in relation to a grant awarded by Creative Scotland towards the costs of programming at His Majesty's Theatre.

Note 10

This represents core funding for Aberdeen Safer Community Trust.

Note 11

This is funding for the City Council youth activity small grants scheme. This scheme offers young people opportunities to contribute to their own communities and to the life of the city.

Note 12

This is a grant to cover the cost of the rental of the Arts Centre and is paid to Castlegate Arts.

Note 13

This is funding towards the costs of organising specific events as detailed in the events programme.

Note 14

This is for grants towards community galas held in the city.

Note 15

This is a grant to cover the cost of the rental of the Lemon Tree, and is paid to Aberdeen Performing Arts.

Note 16

This is a grant to cover the cost of renting an office next to the Lemon Tree Theatre.

Note 17

This is a budget to provide a bus service to the crematorium.

Note 18

This is to fund the City's Christmas and Hogmanay celebrations including the storage of the sculpture trail carvings.

Note 19

This is a budget towards the costs of maintenance and upgrade works at Hazlehead Park.

Note 20

This is a budget towards the costs of festive events held at the Council's leased community centres.

Note 21

This is a budget for the Civic Support team, incorporating the Lord Provost's secretariat, Town Sergeants and civic transportation.

Note 22

This is a budget for the cost of the Christmas illuminations.

Note 23

This is a budget to cover the costs of hosting civic receptions in 2019 this will include a dinner to mark the 700th Anniversary of the Stocket Charter.

Note 24

This is a budget for promotional civic hospitality.

Note 25

This is a contribution towards the costs of running the City Archive Unit.

Note 26

This is a budget to cover the allocation of central support costs such as Legal, Finance, HR and associated office accommodation.

Note 27

This is funding for the Home Safety Check Scheme run by Aberdeen City Council.

Note 28

This is a budget to cover the rental and running costs for a charity shop in George Street.

Note 29

This is funding for the personal alarms distributed on behalf of the City Council by Aberdeen Safer Community Trust.

Note 30

The Civic Gift Fund provides a budget for the purchase of gifts presented to guests and visitors by the Lord Provost on behalf of the City.

Note 31

This budget covers the costs incurred by the Lord Provost in discharging his duties as Lord Lieutenant.

Note 32

This budget covers the costs of the annual Armistice Day event.

Note 33

This is a budget to cover funding for pictures loaned from the Art Gallery for display in other Council buildings.

Note 34

This is a budget for the servicing of the capital debt for the upgrade to Duthie Park.

Note 35

This is a budget for three years for the NuArt Art Festival.

Note 36

This is a budget for two years for the Aberdeen Run.

Note 37

This is the budget for the maintenance of paths in Parks for the Middlefield Greenspace Project.

Note 38

These items are one-off items approved by Council for expenditure in 2018/19.

Note 39

This is a provision to protect the Fund's cash balances from inflation.

Note 40

Around 100 properties have registerable leases on land owned by the Common Good. In addition to this, the Common Good owns land at Brimmond Hill, Hazlehead, Hilton, Hillhead of Pitfodells, Kincorth, Kepplehills, Tullos and Mastrick, all of which generate income for the Common Good and which is reflected in this budget.

Note 41

This is a budget for interest received on invested funds.

Note 42

The Common Good owns 51% of the Lands of Torry Trust and 30% of the Lands of Skene Trust. These trusts earn income in rents and interest from investment.

Note 43

This is a budget to represent income from admission fees for Burgesses of Guild and Trade, which is less than £500 for the year.

Appendix 3	
Items for Consideration for 2019/20 - One off Items	
Organsisation	Amount
	£
Four Pillars	50,000
Aberdeen Law Project	1,500
Streetsport	6,000
CHALD	20,000
Young at Heart - Beach Ballroom	15,000
Bonnymuir Green Community Trust	32,500
Disabled Persons Housing Service	10,000
Aberdeen Multicultural Centre - MELA	25,000
Gordon Highlanders	20,000
Lord Provost Travel (Including World Energy Cities Partnership)	29,000
Castlegate Arts	70,000
Culter Community Council	12,000
Transition Extreme	50,000
Aberdeen Citizens Advice Bureau - money advice Service	26,000
Homestart	50,000
Aberdeen Illness & Disability Advice Service	20,000
Sue Ryder	70,000
Archie Foundation	10,000
FerryHill Railway Heritage Trust	16,893
Celebrate Aberdeen	15,000
	548,893

Four Pillars

A request for funding of £50,000 to expand on the work already carried out through volunteers this would allow Four Pillars to increase the frequency of groups, promote the services more widely and offering an LGBT hub, café, for more 1-2-1 work and engagement.

Aberdeen Law Project

A request for funding of £1,500 has been made for multi-language clinics to allow non-English speaking persons access to legal advice and representation when they otherwise could not afford to do so.

Streetsport

A request for funding of £6,000 to allow the Streetsport sessions at Woodend to continue.

CHALD

A request for funding of £20,000 to help with the setting up and running of a day service for persons with learning disabilities to allow them to development new skills.

Young at Heart – Beach Ballroom

A request for funding of £15,000 to help provide events for the Elderly and Disabled.

Bonnymuir Bowling Green Trust

A request for funding of £32,500 which is £7,500 for 15% of the cost for 2 positions for 1 year and £25,000 which is 100% of the development of the club house to increase community space.

Disabled Persons Housing Service

A request for funding of £10,000 towards their “No Place like Home” project which will enhance advice and advocacy services for people with disabilities in Aberdeen, older people who are in hospital or at home and disabled armed veterans. The total funding requirement is £30,544 with most of the funds being earmarked for salary and associated costs of a housing officer.

Gordon Highlanders

A request for funding of £20,000 for year 2 of a 3 year funding agreement has been made by the above towards the costs of the Museum Education Officer and a Volunteer Co-ordinator.

Aberdeen Multicultural Service – MELA day

A request for funding of £25,000 has been made by the above towards the costs of hosting Aberdeen Mela-One World day in July 2019. The funding will be used for Infrastructure, Logistics and Community involvement of the event.

Lord Provost Travel (Including World Energy Cities Partnership)

A request for funding of £29,000 has been made by the above towards the costs of the Lord Provost’s travel this will include the World Energy Cities Partnership.

Castlegate Arts

A request for funding of £70,000 has been made by the above towards the costs of funded places for ethnic minorities, tutors, children's theatre equipment and work experience costs. Legal Services have advised that support towards the proposal would meet the criteria of the Common Good and the Council will need to be provided with a business plan.

Culter Community Council

A request for funding of £12,000 has been made by the above towards the costs of the restoration and strengthening of Culter Riverside Walk (Lovers Walk) Project. The project has the support of the Environmental Manager.

Transition Extreme

A request for funding of £50,000 has been made by the above for the following £30k contribution to overhead and maintenance costs, £10k contribution to implement the recommendations of Energy Efficient Scotland made in the environmental audit of the centre and £10k contribution to cost & training of additional part time youth worker.

Aberdeen Citizens Advice Bureau - money advice Service

A request for funding of £26,000 has been made by the above to enable ACAB to employ staff specifically to advise on debt and housing eviction. Total cost is £46k however they have £20k of funding already. This project was approved as a non recurring item in both 2017/18 & 2018/19.

Homestart

A request for funding of £50,000 has been made by the above in order to maintain current levels of service, (financing the home-visiting support of 30 – 40 vulnerable families in the year).

Aberdeen Illness & Disability Advice Service

A request for funding of £20,000 has been made by the above towards the costs of office overheads (£14,300) and a part time appeals support worker (£5,700).

Sue Ryder

A request for funding of £70,000 has been made by the above towards their capital project to extend the Aberdeen building to house another 20 bedrooms and training facilities.

Archie Foundation

A request for funding of £10,000 towards the Aberdeen Oor Wullie Bucket Trail.

Ferryhill Railway Heritage Trust

Shortfall on the footpath project that has been funded by Common Good in 18-19.

Celebrate Aberdeen

A request for funding of £15,000 towards the Celebrate Aberdeen celebration in August which will include third sector parades and musical weekends.

THE COMMON GOOD OF THE CITY OF ABERDEEN

What are Common Good Funds?

Common Good Funds originated in Scotland in the 15th century. They represent a substantial portfolio of land, property and investments and by law continue to exist for the common good of the inhabitants of the former Burghs to which they relate. The Aberdeen City Council Common Good Funds are used to uphold the dignity of the City. They are used to provide support to a range of services and projects both internally and externally. Internally, funding will be awarded for projects such as the prudent management, upkeep and improvement of Council property which forms part of the Common Good assets. Externally, projects that are carried out by public institutions, individuals or charities may also receive funding if it can be established that the provision of the service or event is in the interest of the inhabitants of the City.

What has been funded in the past?

The reserve generated from the Funds can in part be used to maintain Common Good land and buildings held as assets i.e. maintenance of public parks which are part of Common Good assets.

Below are some of the projects and organisations that have received funding:

- Donations to local charitable organisations i.e., Befriend a Child Limited and the Aberdeen Citizens Advice Bureau.
- Erection of memorial or ornamental statues within the City and meeting the cost of maintenance.
- Contributing to the rental fees for the Lemon Tree, Satrosphere and Castlegate Arts.
- Applications from individuals or groups where the granting of the application would provide a good to the community at large. Examples of some of the events and projects that have received funding include:
 - the NUART project,
 - a replacement lift at Her Majesty's Theatre,
 - new inshore lifeboats for the Royal National Lifeboat Institution,
 - a cricket Pitch at Stewart Park,
 - Celebrate Aberdeen,
 - Aberdeen Street Pastors and
 - Freedom of the City.

Aberdeen City Council may on occasion use the funds towards Christmas & Hogmanay Celebrations or civic hospitality and receptions.

What can't be funded?

- Applications for projects that do not benefit the wider community.
- Applications from individuals or organisations that do not live or operate within Aberdeen City Council.
- Activities promoting political beliefs.
- Organisations seeking to make a profit using Common Good Funds.
- Applications will not normally be accepted in respect of projects on which work has already started, or in aid of expenditure towards which applicants have already made a commitment or paid.

What is the criteria for funding?

Each application will be considered on its own merits. The Council must consider whether it is a “reasonable judgement” for them to consider making a disbursement from the relevant Common Good Fund.

The following criteria applies to all applications seeking funding from the Common Good Fund:

1. The Common Good Fund requires to be administered having regard to the interests of the people of the city of Aberdeen. Accordingly, applications must clearly demonstrate that the purpose of the grant is to provide a service or facility that will meet a local need or directly benefit the residents of Aberdeen City Council.
2. The Common Good Fund is not an alternative to mainstream Council Grants Schemes and normally applications to the Fund will only be considered once other sources of funding (where applicable) have been applied for and determined.
3. Applications for funding towards ‘one-off’ projects will be considered from individuals or properly constituted organisations. These could be internal application from Aberdeen City Council itself or external applications from members of the public or other organisations.
4. Applications for routine operational costs / core funding will not normally be considered. Regular applications from organisations will only be considered where such applications form part of a defined development plan or growing project.
5. Applications from voluntary or properly constituted organisations should be aware that they may have to produce a copy of the most recent audited or approved accounts of their organisation. We can only accept accounts that are approved by someone independent of the applicant organisation. This person’s name and address must be supplied.
6. Applicants must enclose, along with the completed application form, the following information (where applicable):
 - A copy of the most recent audited or approved accounts.
 - Contractor’s/project estimates.
 - A copy of the organisation’s constitution.
 - Any planning or other consents (which must have been already obtained).
 - A statement of how the project will support delivery of the vision and aims of the Aberdeen City Local Outcome Improvement Plan

All successful applicants will be required to complete an End of Project Monitoring Form to ensure that any monies awarded are used appropriately, in accordance with the Fund criteria and giving a level of information which enables Trustees to be satisfied that this has happened. The submitted information must outline the amount of funding, any match funding, project details and outcomes, including the number and breakdown of people who benefitted from the award.