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

Town House,
ABERDEEN 20 May 2019

STRATEGIC COMMISSIONING COMMITTEE

The Members of the **STRATEGIC COMMISSIONING COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **TUESDAY, 28 MAY 2019 at 2.00 pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

1.1 There are no items at this time

DETERMINATION OF EXEMPT BUSINESS

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

DECLARATIONS OF INTEREST

3.1 Members are requested to declare any interests (Pages 3 - 4)

DEPUTATIONS

4.1 There are no deputation at this time

MINUTE OF PREVIOUS MEETING

- 5.1 Minute of Previous Meeting of 28 March 2019 - for approval (Pages 5 - 8)

COMMITTEE PLANNER

- 6.1 Committee Business Planner (Pages 9 - 10)

NOTICES OF MOTION

- 7.1 There are no notices of motion at this time

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

- 8.1 There are no referrals at this time

GENERAL BUSINESS

- 9.1 Strategic Commissioning Committee Annual Effectiveness Report (Pages 11 - 30)
- 9.2 Christmas Village 2018 Evaluation (Pages 31 - 60)
- 9.3 Workplans and Business Cases - Revenue (Pages 61 - 72)

EXEMPT / CONFIDENTIAL BUSINESS

- 10.1 Workplans and Business Cases - Revenue - Exempt Appendices in relation to item 9.3 on the agenda (Pages 73 - 138)

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

To access the Service Updates for this Committee please click [here](#)

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Should you require any further information about this agenda, please contact Allison Swanson, tel 01224 522822 or email aswanson@aberdeencity.gov.uk

DECLARATIONS OF INTEREST

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.

STRATEGIC COMMISSIONING COMMITTEE

ABERDEEN, 28 March 2019. Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE. Present:- Councillor Laing, Convener; Councillor John, Vice-Convener; and Councillors Cameron, Jackie Dunbar, Duncan, Flynn, Lumsden (as a substitute for Councillor Donnelly), Wheeler and Yuill.

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

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

DETERMINATION OF EXEMPT BUSINESS

1. The Convener proposed that the Committee consider item 10.1 (Workplans and Business Cases) with the press and public excluded.

The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of item 10.1 on today's agenda so as to avoid disclosure of exempt information of the class described in paragraph 8 of Schedule 7(A) of the Act.

DECLARATIONS OF INTEREST

2. There were no declarations of interest.

MINUTE OF PREVIOUS MEETING OF 29 JANUARY 2019

3. The Committee had before it the minute of its meeting of 29 January 2019 for approval.

The Committee resolved:

to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

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

STRATEGIC COMMISSIONING COMMITTEE
28 March 2019

The Committee resolved:-

- (i) to transfer item 4 (Heat Network Torry - Phase 1), to the City Growth and Resources Committee business planner for the reason detailed in the business planner;
- (ii) to remove items 5 (Strategic Energy Services Company (SESCo), 6 - City Centre Masterplan Project EN10: Union Terrace Gardens - Outline Design, Business Case, Development Costs and Procurement Strategy) 8 (Schoolhill Public Realm Enhancement), 15 (Commissioning Strategy) for the reasons detailed in the business planner; and
- (iii) to otherwise note the content of the planner.

PERFORMANCE MANAGEMENT FRAMEWORK - COM/19/219

5. The Committee had before it a report by the Director of Commissioning which presented the revised Performance Management Framework reflecting the Local Outcome Improvement Plan and the Council's commissioning outcomes and intentions as set out within the Council Delivery Plan 2019/20.

The report recommended:-

that the Committee agree the revised Performance Management Framework.

The Committee resolved:-

to approve the recommendation.

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

WORKPLANS AND BUSINESS CASES - COM/19/216

6. With reference to article 7 of the minute of the meeting of the Strategic Commissioning Committee of 29 January 2019, the Committee had before it a report by the Director of Commissioning which (1) presented the additional procurement workplans since the Committee's meeting on 29 January 2019 for the Operations, Place and Resources Functions for review; and (2) sought approval of the total estimated expenditure for each proposed contract as contained in the Procurement Business Cases appended to the report. There were no additions to the procurement workplans for the Commissioning, Customer and Governance Functions since the previous meeting of the Committee and therefore the workplans for these Functions were not presented.

STRATEGIC COMMISSIONING COMMITTEE

28 March 2019

The report recommended:-

that the Committee –

- (a) review the workplans of the Operations, Place and Resources Functions as detailed in the Appendices;
- (b) where a Business Case had been submitted, to approve the total estimated expenditure for each proposed contract as per the Procurement Business Cases and workplans, as required by ACC Procurement Regulation 4.1.1 as detailed in section 3.1 of the report;
- (c) note that Business Cases for procurements exercises to be commenced after 28 March 2019 would be submitted on a phased basis to future meetings of the Strategic Commissioning Committee, and
- (d) approve the direct award of any contracts where there were special circumstances detailed in the business case which justify not going out to tender or calling-off from a framework agreement.

The Committee resolved:-

to approve the recommendations.

- **COUNCILLOR LAING, Convener**

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	A	B	C	D	E	F	G	H	I
1	STRATEGIC COMMISSIONING BUSINESS PLANNER The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
3	28 May 2019								
4	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.	A report is on the agenda.	Allison Swanson	Governance	Governance	GD 7.5		
5	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.	A report is on the agenda.	Craig Innes	Commercial and Procurement	Commissioning	Remit 4.2		
6	Review of Gas Services	To present the outcome of the review of gas servicing.	A procurement business case is on the agenda.	Mike Smith	Commercial and Procurement	Commissioning	Remit 4.2 and 4.3		
7	Christmas Village 2018 Feedback and Proposals for 2019.	City Growth and Resources Committee on 18 September 2018 agreed to seek annual feedback in the form of a committee report from Aberdeen Inspired annually in line with the Funding and Service Provision Agreement from August 2016-January 2019.	This item was transferred from CG&R in relation to the changes to the Terms of reference agreed at Council (SCC ToR - 5.5) A report is on the agenda.	Stephen O'Neill	City Growth	Place	Remit 5.5		
8	29 August 2019								
9	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.2		
10	Annual Procurement Performance Report	To present the annual procurement performance report.		Craig Innes	Commercial and Procurement	Commissioning	Remit 5.2		
11	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
12	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
13	Update on Customer / Citizen Review	To provide an update on the customer/citizen review of outcome statements.		Martin Murchie	Business Intelligence and Performance	Commissioning	Remit 1.1		
14	Outcome Based Budgeting	To present financial analysis based on outcomes.		Martin Murchie/Jonathan Belford	Commissioning/Finance	Commissioning/Resources	Purpose 6 and Remit 5.3		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
15			21 November 2019						
16	Review of Sustainable Procurement and Community Benefits Policy	At its meeting on 20/11/18 the Committee agreed, amongst other things, (iv) to instruct the Head of Commercial and Procurement Services to report back to the Committee at its November 2019 meeting on the progress made in the implementation of the policy and its application to the LOIP.		Craig Innes	Commercial and Procurement	Commissioning	GD7.1 and Remit 5.3		
17	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		
18	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
19	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
20	Collaboration with Businesses Regarding Community Involvement programmes provided by businesses	Council Budget Meeting 05/03/19 - Council agreed to instruct the Head of Commercial and Procurement Services to bring forward a report to the relevant Committee on how best Aberdeen City Council can work with Aberdeen businesses to bring about positive collaboration to ensure Aberdeen citizens benefit from the many community involvement programmes that Aberdeen businesses already provide.		Craig Innes	Commercial and Procurement	Commissioning	Remit 1.1 and 2.3		

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	28 May 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Strategic Commissioning Committee Annual Effectiveness Report
REPORT NUMBER	GOV/19/256
CHIEF OFFICER	Fraser Bell
REPORT AUTHOR	Allison Swanson
TERMS OF REFERENCE	GD 7.5

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the annual report of the Strategic Commissioning Committee.

2. RECOMMENDATION

That Committee:-

- 2.1 note the annual report.

3. BACKGROUND

Annual Reports on Committee Terms of Reference

- 3.1 The Governance Review of 2017/18 was initiated as part of the Council's work with the Chartered Institute of Public Finance and Accountancy (CIPFA) and the aim to secure that organisation's accreditation in governance excellence. As part of CIPFA's interim assessment of the Council's governance arrangements, CIPFA recommended that each Committee should annually review its effectiveness, including its information and reporting needs, to help ensure that it is following its Terms of Reference, is operating effectively and to identify any training needs or improvements to the Council's decision making structures. When approving the new Terms of Reference in March 2018, the Council agreed that each Committee would be required to review their own effectiveness against their Terms of Reference through an annual report and approved the proposed template for those reports.

3.2 CIPFA reviewed the approved template and in general terms stated:

A committee effectiveness report has the potential to support the improvement journey by accounting for the ways that committees support a quality improvement culture with quality assurance of services and feedback loops. A template that goes beyond tick box and more clearly offers the opportunity to address some current and historic issues and, importantly give a clear signal that good governance is taken seriously. It could therefore provide support to a number of the developments that Aberdeen City Council seeks in its journey towards achieving the excellence in governance mark.

3.3 The first annual report for 2018/2019 is appended for the Committee's consideration. Following consideration by the Committee, the report will be submitted to Council on 24 June 2019 for noting.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial consequences from the recommendation.

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	None	N/A	N/A
Legal	None	N/A	N/A
Employee	None	N/A	N/A
Customer	None	N/A	N/A
Environment	None	N/A	N/A
Technology	None	N/A	N/A
Reputational	None	N/A	N/A

7. OUTCOMES

Design Principles of Target Operating Model	
	Impact of Report
Organisational Design	The report reflects recognition of the process of organisational design and provides assurance

	through scrutiny of committee effectiveness. The review of the Committee will support the redesign of the organisation and ensure that the Committee discharges its role in accordance with the Scheme of Governance.
Governance	The committee effectiveness report enhances transparency and understanding of the Committee as well as help to address any areas for improvement.

8. IMPACT ASSESSMENTS

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

9. BACKGROUND PAPERS

None.

10. APPENDICES

10.1 Strategic Commissioning Annual Effectiveness Report 6 March 2018 to 29 April 2019.

11. REPORT AUTHOR CONTACT DETAILS

Allison Swanson
 Committee Officer
aswanson@aberdeencity.gov.uk

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Strategic Commissioning Committee Annual Effectiveness Report



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1. INTRODUCTION

- 1.1 I am pleased to present the first annual effectiveness report for the Strategic Commissioning Committee. As members will be aware, as part of their interim assessment of the Council's governance arrangements in 2016, CIPFA recommended that committees review the extent to which they have operated within their Terms of Reference, through an annual report. This has been an aspiration for some time, representing good practice in governance terms and evidencing the Council's progress towards achieving CIPFA accreditation and I am glad to see the first report for the Strategic Commissioning Committee presented.
- 1.2 This first annual report is a good mechanism for the Committee to support the Council's improvement journey by demonstrating the ways that the Committee supports the principles of the Target Operating Model; contributes to the Local Outcome Improvement Plan, whilst also providing the opportunity to reflect on the business of the Committee over the past year and to look to the Committee's focus for the year ahead.
- 1.3 Throughout the first year, the Committee has worked collectively to support the Council in moving towards a commissioning based authority. It is heartening to see the unanimous agreement given to the key documents such as the Population Needs Assessment, the Local Outcome Improvement Plan (LOIP) 2016/2026, the Sustainable Procurement and Community Benefits Policy, and the Participatory Budgeting Policy and moving forward into the next year, I am confident that the Committee will continue to analyse the performance information and determine the delivery method that meets the needs of our customers.

Councillor Laing
Convener, Strategic Commissioning Committee

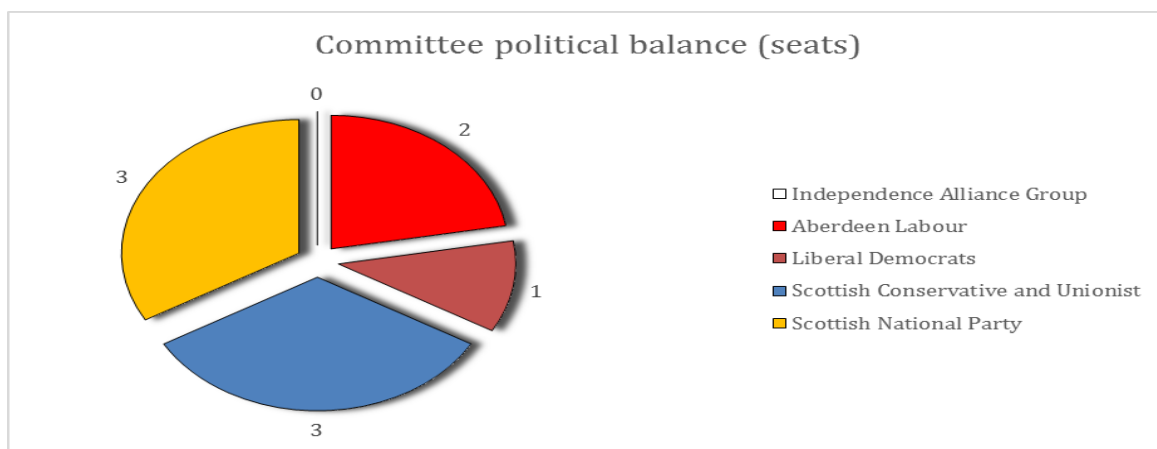


2. THE ROLE OF THE COMMITTEE

- 2.1 The Committee is to perform a key role as the Council changes from budget led service provision to outcome focused delivery. It reviews the needs of citizens through a population-need assessment and approves commissioning activity to meet those needs and the outcomes specified in the Local Outcome Improvement Plan. The committee also performs a monitoring role to help ensure that the needs and outcomes identified are being achieved.
- 2.2 The Terms of Reference for the Committee as approved by Council on 5 March 2018 are appended to the report.

3. MEMBERSHIP OF THE COMMITTEE DURING 2018/2019

- 3.1 The Strategic Commissioning Committee has 9 members and the composition is presented below.



4. MEMBERSHIP CHANGES

- 4.1 There were two changes to the Committee's membership throughout the reporting period with Councillor Jackie Dunbar replacing Councillor Nicoll in September 2018 and Councillor Donnelly replacing Councillor Sellar in November 2018.

5. MEMBER ATTENDANCE

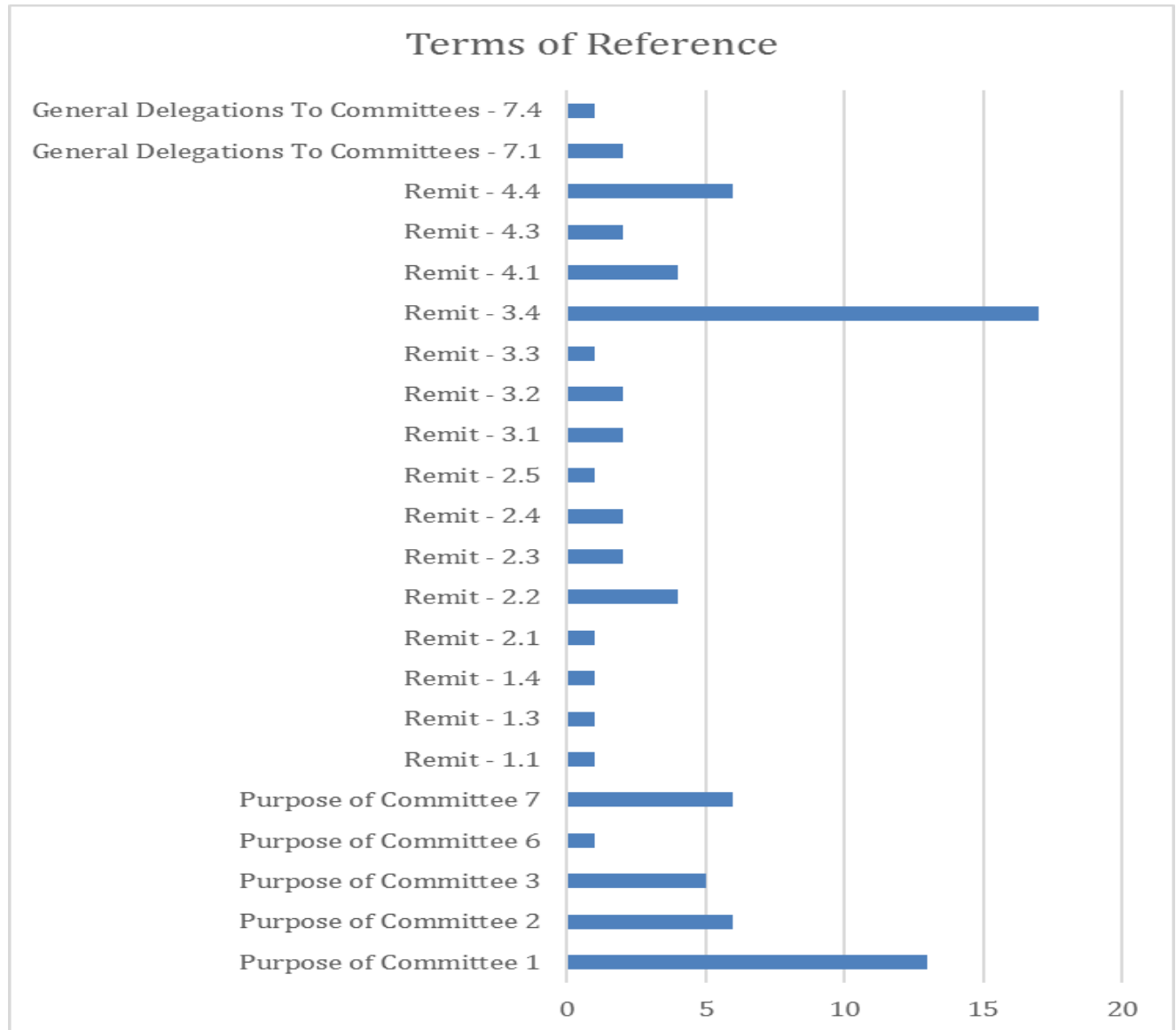
Member	Total Anticipated Attendances	Total Attendances	Nominated Substitute
Councillor Laing, Convener	6	5	1, Councillor Grant
Councillor John, Vice Convener	6	6	
Councillor Cameron	6	6	
Councillor Duncan	6	6	
Councillor Flynn	6	5	1, Councillor Townson
Councillor Nicoll	2	2	
Councillor Sellar	3	3	
Councillor Wheeler	6	5	1, Councillor Lumsden
Councillor Yuill	6	5	1, Councillor Greig
Councillor Dunbar	4	4	
Councillor Donnelly	3	2	1, Councillor Lumsden

6. MEETING CONTENT

6.1 During the 2018/2019 reporting period (6 March 2018 to 29 April 2019) the Committee had 6 meetings and considered a total of 41 reports.

6.2 Terms of Reference

Of the 41 reports received the following table details how the reports aligned to the Terms of Reference for the Committee.



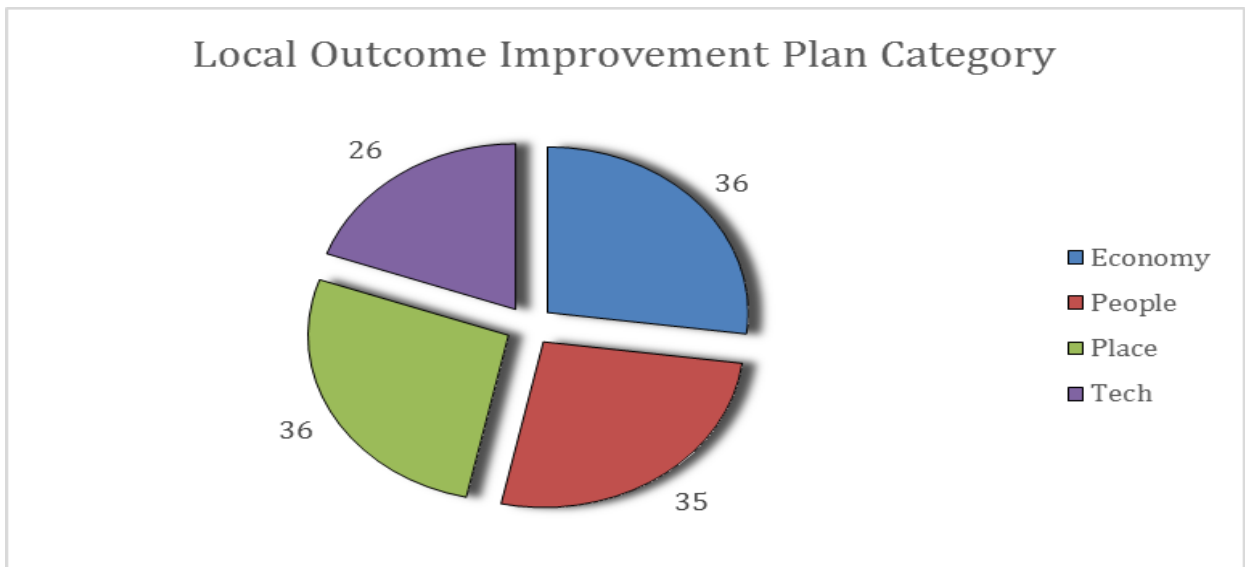
6.3 During the course of 2018-2019 the Strategic Commissioning Committee received reports under each of the four headings of the commissioning cycle, namely: analysis, planning, doing and reviewing. This would indicate that the Committee has begun to discharge its role throughout the course of the reporting period.

6.4 Most of the reports considered related to the approval of internal and external commissioning activity by way of procurement business cases. The Committee also considered potential efficiencies and improvements in quality and outcomes when reviewing all reports.

6.5 The Terms of Reference for the Committee were reviewed and updated to reflect the outcomes based commissioning report presented to the Committee in November 2018 which outlined the steps we will be taking over the next 18 months to embed commissioning across the Council. The updated Terms of Reference are now in effect, having been approved by Council on 4 March 2019. The commissioning intentions were approved by Council on 5 March 2019 and replaced the commissioning strategy terminology (purpose 4) used in the previous version of the Terms of Reference.

6.6 Local Outcome Improvement Plan

The following table details how many of the 41 reports had a link to the themes of the Local Outcome Improvement Plan.



6.7 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 41 reports presented to it throughout the year.

	Total	% Total Reports
Number of confidential reports	0	0.0%
Number of exempt reports	8	19.5%
Number of reports where the Committee has amended officer recommendations	1	2.4%
Number and percentage of reports approved unanimously	36	87.8%
Number of reports requested by members during the consideration of another report to provide additional assurance and not in forward planner	0	N/A
Number of service updates requested by members during the consideration of another report to provide additional assurance and not in forward planner	1	N/A

Number of decisions delayed for further information	0	0.0%
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	0	0.0%
Number of late reports received by the Committee	1	2.4%
Number of referrals to Council, or other Committees in terms of Standing Order 33.1	0	0.0%

6.7 Notices of Motion, Suspension of Standing Orders, Interface with the Public

	Total
Number of Notices of Motion	0
Number of times Standing Orders were suspended	0
The specific Standing Orders suspended	N / A
Number of deputations	0
Number of petitions considered	0
Number of Members attending meetings of the committee as observers	22
Number of Meetings held by the Convener with other Conveners, relevant parties, to discuss joint working and key issues being raised at other Committee meetings	Weekly meetings held

6 TRAINING REQUIREMENTS AND ATTENDANCE

7.1 Two development sessions were held for all elected members in respect of areas of responsibility for the Strategic Commissioning Committee.

7.2 The first session provided an overview of the function of the Committee and advised of the key aspects of the commissioning approach. It aimed to provide members with a greater understanding of (1) commissioning – what it is and how it works; and (2) their role in scrutinising information and what questions to ask when making commissioning decisions. 18 members attended the session.

7.3 The second session focused on the use of data and evidence. This session looked at the use of data and evidence, focusing on the role of elected members, throughout the 4 stages of a commissioning cycle:-

- Analyse
- Plan
- Do
- Review

7.4 The session examined the availability, quality and interpretation of data and its use to support evidence based decision making. 16 members attended this session which was run on 4 occasions.

7.5 A session on the refreshed Local Outcome Improvement Plan 2016-2026 was held on 13 March 2019 and 14 Councillors attended. Further sessions are scheduled for 7 May, 3 June and 5 September 2019. The session informed members about the changes in the refreshed Local Outcome Improvement Plan 2016-2026, the context behind the document and how we are planning to deliver it.

7.6 The following specific Scheme of Governance training, which is related to the operation of all Committees, was provided:

- Scheme of Governance Effective Decision Making on 23, 27 and 28 March 2018
- Financial and Procurement Regulations on 23 and 29 March 2018

7.7 Training on the Councillors' Code of Conduct was provided in January and February 2018.

8 CODE OF CONDUCT – DECLARATIONS OF INTEREST

8.1 5 declarations of interest were made by Councillors during the reporting period. We measure this information to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision making.

9 CIVIC ENGAGEMENT

9.1 On 5 March 2018, the Council agreed to endorse the values and principles of civic leadership and engagement as set out in that [report](#). The project is being delivered through the transformation programme and in accordance with the Committee's Terms of Reference it has considered a number of reports throughout the reporting period in order to progress the delivery of civic engagement. Notably, the Committee considered an overview of the current arrangements for engaging and consulting with customers and citizens following which the Director of Commissioning was instructed to:

- (i) undertake an audit and review of existing methods and activity of customer and citizen engagement and report back to the Committee with recommendations which:-
 - propose a planned and co-ordinated approach to future engagement and consultation, ensuring that this meets the needs of both the Council and customers and citizens;
 - identify and spread best practice;
 - demonstrate how this will inform future commissioning; and
- (ii) take forward a joint review, including Council, civic and partner representatives to explore civic representation and involvement.

The outcome of the above review was presented to the Committee on 29 January 2019, and the Committee agreed the areas for improvement listed at paragraph 4.2 of that report. The findings of this review will be developed through the transformation programme and by March 2020, the Chief Officer – Early Intervention and Community Empowerment intends to implement the agreed areas for improvement agreed by the Committee. A further report on the customer/citizen review will be presented to the Committee in August 2019.

In addition to the above, the Committee also approved:

- (1) Participatory Budgeting (PB) Policy for delivering PB. The Policy was developed applying learning from local delivery and review of guidance and best practice and promoting civic engagement; and
- (2) Sustainable Procurement and Community Benefits Policy. The policy sets out the Council's approach to linking procurement with community benefits which is designed to maximise the significant potential to improve the social, economic and environmental wellbeing of our citizens and communities through our procurement activity. Progress made in the implementation of the policy and its application to the LOIP will be reported to the Committee in November 2019.

9.2 Population Needs Assessment/LOIP/Locality Plans/Partnership Working

The Committee received the refreshed population needs assessment to assist understand emerging trends. The assessment provided an important sense check to ensure that priorities for improvement continued to be grounded on what our communities need rather than what is nice to do. Thereafter, the Committee considered the refreshed LOIP, as well as the Community Planning Partnership's three priority localities annual reports.

10 OFFICER SUPPORT TO THE COMMITTEE

Officer	Total Anticipated Attendances	Total Attendances	Substitute Attendances
Director of Commissioning	5	4	0
Chief Officer - Business Intelligence and Performance Management	6	6	0
Head of Commercial and Procurement Services	6	6	0
Team Leader Legal Commercial and Procurement	6	6	0
Chief Officer - Finance	5	5	0
Director of Resources	3	3	0
Chief Officer - Digital and Transformation	2	2	0
Chief Officer - Governance	2	2	0
Director of Customer Services	1	1	0
Chief Operating Officer	1	1	0
Chief Officer - Capital	3	3	0
Chief Officer - Early Intervention and Community Empowerment	1	1	0
Chief Officer - Corporate Landlord	2	2	0
Chief Officer – Integrated Children's and Family Services	2	2	0

11 EXECUTIVE LEAD'S COMMENTS

- 11.1** As referenced in the Convener's opening remarks, one of the Council's transformation projects is to deliver the CIPFA Mark of Excellence in Good Governance. As part of this project, CIPFA recommended that each committee should annually review its effectiveness, including its information reporting needs. This would help ensure that each committee is following its terms of reference, is operating effectively and to identify any training needs or improvements to the Council's decision making structures.
- 11.2** The first year of the Strategic Commissioning Committee, and of the Commissioning function, has established an overall approach and related processes in relation to the transition to a commissioning organization. The stages of the commissioning cycle have been set and key elements of delivered, including the completion of a Population Needs Assessment; the refresh of the Local Outcome Improvement Plan; the approval of a Performance Management Framework which aligns the Council's commissioning intentions to outcome based performance; an initial review of our engagement with customers and citizens, as well as how communities can benefit from commissioning activity.
- 11.3** The Committee has considered business on each of the key elements of the commissioning cycle and would appear to be working effectively, noting that no decisions required to be delayed and the vast majority of business was approved/noted unanimously. The vast majority of business was able to be considered in public and, where this was not possible, there has been clear justification.

12 NEXT YEAR'S FOCUS

12.1 Area of focus from the Business Planner

The focus of the Committee in 2019/20 will build on the key elements within the agreed strategic planning framework and commissioning cycle.

We will continue to bring intelligence and analysis to members. The Population Needs Assessment will be continuously updated, and we will bring further depth to analysis in priority areas, including an understanding of the nature of demand for council services. Community and customer engagement will continue to be a focus and work will be progressed on an analysis of key markets.

We will build on that intelligence and the alignment of commissioning intentions to outcomes, by developing and revising specifications for key areas of service, to ensure these are fully and sustainable supporting the agreed outcomes.

We will report on any significant changes to the Council's legislative duties in the context of strategic commissioning.

Commissioning workplans will be presented to the Committee giving a full and timely overview of the contracts and procurements which will be a focus for specific businesses cases throughout the year.

We will build on the outcome based approach to performance management, including annual reviews of performance in respect of the LOIP, Locality Plans and the Council's ALEOs. We will also strengthen the performance in delivering outcomes through the business cases presented to the Committee.

12.2 Budget Decisions

The Council agreed commissioning intentions aligned to outcomes at its budget meeting on 5th March, 2019. The Committee, when approving procurement business cases and other commissioning activity, will ensure alignment to those commissioning intentions. Business cases will also be presented with full financial implications and advising members of their consistency with agreed budget decisions.

The Council at its budget meeting on 5th March, 2019 instructed the Head of Commercial and Procurement Services to bring forward a report on how best Aberdeen City Council can work with Aberdeen businesses to bring about positive collaboration to ensure Aberdeen citizens benefit from the many community involvement programmes that Aberdeen businesses already provide and this will be reported to the Committee in November 2019.

12.3 Policy Priorities

As with budget decisions, where business cases relate to agreed policy priorities this will be explicitly stated for members' attention.

12.4 Council on 4 March 2019 approved new Terms of Reference and a further review will be reported to Council in March 2020. Throughout the next reporting year, we will review the Terms of Reference in line with the business submitted to the Committee and reflect on whether any areas require refinement moving forward to ensure the efficient operation of the Committee.

STRATEGIC COMMISSIONING COMMITTEE

PURPOSE OF COMMITTEE

1. To approve all external commissioning activity by the Council, including the approval of service specifications, performance frameworks and outcomes. This includes where the Council commissions from its Arm's Length External Organisations (ALEOs).
2. To approve all internal commissioning activity of Council, including the approval of grants and associated conditions, service specifications, performance frameworks and outcomes.
3. To review annual workplans to be submitted by Directors and Chief Officers in accordance with the Procurement Regulations, which will specify every contract expected to be procured over the year ahead with estimated expenditure of £50,000 or more (supplies/ services) or £250,000 or more (works), and to approve business cases submitted along with the workplans, and any new business case submitted to Committee from time to time over the course of the year in the event of any new procurements being added to the workplan.
4. To prepare a Commissioning Strategy for the Council, to review the impact of all commissioned services and the extent to which they have achieved the outcomes intended and to approve improvement actions.
5. To approve a strategic commitment to invest in the prevention and reduction of the demand for services.
6. To approve the Council's strategic approach to joint and integrated commissioning across the public and private sectors to ensure that the needs of customers and citizens are met.
7. To identify potential efficiencies and improvements in quality and outcomes, including across partner organisations and public services.
8. To develop a role in the strategic allocation of resources to outcomes in consultation with the City Growth and Resources Committee.

REMIT OF COMMITTEE

The following authority is delegated to the Committee under the four headings of the Commissioning Cycle:-

1. Analysis

1.1 to commission a regular Population Needs Assessment to understand the needs which public bodies must address.

1.2 to receive in-depth analysis of key groups, priorities and challenges across public

services.

- 1.3 to receive a service review, sufficiency and market analysis to understand existing and potential provider strengths and weaknesses, and opportunities for improvement or change in providers will be identified.
- 1.4 through appropriate forums, to consider the experience of customers and citizens.
- 1.5 to identify resources needed and risks involved in implementing change and/or continuing with the status quo.

The Council's Business Intelligence function will support the Analysis stage of the Commissioning Cycle.

2. Planning

- 2.1 to review a Gap Analysis following the Public Needs Assessment which will identify which services are needed and which are available currently, and will provide guidance on how the gaps will be addressed within existing resources.
- 2.2 to approve commissioning intentions, outcomes and priorities as part of the annual business planning cycles.
- 2.3 to commission the development of a Strategic Outcomes Framework reflecting the Local Outcome Improvement Plan (LOIP), the views of customers and citizens, and the best evidence of effective interventions.
- 2.4 through appropriate forums, to ensure that services to be commissioned are co-designed to meet customers' needs.
- 2.5 to approve a Commissioning Strategy/Prospectus which identifies clear service development priorities and specific targets for efficient, effective, equitable and sustainable achievement.

The Council's Business Intelligence function and the Commissioning function will support the Planning stage of the Commissioning Cycle.

3. Doing

- 3.1 to ensure that appropriate supply management and capacity building (market facilitation) is in place to ensure a good mix of resilient service providers, that offer customers an element of choice in how their needs are met;
- 3.2 through appropriate forums, to ensure that relationships with existing and potential providers are maintained and draw on partner expertise;
- 3.3 to ensure that the co-design of service specifications is based on the delivery of positive outcomes with a preventative focus on demand reduction; and
- 3.4 to approve procurement strategies to meet agreed outcomes to enable officers to purchase and contract services and to decommission services that do not meet the needs of the population group.

The Council's Commissioning function will support the Doing stage of the Commissioning Cycle.

4. Reviewing

- 4.1** to review information from individual contracts, specifications or service level agreements (including partners) in order to monitor the impact of services and the extent to which they have achieved the purpose and outcomes intended;
- 4.2** to commission reviews of agreed priority services and make recommendations to service providers, both in house and external, to further improve outcomes;
- 4.3** to receive an analysis of any changes in legislative requirements, population need and reviewing the overall impact of services to identify revisions needed to the strategic priorities and targets;
- 4.4** to monitor service delivery against expected outcomes and plans; and
- 4.5** to monitor the changing policy and strategic context to identify opportunities to work differently to improve outcomes.

The Business Intelligence function and the Commissioning function will support the Reviewing stage of the Commissioning Cycle.

JOINT WORKING WITH OTHER COUNCIL COMMITTEES:

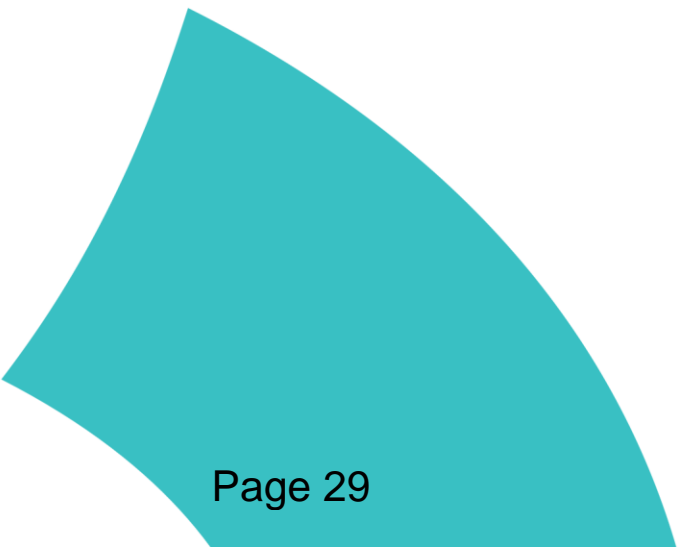
The Committee will maintain an awareness of key issues arising through the work of other committees of the Council, through lead officers, conveners and vice conveners working together. Specifically:

- 1.** the Strategic Commissioning and the City Growth and Resources Committees will cooperate to ensure that resources are allocated strategically to support outcomes.
- 2.** the Strategic Commissioning and the Operational Delivery Committees will cooperate to ensure that the internally commissioned services have clear service specifications which identify contributions to the LOIP outcomes and that sufficient funding is available to deliver the service specification.

JOINT WORKING WITH NON COUNCIL BODIES:

This Committee is outward facing and will engage with appropriate forums to engage with partners, the third sector and communities in order to ensure a joint and integrated commissioning approach.

Executive Lead: Director of Commissioning



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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	28 May 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Christmas Village 2018 Evaluation
REPORT NUMBER	PLA/19/283
DIRECTOR	
CHIEF OFFICER	Richard Sweetnam – Chief Officer City Growth
REPORT AUTHOR	Stephen O’Neill, Senior City Events Officer
TERMS OF REFERENCE	5.5

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the evaluation on the Christmas Village 2018 as required by the Council’s Funding and Service Provision Agreement with Aberdeen BID Company Ltd (trading as Aberdeen Inspired) which ran from 1st August 2016 to 31st January 2019 to enable the Committee to monitor the service delivery against expected outcomes.

2. RECOMMENDATION(S)

That the Committee: -

- 2.1 monitor the Christmas Village 2018 Research Report contained as Appendix 1 against the expected outcomes.

3. BACKGROUND

- 3.1 The Chief Executive of Aberdeen Inspired, Adrian Watson, will attend the Committee meeting to answer any questions arising from the Christmas Village 2018 evaluation report.
- 3.2 The Christmas Village was first established by Aberdeen Inspired in November 2015.

The key outcomes expected of the Christmas Village were to:

- Create a festive offer in Aberdeen city centre on a par with other UK cities;
- Increase footfall in Aberdeen city centre during the festive period;
- Provide a positive economic benefit to Aberdeen city centre by encouraging the additional use of existing businesses.

3.3 Performance indicators for the Christmas Village included:

- Value of overnight stays and spend per head by visitor type;
- Day visitor numbers and spend;
- Gross Value Added of tourism in the destination economy;
- Customer satisfaction;
- Reputation measured through traditional and social media;
- Sentiment analysis.

3.4 Appendix 1 provides the detail on the research undertaken by Aberdeen and Grampian Chamber of Commerce on behalf of Aberdeen Inspired in relation to the Christmas Village 2018. The Committee's role is to monitor the evaluation against the expected outcomes detailed above.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising from this report.

5. LEGAL IMPLICATIONS

5.1 The report ensures compliance with previous Service Level Agreement with Aberdeen BID Company trading as Aberdeen Inspired.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	None	L	None
Legal	None	L	None
Employee	None	L	None
Customer	None	L	None
Environment	None	L	None
Technology	None	L	None
Reputational	None	L	None

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	No direct impact, this in an evaluation report only
Prosperous People	
Prosperous Place	

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required
Privacy Impact Assessment	Not required
Children's Rights Impact Assessment/Duty of Due Regard	Not applicable

9. BACKGROUND PAPERS

NIL

10. APPENDICES (if applicable)

Appendix 1 – Aberdeen & Grampian Chamber of Commerce (AGCC)
Christmas Village 2018 Research Report

11. REPORT AUTHOR CONTACT DETAILS

Name Stephen O'Neill
Title Senior City Events Officer
Email Address Stoneill@aberdeencity.gov.uk
Tel 01224 522956

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Christmas Village Research 2018

Part 3
Aberdeen Inspired
Interim report – January 2018



**Aberdeen &
Grampian
Chamber of
Commerce**

Methodology

	2016 Christmas Village visitor survey	2017 Christmas Village visitor survey	2018 Christmas Village visitor survey
Fieldwork dates	09/12/2016 – 21/12/2016	17/11/2017 - 23/12/2017	22/11/2018- 20/12/2018
Research method	Face-to-face interviews	Face-to-face interviews	Face-to-face interviews
Number of completed surveys	254	385	502

**90 responses were gathered in 2015*



Summary

- 48% of visitors reported that the Christmas Village was their main reason for being in the City Centre
- 62% of those interviewed had visited the Christmas Village last year
- 72% stated that the Christmas Village was better or much better in 2018, 20% said it was about the same and 4% stated it was worse or much worse
- 34% of visitors rated the event space/location as excellent
- 78% of visitors rated the Christmas Village as excellent or good overall
- 59% of visitors strongly agree that they'd like to see the village repeated next year, however visitors would like to see more stalls, a greater variety of food and a bigger village in future years
- Net additional economic impact for the region: £1.2m
- Spend per head during visit: £34.79

2018 vs. previous years*

	2016	2017	2018
Spend per head during visit	£40.87	£26.11	£34.79
Spend per head on-site	£10.74	£11.88	£9.53
Gross impact	£21.1m	£10.4m	£21.1m*
Net impact after removing 'deadweight'	£10.3m	£5.5m	10.1m*
Net additional impact	£1.7m	£0.5m	£1.2m*
Overall rating (% rating it excellent/good)	67%	74%	78%
Recommend to friends and family (% completely / very likely to)	69%	74%	68%
Desire to see it repeated next year (% strongly / tending to agree)	94%	99%	94%

*Please note that we have adjusted the 2018 footfall figure on which these figures are based, see slides 20-21 for further explanation.



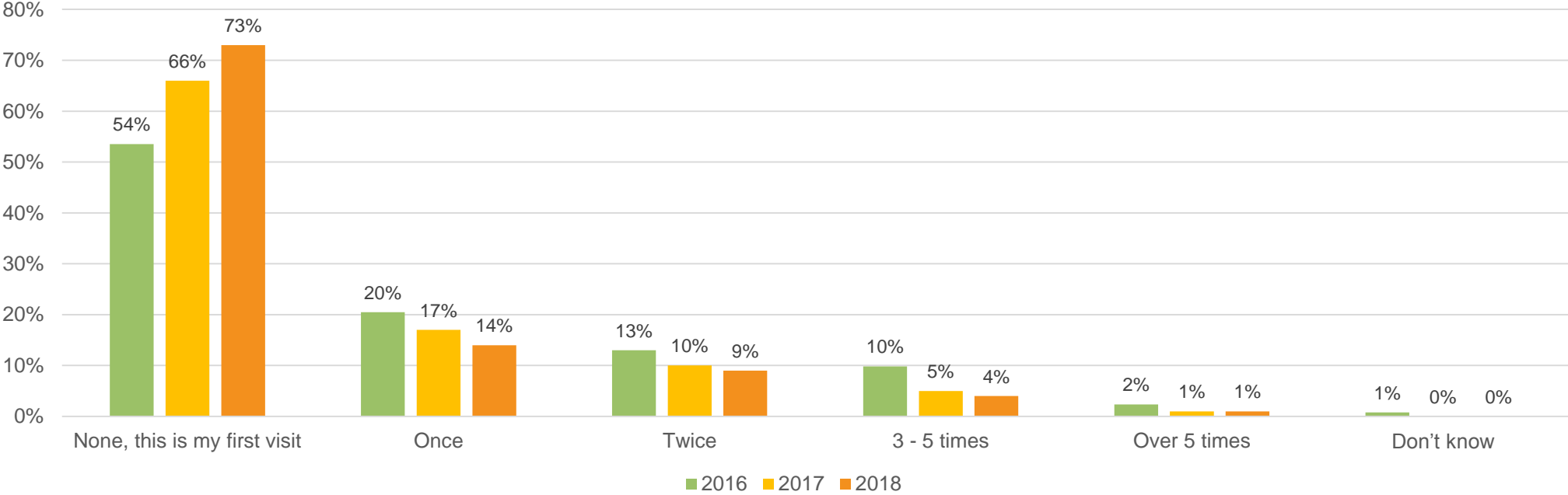
Christmas Village Visit

73% of visitors were visiting for the first time when interviewed

23% had been 1-2 times already

5% had visited 3 or more times

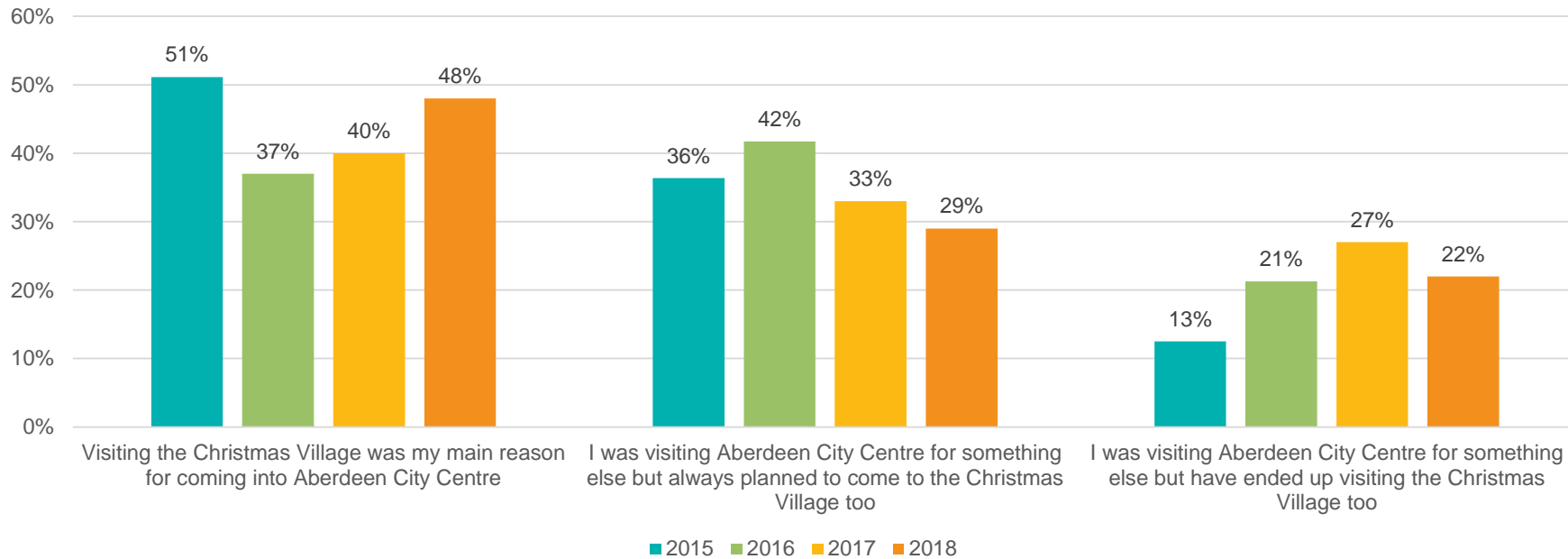
How many times, before today, have you visited the Christmas village this year?



Christmas Village Visit

48% of visitors reported that the Christmas Village was their main reason for being in the City Centre, an increase from 40% in 2017

Which of the following statements best describes your reason to be here today?



Those who had visited last year were more likely to state that the Christmas Village was their main reason for coming into the City Centre than those who did not (53% vs. 42%)

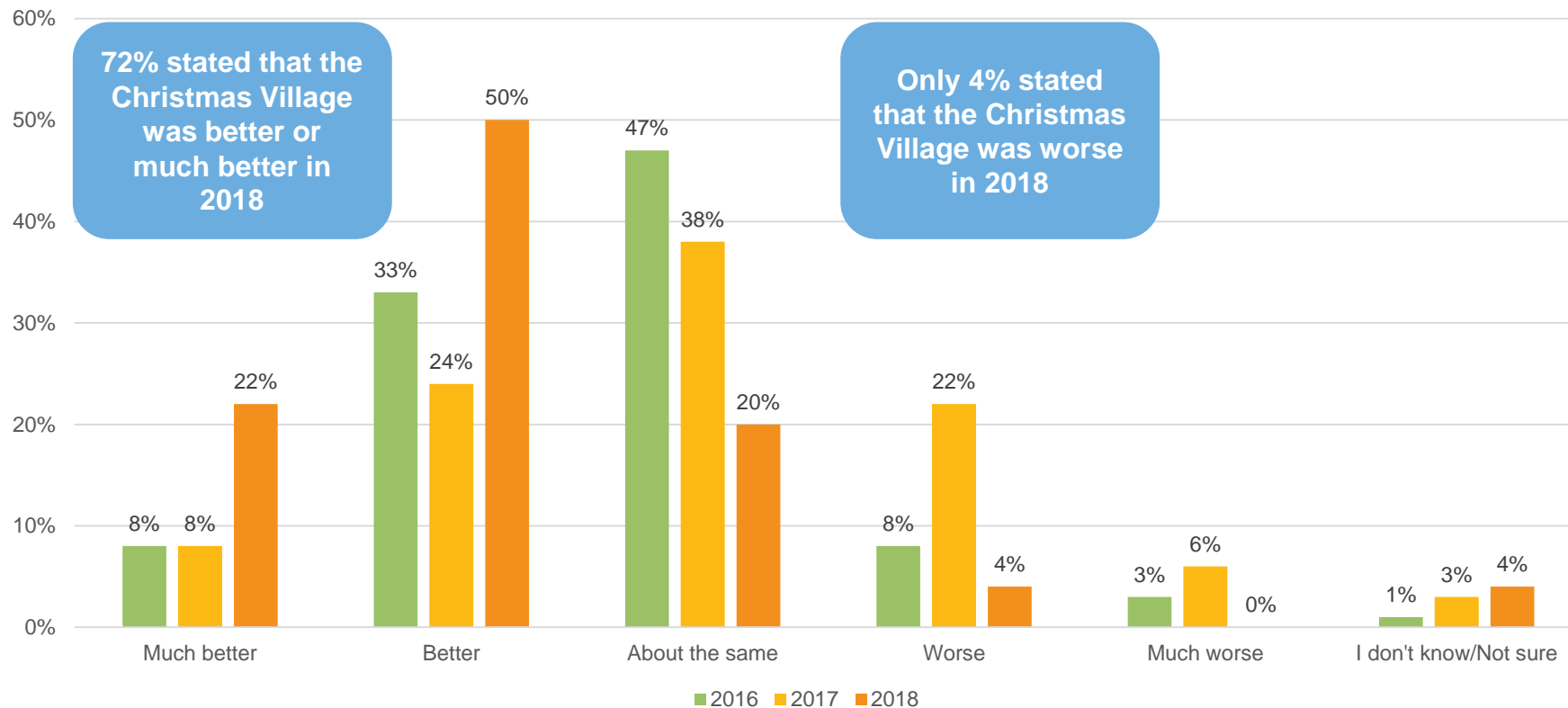
2016: N = 254; 2017: N = 381; 2018: N = 497



Perceptions of the Christmas Village

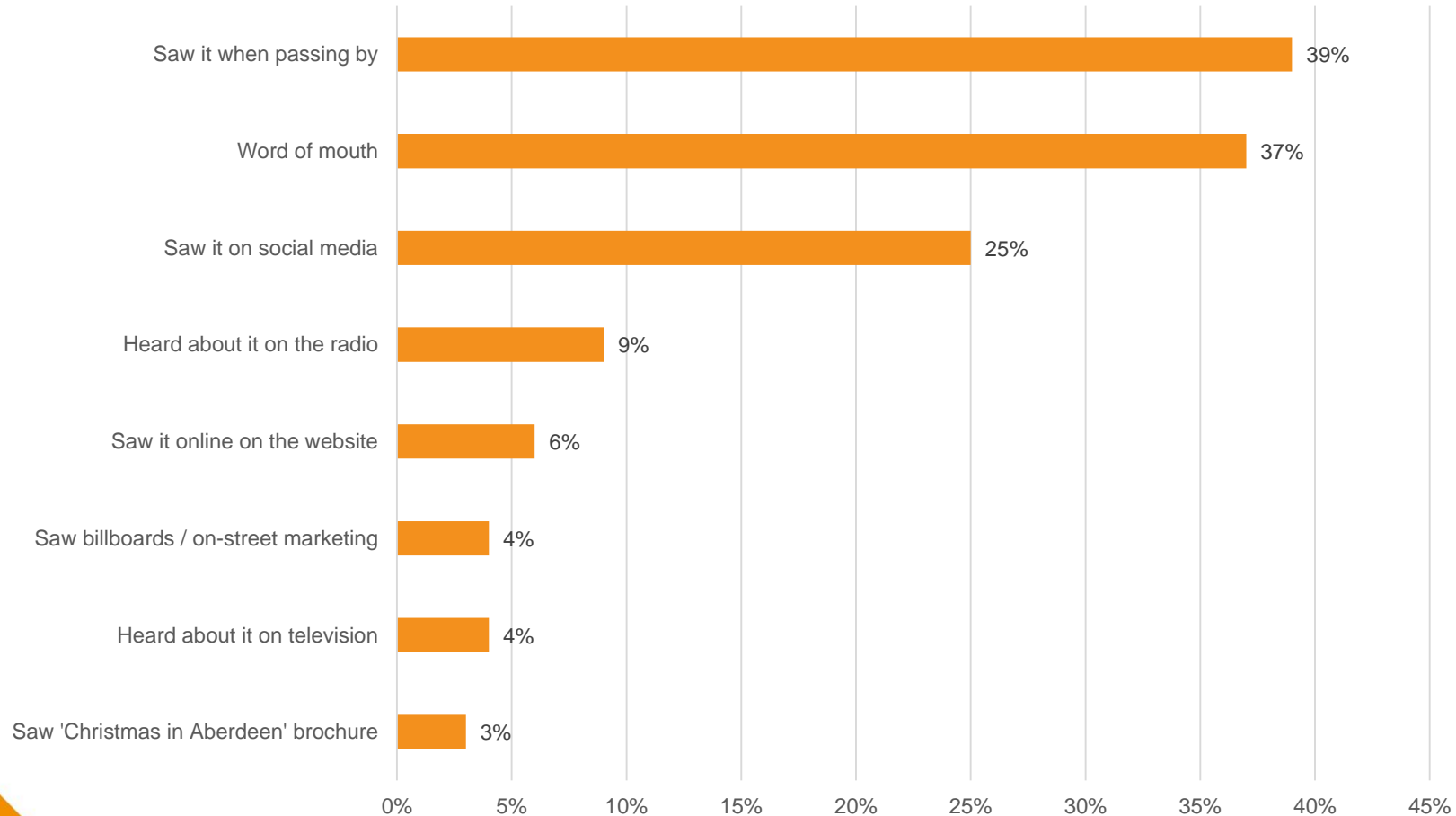
62% of those interviewed had visited the Christmas Village last year

How does the Christmas Village compare to last year?



Awareness and marketing

How did you hear about the Christmas Village this year?



Other sources of awareness included:

"Assumed it would be on"

"Newspaper"

"Happens every year"

"Booking.com"

* 7% of visitors stated 'other' sources

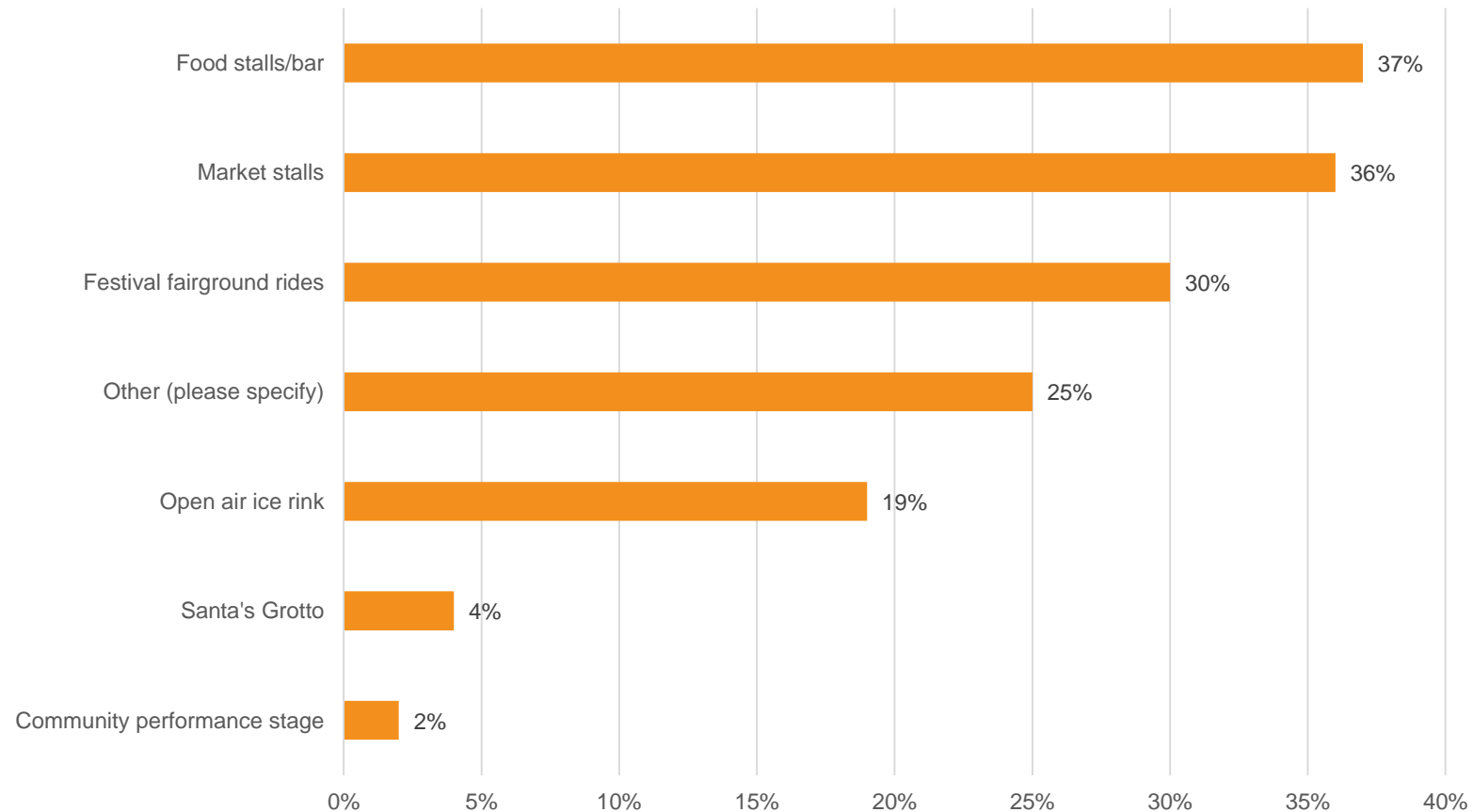
N = 498



Visit triggers

Similar to last year, visitors were most likely to have been attracted to the village due to the food stalls/bar, followed by the market stalls and festival fairground rides

What attracted you to the Christmas Village this year?



Rather than a specific aspect of the village, some had been attracted by:

"Christmas spirit"

"Lights"

"Curiosity"

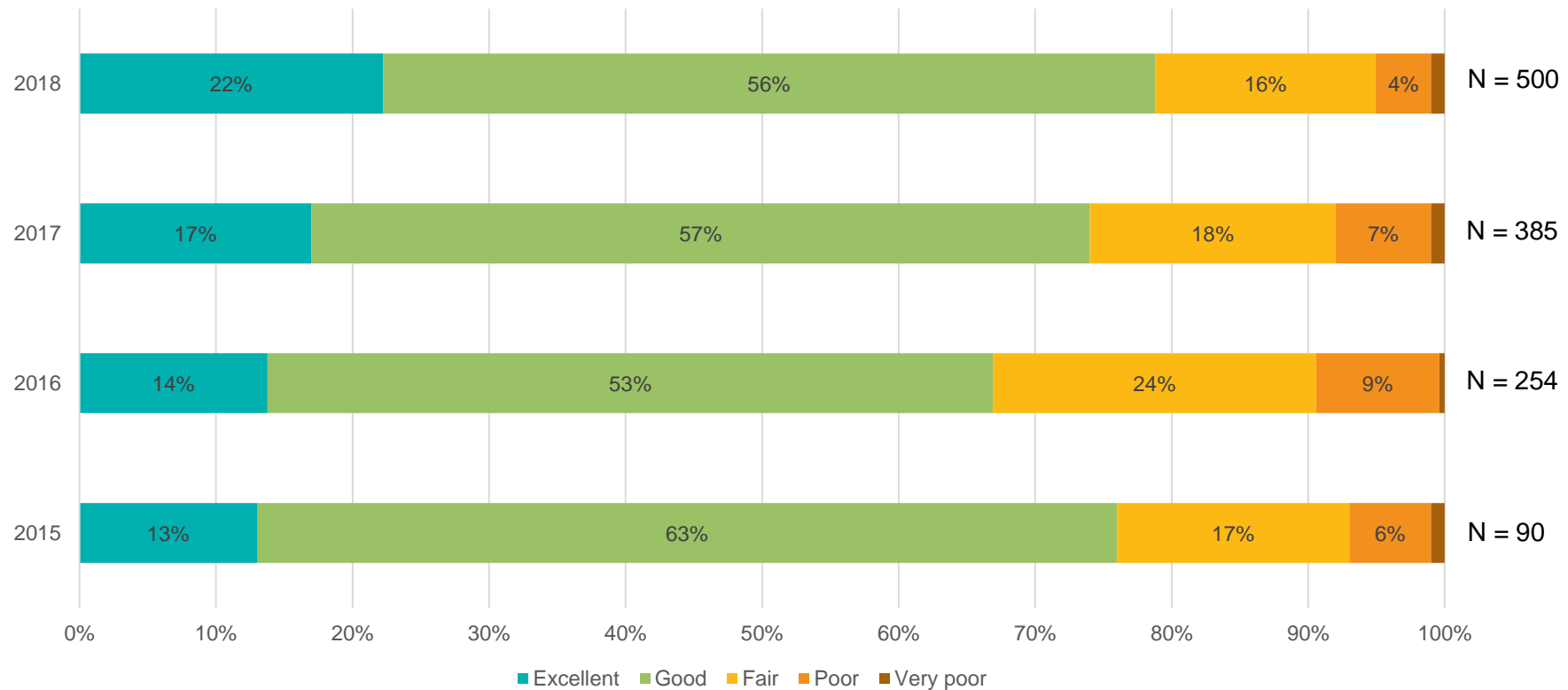
"Mulled wine and atmosphere"

N = 485

Perceptions of the Christmas Village

78% of visitors rated the Christmas Village as excellent or good overall, the highest rating so far

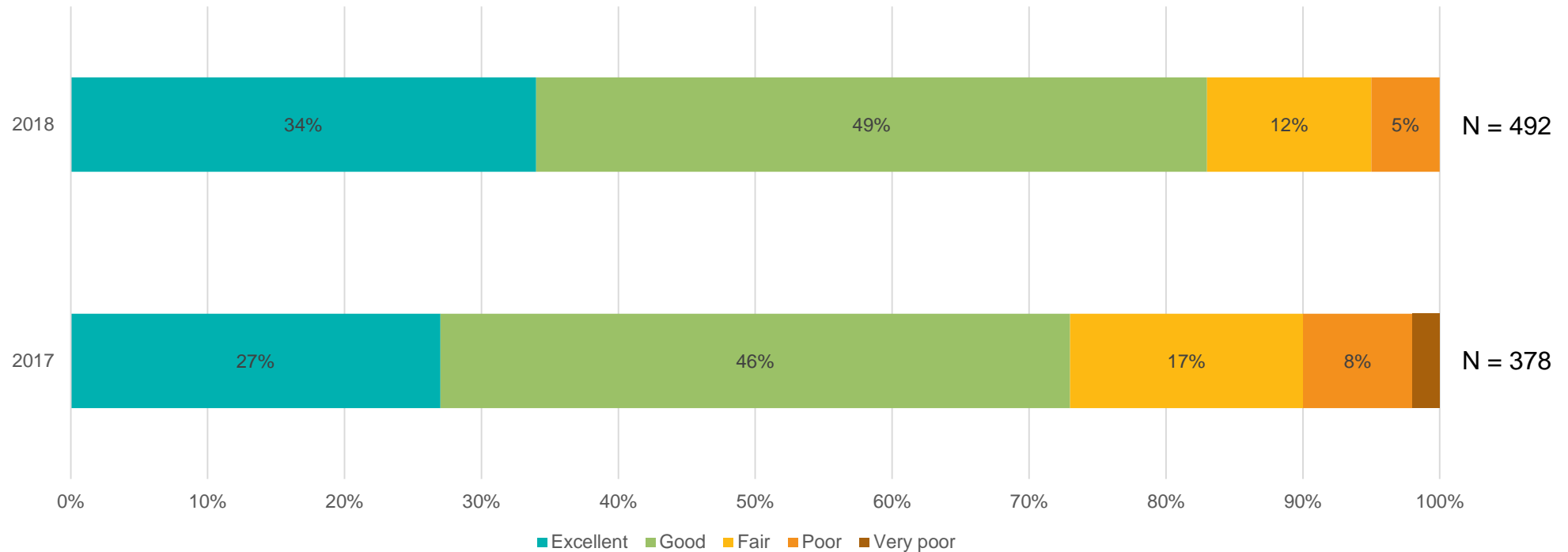
Overall rating of the Christmas Village



Perceptions of the Christmas Village

83% of visitors rated the event space/location as good or excellent

How would you rate the event space/location?



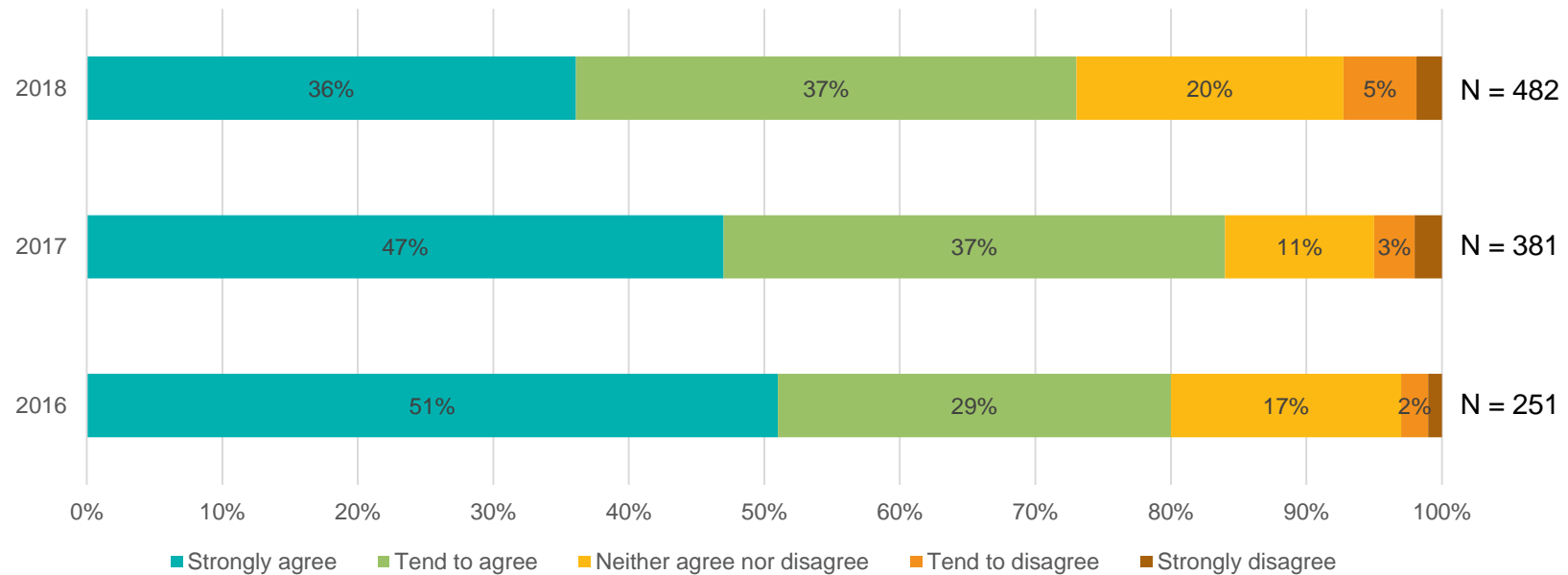
Those who did not visit last year were more likely to rate the event space/location as good or excellent compared to those who did (92% vs. 78%)



Perceptions of the Christmas Village

36% of visitors strongly agreed that the Christmas Village had a positive impact on their perception of Aberdeen

The Christmas Village has had a positive impact on my perception of Aberdeen

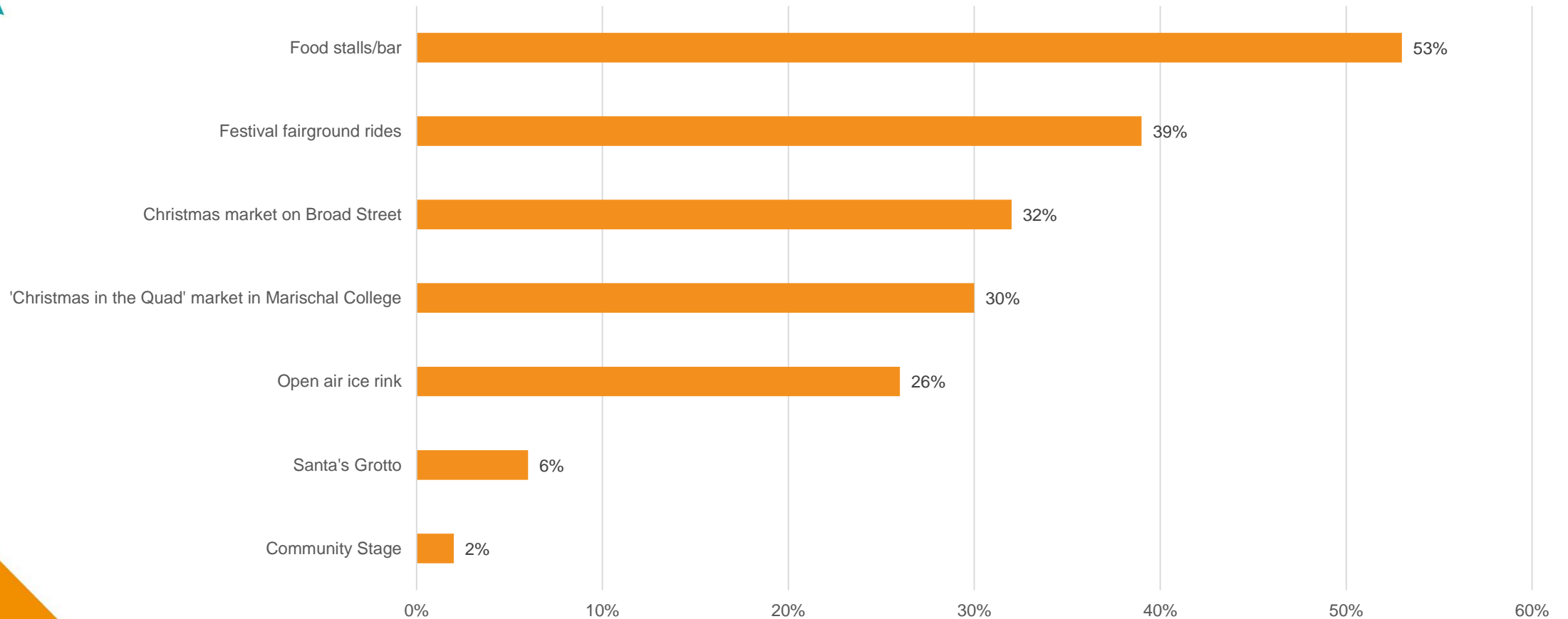


24% of North-east residents strongly agreed that the Christmas Village increased their pride in Aberdeen



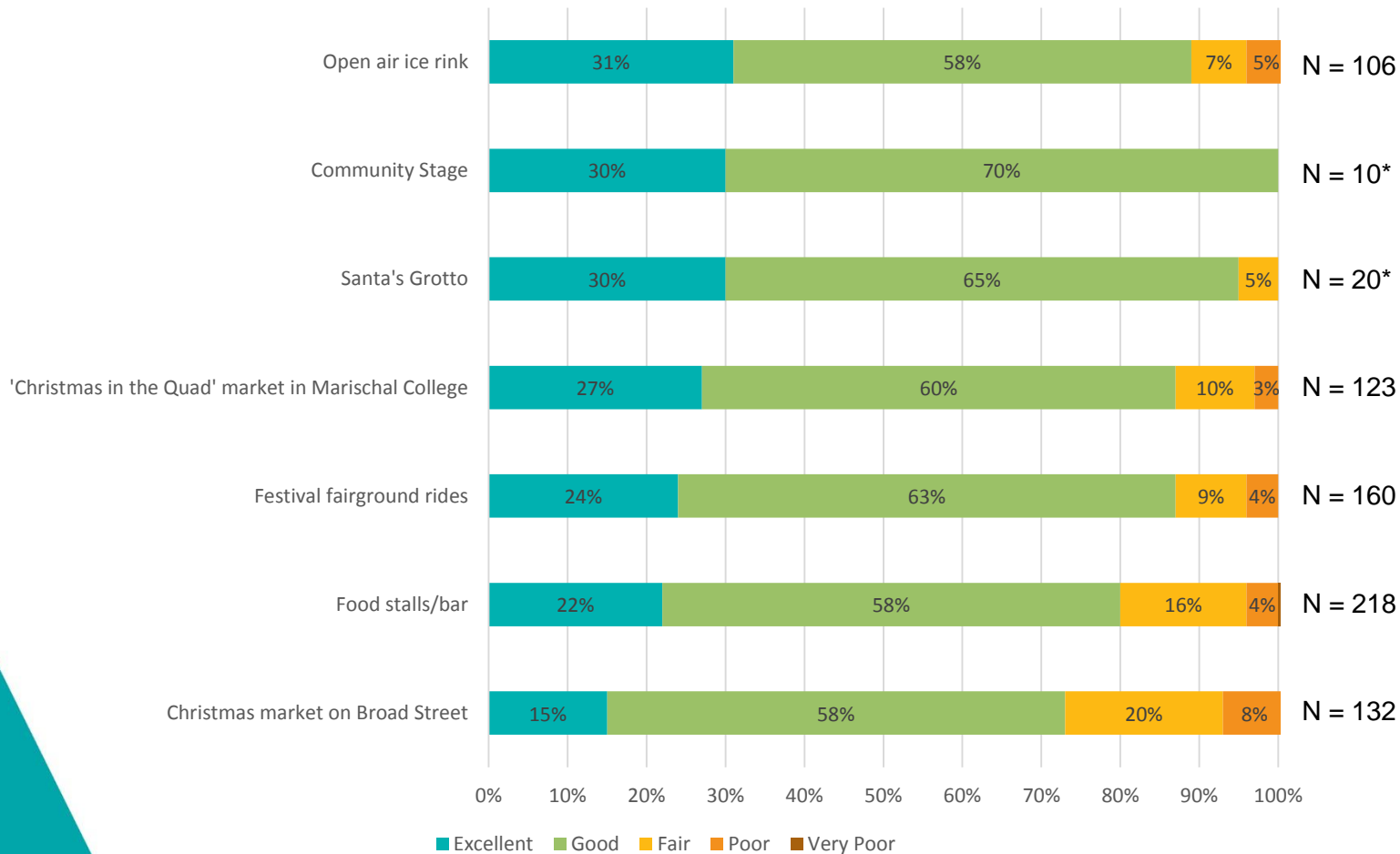
Christmas Village attractions

Which of the following elements of Christmas Village have you used or bought from?



Rating of attractions

How would you rate the following:



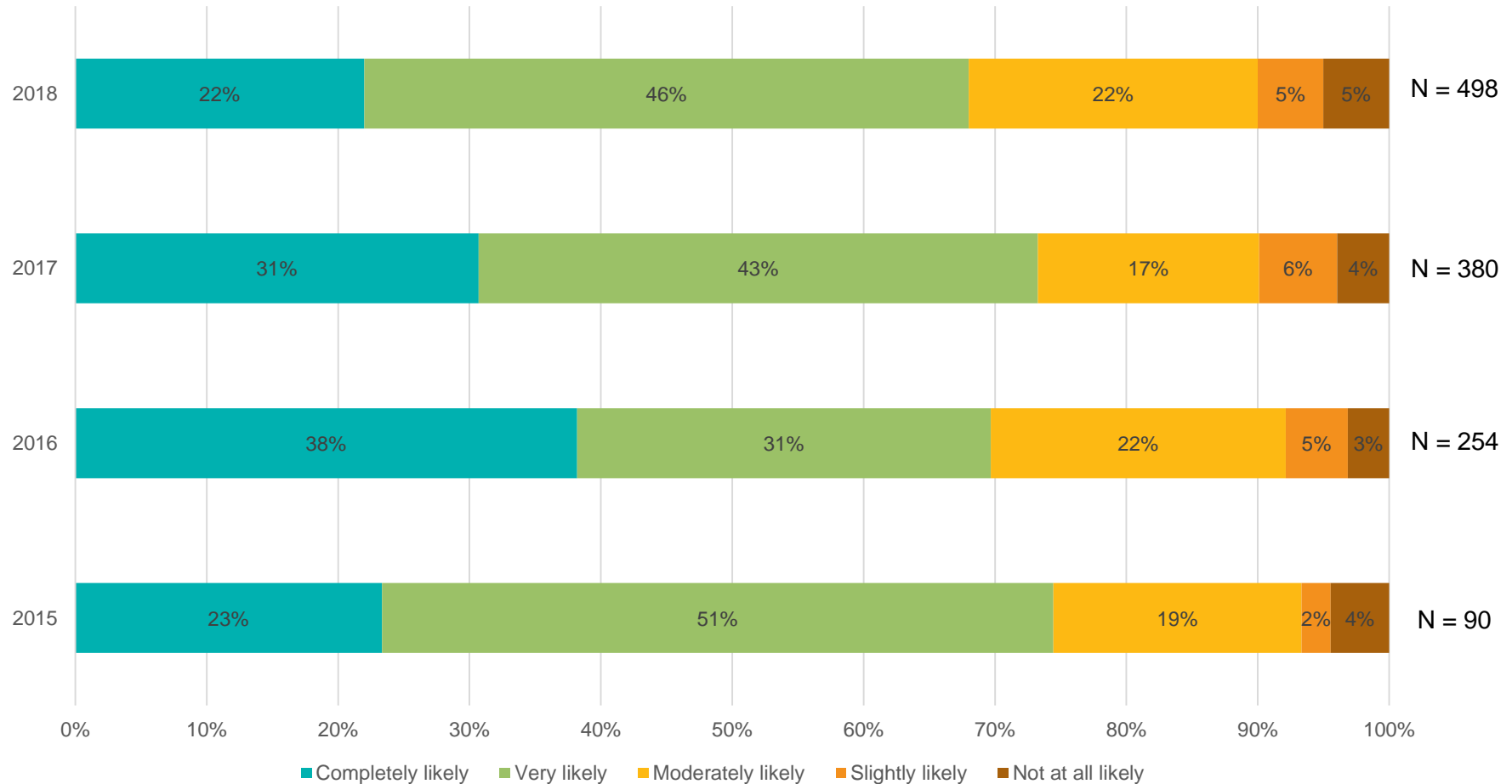
31% rated the Open air ice rink as 'Excellent'

87% rated the 'Christmas in the Quad' market in Marischal College as 'Good' or 'Excellent'

**Please note that some caution should be taken when interpreting and utilising these results due to the small sample sizes*

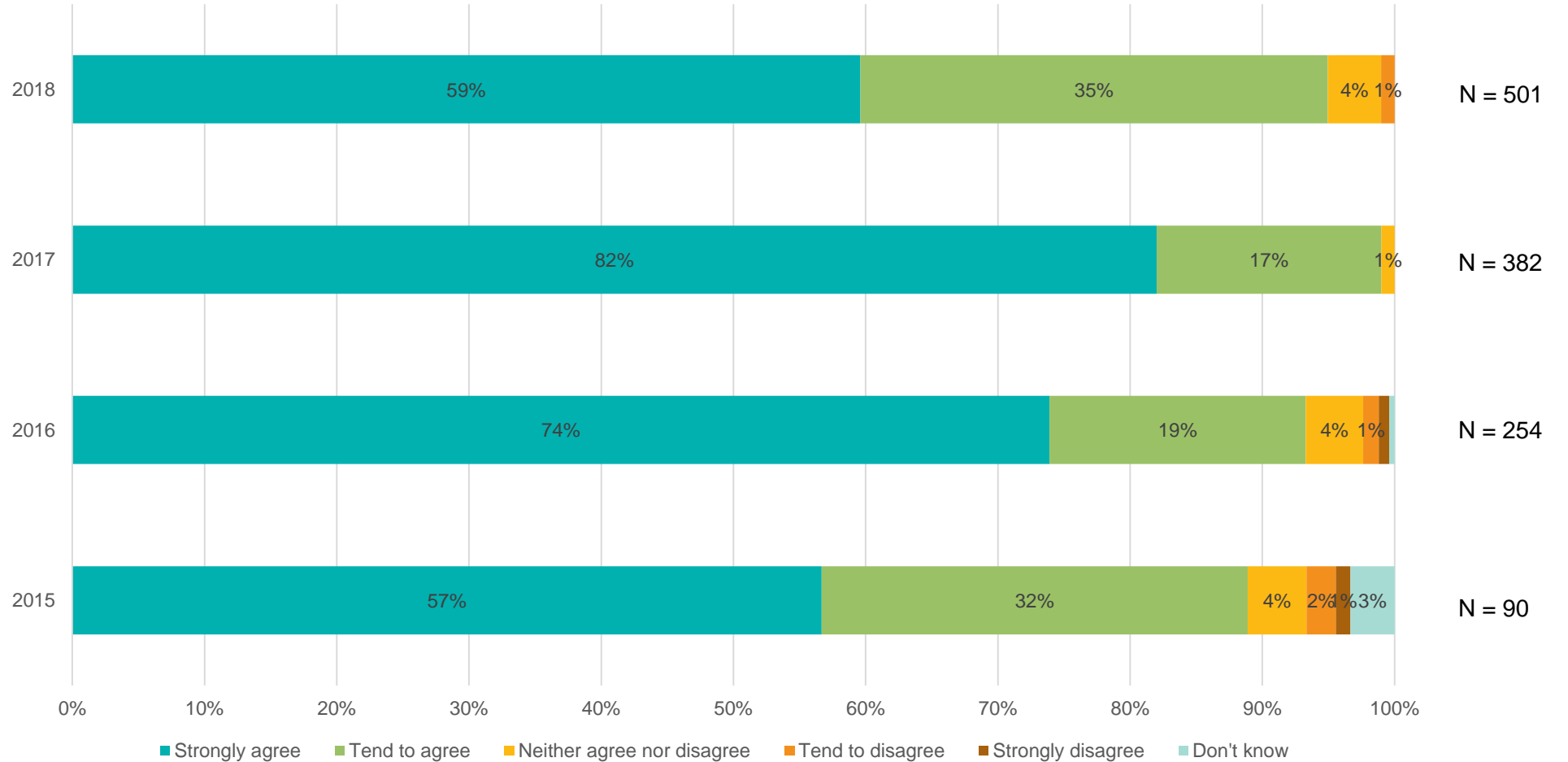
Advocacy for the Christmas Village

How likely are you to recommend friends and family to visit the Christmas Village in the future?



Advocacy for the Christmas Village

I would like the Christmas Village to be repeated in Aberdeen next year



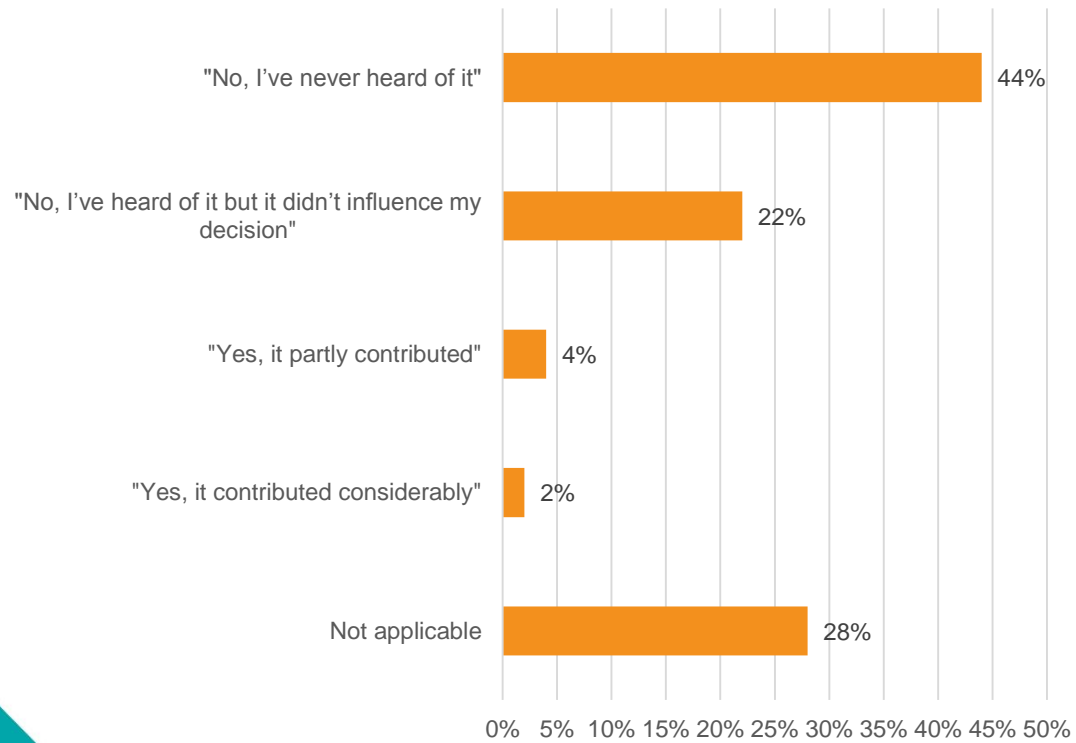
94% of visitors strongly agree or tend to agree that that they would like the Christmas Village to be repeated next year



Alive After Five

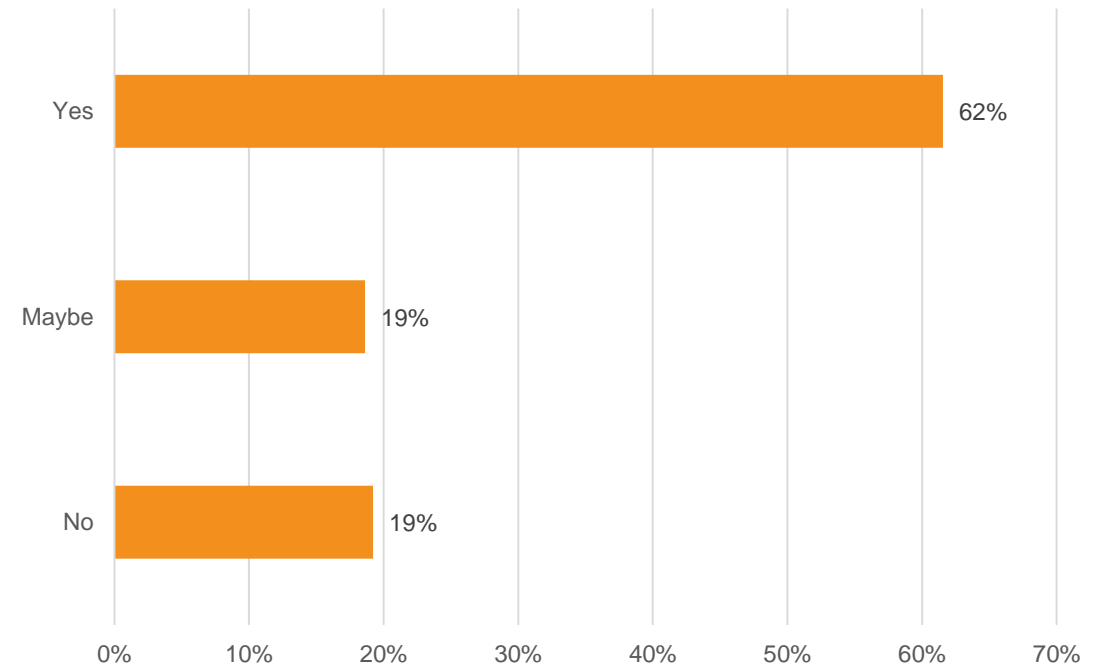
This year, we also asked about the new 'Alive After Five' free car parking initiative. In total 44% of respondents had not heard of the initiative, or 61% excluding 'not applicable' responses

Did 'Alive After Five' have any influence on your decision to come into the City Centre today?



N = 497

Do you think the Alive After Five initiative will increase the likelihood of you visiting the City Centre after 5pm in the future?
(excluding 'not applicable' respondents)



N = 333



Gross spend per head

1. Surveyed visitors on
 - a. Spend using various categories
 - b. Reason for visit
 - c. Resident location
2. Used reported footfall data i.e. number of visitors

	Xmas village	Local travel, i.e. to get to Aberdeen City Centre	Food, drink, shopping, etc. outside the event	Other shopping	Anything else (e.g. parking etc.)	Total
Spend per head (rounded) 2018	£9.53	£1.13	£9.02	£14.36	£0.75	£34.79
Spend per head (rounded) 2017	£11.88	£1.17	£4.34	£8.34	£0.38	£26.11
Spend per head (rounded) 2016	£10.74	£2.40	£7.26	£19.82	£0.65	£40.87



Economic Impact

– Based on footfall of 631,000 (Unadjusted)

	The Christmas Village itself	Local travel, i.e. to get to Aberdeen City Centre	Food and drink outside the event	Other shopping outside the event	Anything else (e.g. parking etc.)	Total
Gross Total Economic impact	6,012,008	711,294	5,692,087	9,064,159	472,195	23,181,826
Net economic impact after removing 'deadweight'¹	3,057,484	361,738	2,894,784	4,609,695	240,141	11,142,131
Net additional to region²	238,261	134,717	274,749	671,770	30,689	1,350,186

1. Deadweight is a measure / reduction to allow for spending which would have happened anyway without the Christmas Village being there

2. Net additional – This is an assessment of what can be attributed to visitors from out of the region i.e. £1,350,186 was from people not from Aberdeen or Aberdeenshire.

3. All excludes multiplier analysis

Notes:

- i. The analysis is reliant on footfall data provided by Aberdeen Inspired (estimated at 631,000). AI commissioned Springboard to gather the footfall figures using the same method as in 2017. Springboard counts are estimated using Wifi signal counts and a multiplier (i.e. 1.8) which is based on manual counts during 4 sample periods. Please note this is likely to count visitors to Marischal College, etc. who were not necessarily in the area for the Christmas Village and so this may be an overestimation.
- ii. The analysis takes no account of the impact of the delivery of the event (i.e. the economic impact of delivering infrastructure etc. to the local economy)
- iii. The analysis does not assess leakage of the above spend i.e. for companies who are not based in the region. E.g. a business could earn money but its suppliers are outside the North-east and its base including employees may be outside the North-east



Economic Impact

– Based on footfall of 574,128 (Adjusted)

	The Christmas Village itself	Local travel, i.e. to get to Aberdeen City Centre	Food and drink outside the event	Other shopping outside the event	Anything else (e.g. parking etc.)	Total
Gross Total Economic impact	5,470,146	647,185	5,179,059	8,247,207	429,636	21,092,449
Net economic impact after removing 'deadweight'¹	2,781,913	329,134	2,633,877	4,194,224	218,497	10,137,891
Net additional to region²	216,787	122,575	249,986	611,224	27,923	1,228,493

1. Deadweight is a measure / reduction to allow for spending which would have happened anyway without the Christmas Village being there
2. Net additional – This is an assessment of what can be attributed to visitors from out of the region i.e. £1,228,493 was from people not from Aberdeen or Aberdeenshire.
3. All excludes multiplier analysis

Notes:

- The footfall figures have been adjusted in this scenario from 631,000 to 574,128 to account for individuals who may have been in the area for reasons other than the Christmas Village (e.g. to visit Marischal College or Marischal Square)**
- This adjustment is based on average footfall on Broad Street between April 2017 and January 2018. This assumes a footfall of 31,621 over a typical five-week period irrespective of the Christmas Village being open, we have then applied the same multiplier as used by Springboard (i.e. 1.8).*
- The analysis takes no account of the impact of the delivery of the event (i.e. the economic impact of delivering infrastructure, etc. to the local economy)
- The analysis does not assess leakage of the above spend i.e. for companies who are not based in the region. E.g. a business could earn money but its suppliers are outside the North-east and its base including employees may be outside the North-east

**This adjustment has been based on historic footfall data for the period stated, however we can revise these figures if updated footfall data is available.*



Economic Impact

– Adjusted vs. unadjusted scenarios

- As the economic impact is dependent on visitor numbers, we recommend using an adjusted estimate of footfall (i.e. an adjustment has been applied due to total counts potentially including individuals in the area for other purposes, e.g. to attend Marischal College, work in the vicinity, etc.)
- The table below estimates the economic impact based on the total footfall figure as well as the adjusted footfall figure to demonstrate the potential impact of this range of visitor numbers.

	631,000 visitors (Unadjusted footfall)	574,128 visitors (Adjusted footfall)
Total gross economic impact	23,181,826	21,092,449
Total net economic impact after removing 'deadweight'	11,142,131	10,137,891
Total net additional to region	1,350,186	1,228,493

- Based on the assumption that there would typically be significant footfall numbers in the festival location in a standard 5-week period (i.e. when the Christmas Village is not on), we advise that the footfall figure is adjusted to 574,128 to account for this. Please note that this is a best estimate based on data available.
- *Please note that even if the Christmas Village was assumed to have had a lower footfall, the festival would still have been found to have had a significant impact. To illustrate, using Springboard's visitor count prior to their multiplier being applied (i.e. count of 350,581), this would result in a total gross economic impact of £12.9m, a net impact of £6.2m after removing deadweight, and a net additional of £0.8m to the region.*



Looking forward

- What else, if anything, would you like to see at the Christmas Village in the future?
 - *“More food variety, no vegan or vegetarian options available”*
 - *“More activities for younger children”*
 - *“Nothing! It's great”*
 - *“A little reduction in prices”*
 - *“Make it bigger, needs more atmosphere”*
 - *“More stalls and more variety”*
 - *“Union Terrace is better location, miss the maze”*

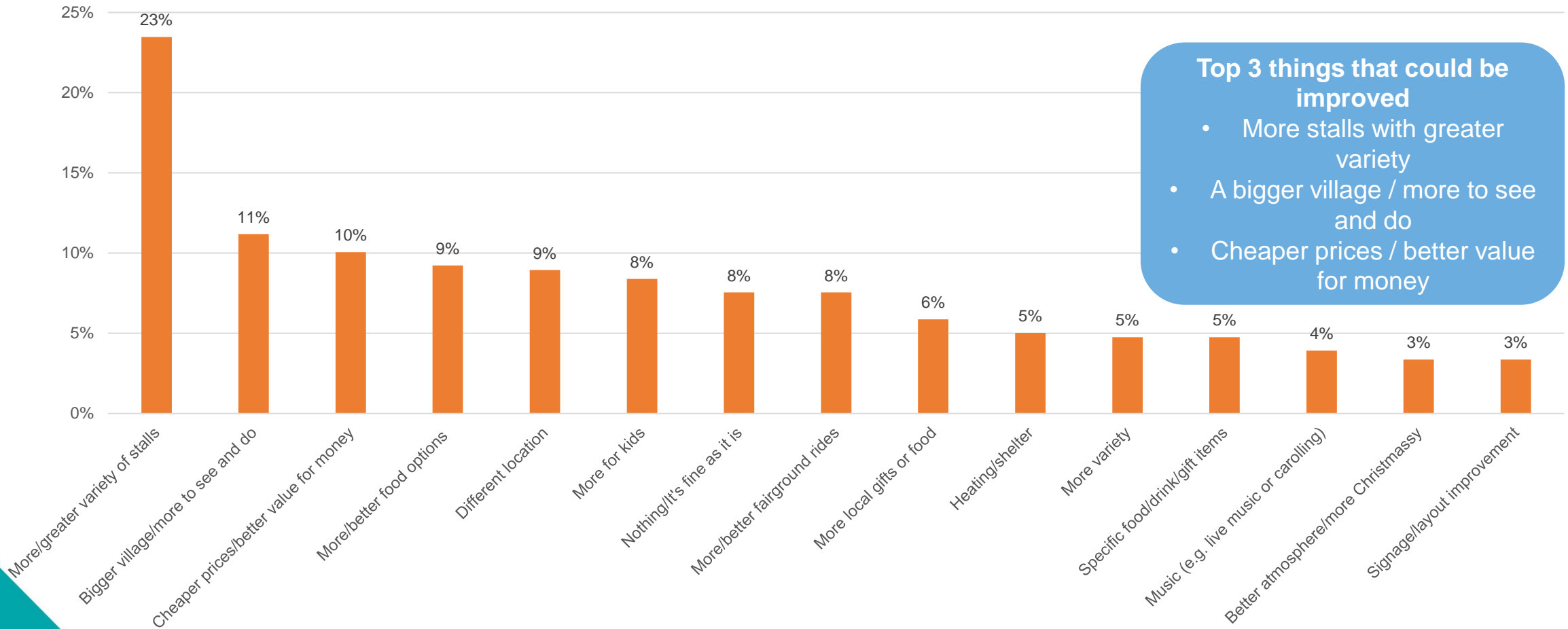
Most frequently used words

“More” *“Stalls”*
“Food” *“Bigger”*
“Rides” *“Better”*
“Union” *“Variety”*



Looking forward

What else (if anything) would you like to see at this Christmas Village in the future?

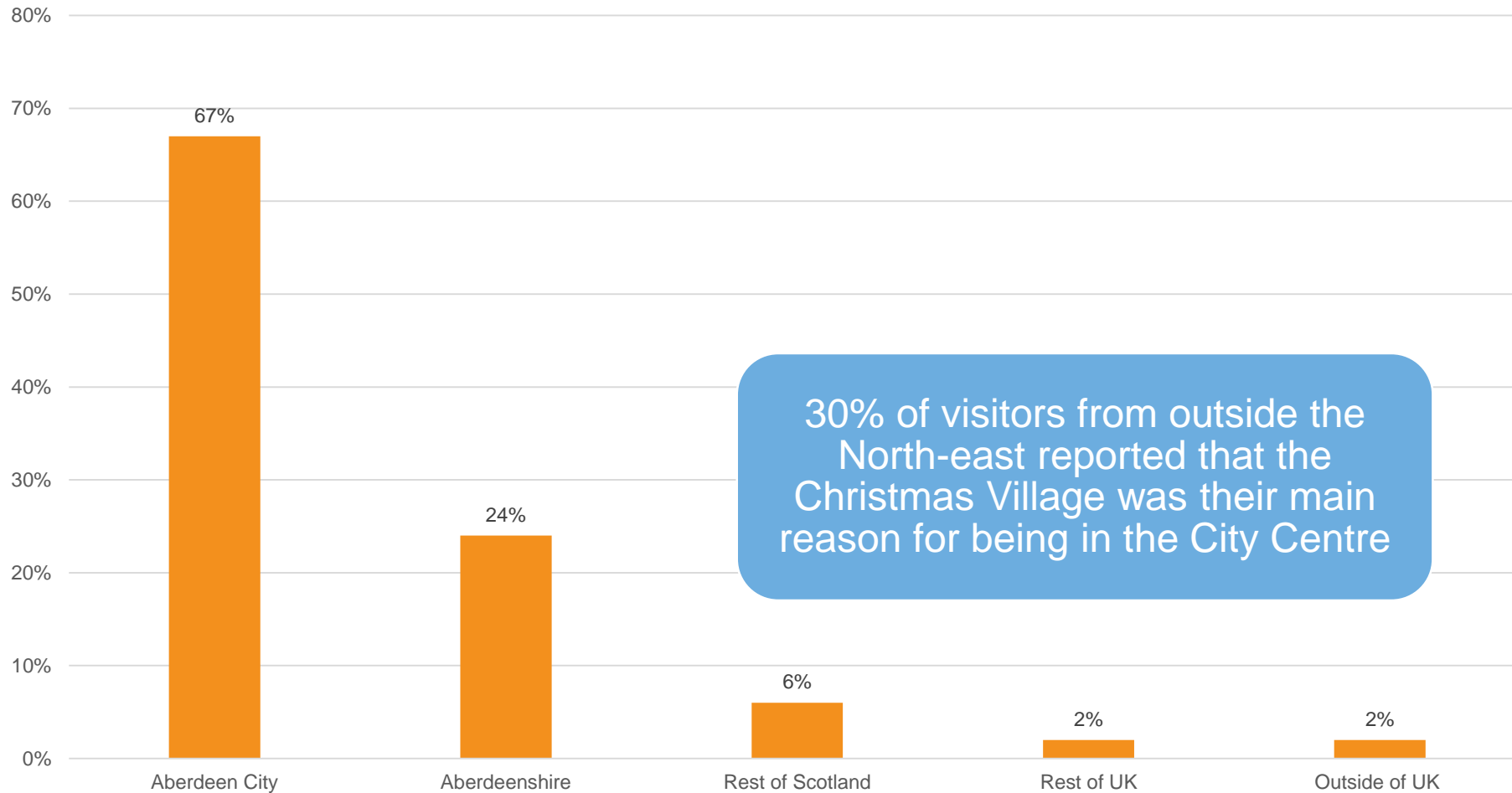


*Open-ended responses were coded and those mentioned by at least 12 respondents have been included



Visitor Demographics

Where have you travelled from today to attend the Christmas Village?



30% of visitors from outside the North-east reported that the Christmas Village was their main reason for being in the City Centre

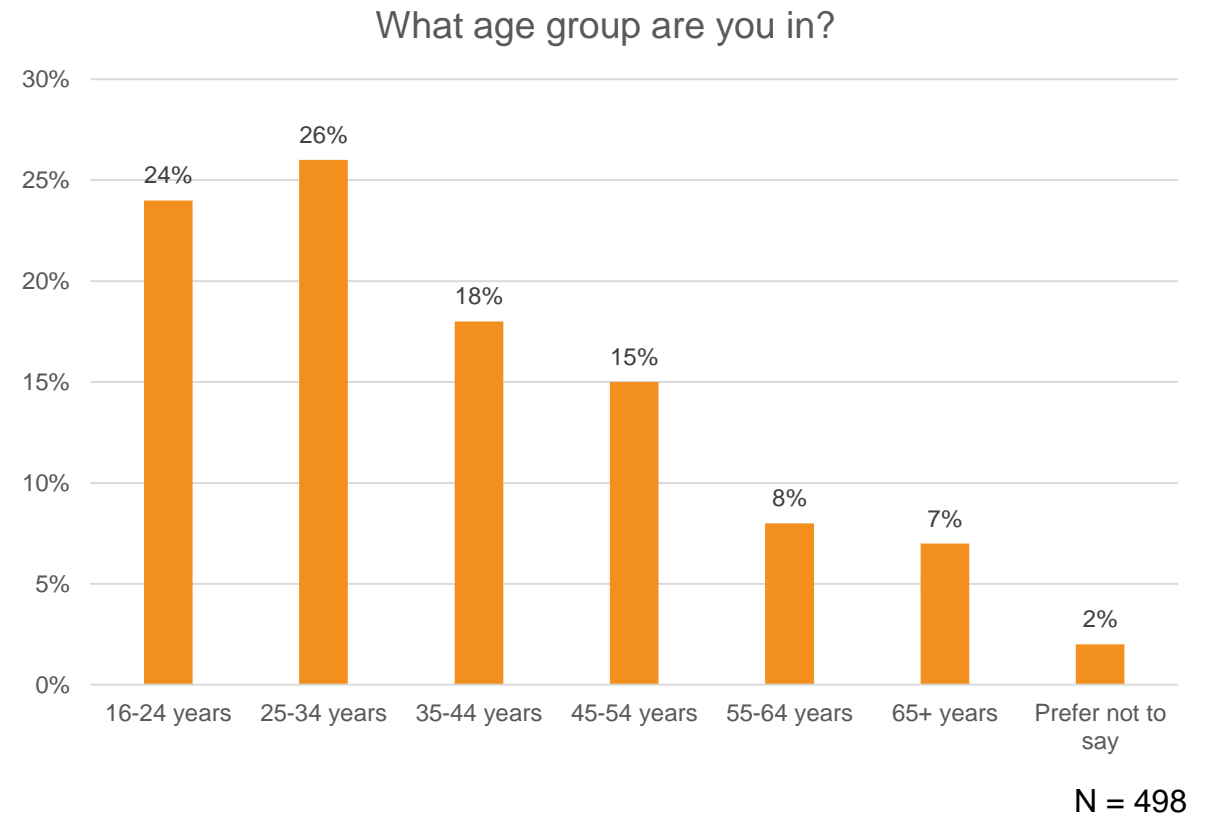
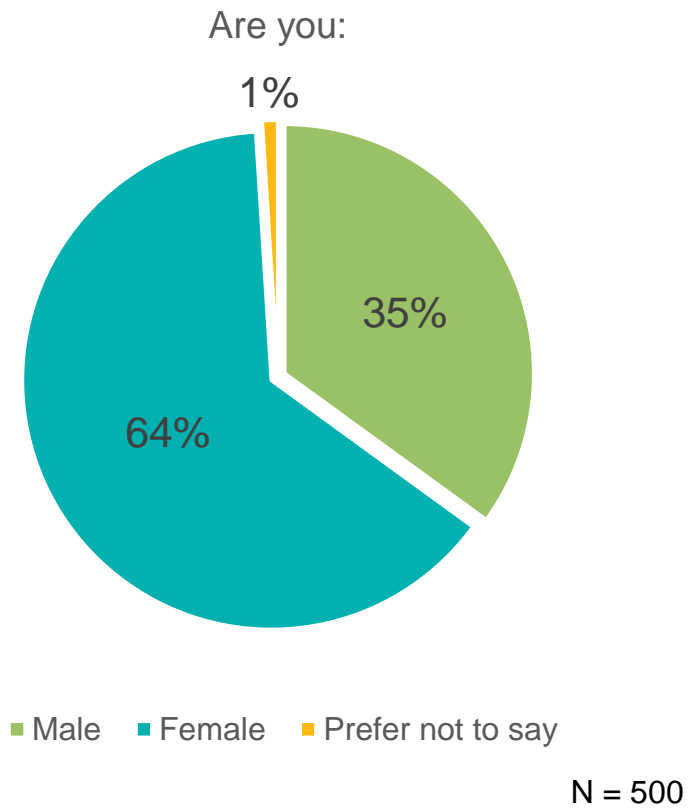
Outside of UK :

- America
- Canada
- Germany
- Netherlands
- Norway
- Poland
- Spain

N = 499



Visitor Demographics

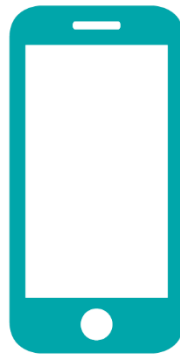


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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	28 May 2019
EXEMPT	Not exempt: Covering Report; Appendix 1 and Appendix 2 Exempt: Yes – Paragraph 8 Appendices 3 onwards. The appendices refer to the amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services provided that disclosure to the public of the amount there referred to would be likely to give an advantage to a person or organisation entering, or seeking to enter, a contract with the Council.
CONFIDENTIAL	No
REPORT TITLE	Workplans and Business Cases - Revenue
REPORT NUMBER	COM/19/257
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	Remit 4.2

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present procurement workplans where revenue expenditure is included for Operations, Customer, Place and Commissioning Functions to Committee for review and to seek approval of the total estimated revenue expenditure for each proposed contract as contained in the Procurement Business Cases appended to the report.

2. RECOMMENDATION(S)

It is recommended that the Committee: -

- 2.1 reviews the workplans of the Operations, Customer, Place and Commissioning Functions as detailed in the Appendices;
- 2.2 where a Business Case has been submitted, approves the total estimated revenue expenditure for each proposed contract and delegates authority to the Head of Commercial & Procurement Services following consultation with the relevant Chief Officer to procure appropriate goods and services, and enter into any contracts relating thereto; and

- 2.3 notes that Business Cases for procurements exercises to be commenced after 28th May 2019 will be submitted on a phased basis to future meetings of the Strategic Commissioning Committee.

3. BACKGROUND

- 3.1 The ACC Procurement Regulations 2019 requires that authority to incur expenditure has to be approved prior to any invitation to tender or contract entered into. The method of authorising depends upon the contract value, with contracts above £50,000 (supplies/services) or £250,000 (works) requiring to be listed on a workplan with an associated Procurement Business Case and submitted by the relevant Chief Officer to the Strategic Commissioning Committee (Revenue budget only), and/or to City Growth and Resources Committee (Capital and Capital with Revenue implications). The approval of the applicable Committee is required prior to the procurement being undertaken.
- 3.3 Committee is asked to review the Operations, Customer, Place and Commissioning Function's workplans and to approve the expenditure detailed in each Procurement Business Case appended to the report in the exempt section.
- 3.3 There are no business cases for the Governance Function this cycle.
- 3.4 Appendix 2 provides a summary of 3.10 memos approved since the last Strategic Commissioning Committee. Procurement regulation 3.11 requires that where the Director of Commissioning and the Head of Commercial & Procurement Services have decided that the criteria for suspension of Procurement Regulations are fulfilled, such approvals shall be reported to the Committee as soon as practicable.

4. FINANCIAL IMPLICATIONS

- 4.1 The indicative value of each proposed contract is shown within the respective workplan in the Appendices. The ability to have an overview of contract expenditure is aligned to Core Outcomes of the LOIP and the whole systems commissioning cycle approach. The refreshed approach to governance ensures that all contracts are aligned to the approved budget provision for each financial year with controls in place for flexibility if required. This also assists the Council in meetings its statutory duty to keep a Contracts Register.

5. LEGAL IMPLICATIONS

- 5.1 All contracts to be procured shall be done in accordance with procurement legislation and the Commercial Legal Team within C&PS shall provide legal advice where necessary.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Escalation of costs Unable to control demand Differing market conditions depending on commodity/service	L M M	A strong focus on value for money in all commissioning activities. Ongoing focus on demand reduction strategies. Use of Business Intelligence to help predict market changes and trends.
Legal	Failure to comply with procurement and other legislation.	L	Engagement with Commercial Legal Team within the Commissioning Function.
Employee	Insufficient information provided by officers and lack of resources. Insufficient commissioning skills across the organisation.	M M	Workplan shall allow for the proportionate allocation of resource depending on the risks and business criticality of each contract. Workforce development and training plan will be put in place across the Council.
Customer	New approach to customer services	M	Involving Customers in the re-design of provision.
Environment	Failure to consider sustainable options.	L	Ensure all contracts consider environmental considerations.
Technology	New technology is not embraced in full.	L	Market research undertaken by Commissioning officers and support and advice from the Council's Digital Partner.
Reputational	Lack of understanding or appreciation of the new process of workplans and business cases.	L	Engagement sessions with all Council Functions to ensure an understanding of the benefits of forward-planning and the value that strategic commissioning brings to the delivery of outcomes.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	All outcomes of the LOIP will be considered as part of the development of new contract specifications and specifications will align to any related outcomes
Prosperous People	All outcomes of the LOIP will be considered as part of the development of new contract specifications and specifications will align to any related outcomes
Prosperous Place	All outcomes of the LOIP will be considered as part of the development of new contract specifications and specifications will align to any related outcomes
Enabling Technology	All outcomes of the LOIP will be considered as part of the development of new contract specifications and specifications will align to any related outcomes

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Commissioning will work with Customer services on the design and monitoring of impact.
Organisational Design	Enabling a strategic commissioning approach is a key aspect of the future organisational design.
Governance	There will be close working between the City Growth and Resources and the Strategic Commissioning Committees and any relevant governance arrangements. The submission of the workplan complies with the requirements of the Council's Procurement Regulations.
Workforce	A key aspect of developing this approach will be the development and involvement of key staff within the commissioning cycle of all contracts.
Process Design	Co-design of future provision and the development of outcome-based specifications will be an important aspect of delivering best value.
Technology	The use of technology will be important particularly regarding analysis of data and performance.
Partnerships and Alliances	As part of contract design, partnership working will be embedded in the approach.

8. IMPACT ASSESSMENTS

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

9. BACKGROUND PAPERS

None.

10. APPENDICES

Public Appendices

Appendix 1 Summary Workplan of business cases

Appendix 2 3:10 Memo summary

Exempt Appendices

Appendix 3 Operations Workplan, and business cases

Appendix 4 Customer Workplan, and business cases

Appendix 5 Place Workplan, and business cases

Appendix 6 Commissioning Workplan, and business cases

11. REPORT AUTHOR CONTACT DETAILS

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Operations Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 28th May 2019						
Reference	Service	Team	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract	Maximum Extension Period (for new contract) no. of years	Summary
OPS060	Operations	Operations and Protective Services	Play Area Refurbishment Wo	Revenue expenditure;HR A	01/08/2019	31/03/2020	Nil	Play areas form an integral part in the quality of local green spaces and encourage the whole community to use their open spaces. Good quality play areas draw all generations children, parents and grandparents into these outdoor spaces improving health and wellbeing for the whole family.
OPS062	Operations	ICFS	Imagining Aberdeen; imagineers investigate	Revenue	01/04/2019	31/12/2019	Nil	Within the context of Child Friendly City; the aim of Imagineers Investigate is for children to explore core themes of the Aberdeen Local Outcomes Improvement Plan (LOIP) identifying key challenges and opportunities. The children will meet with key duty bearers with lead responsibility for these thematic areas and work with them to explore how their issues and ideas can be taken forward into action.
OPS063	Operations	Building Services	Annual maintenance and servicing of domestic heating	Revenue	01/04/2020	31/03/2024	Nil	ACC has a statutory obligation as social landlord to maintain gas fitting and flues in tenants' homes in a safe condition and carry out safety checks for appliances and flues at intervals of not more than twelve months. In addition to the statutory obligations, this service supports the achievement of the LOIP through provision of safe, warm homes.

Place Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 28th May 2019						
Reference	Service	Team	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract	Maximum Extension Period (for new contract) - no. of years	Summary
PLA009	City Growth	Events	SPECTRA festival	Revenue	02/08/2019	01/08/2024	Nil	SPECTRA is recognised within the Event 365 plan as a 'signature event' as well as the Aberdeen Cultural Strategy action plan endorsed by the Council in 2018. Support diversification of the city's tourism sector by securing new audiences through support to cultural venues, programmes and other events.
PLA010	Place	City Growth	Art Gallery - Furniture for public spaces	Revenue:project	16/07/2019	30/09/2019	Nil	Provision of appropriate furniture for each separate space within the gallery buildings will allow customers and visitors to maximise the time spent in a particular area and encourage repeat visits
PLA011	Place	Events	WINTER festival	Revenue: Common Good recharged	01/06/2019	31/05/2019	Nil	Events supported by the Council provide an opportunity to promote and enhance the long-term economic prosperity of Aberdeen and the wider region by attracting additional visitors to the city because of the event. In turn this attracts additional

Commissioning Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 28th May 2019						
Reference	Service	Team	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract	Maximum Extension Period (for new contract) years	Summary
COM005	Commissioning	Insurance	Corporate ACC Insurance policies	Revenue	01/04/2020	31/03/2027	2	Renewal of corporate insurance is required to ensure the Council can maintain its reputation by protecting its tangible and intangible assets and the people that it is responsible for.

Customer Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 28th May 2019						
Reference	Service	Team	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract	Maximum Extension Period (for new contract)	Summary
CUS010	Customer	Revenue and benefits	Support and maintenance for Capita One Revenues and Benefits System	Revenue	01/04/2020	31/03/2024	Nil	Annual support and maintenance for Council Tax and Benefits System, Online Council Tax and Benefits Portal and Remote Support to ensure continuity of service provision.
CUS011	Customer	Digital & Technology	Fixed Telephony	Revenue - cross council codes	01/07/2019	30/06/2022	Nil	Telephony Fixed Line Contract; Provision of SIP, ISDN 30, ISDN2, PSTN and Non-Managed Broadband telephony services

3:10 memos approved 19/20						
Function	Service	Description of Contract	Estimated Start date of Contract or Extension	Estimated End date of Contract	Total Estimated Contract Value	SUMMARY OF EXPLANATION OF WHY THE CONTRACT WAS URGENTLY REQUIRED TO MEET THE EXIGENCIES OF THE SERVICE AND THEREFORE JUSTIFYING THE SUSPENSION OF PROCUREMENT REGULATIONS, IN WHOLE OR IN PART:
Resources	Hard FM- Resources-Corporate Landlord	Cremator Maintenance - extension	01/06/2018	31/05/2019	25,666	Extension to the maintenance contract for the cremators should there be mechanical breakdown and the quarterly servicing until such times as the re-tender was issued.
Operations	Integrated Children's and Family Services	Redeployment/Retraining staff into Early Years and Childcare	01/06/2018	31/08/2019	70,000	The requirement was estimated to be under the tender threshold of £50,000, subsequently quotes were sought via Public Contracts Scotland. All potential suppliers who responded to the quote request have bid over £50,000.
Operations	Integrated Children's and Family Services	Visible Learning plus Whole School Programme for Riverbank School, Kittybrewster School, Cornhill School, Sunnybank School & Woodside School	01/11/2018	30/09/2020	72,586	Direct Award for Visible Learning Plus programme of professional development to Osiris Educational as recommended Scottish Government provider. Approval required to ensure funding spent compliantly.
Resources	Corporate Landlord	Essential maintenance- High Rise Buildings	01/01/2019	01/09/2019	1.8m	Maintenance required in high-rise buildings as result of post Grenfell review.
Operations	Operations and Protective Services	Supply of energy services for A90 Detrunking	01/04/2019	01/03/2021	182,000	The A90 Trunk Road (Charleston to Blackdog) as at 1 April 19, per the Detrunking Order 2010, was passed into ACC ownership. Our statutory duty under the Road Scotland Act is to manage and maintain the road. Approval was required outwith committee cycle to ensure approval to increase expenditure within an existing contract.
Resources	Hard FM- Resources-Corporate Landlord	Servicing, Maintenance and Repair of Boiler Plant, Heating Systems and Automatic Controls	01/04/2019	30/09/2019	400,000	Carrying out these services ensures that ACC meet their statutory requirements; and the approval of extension was to ensure continuity of service of heating systems throughout ACC's Public Building portfolio until such times as a full tender exercise be completed.
Resources	Hard FM- Resources-Corporate Landlord	Servicing, Testing and Repair of Emergency Lights and Fire Alarm Systems installed within the non-housing Property Portfolio	01/04/2019	30/09/2019	145,000	To ensure that ACC continue to meet its obligations under the relevant Statutory Maintenance and British Standards, an additional 6-month period commencing 1 April 2019 was required as the re tender documentation had not been prepared. During the extension period tenders are to be prepared and issued for a new contract to be in place by 1 October 2019
Place	Strategic Place Planning	Contract for Electric Vehicle Charge Points	01/04/2019	31/12/2022	76,899	Short notice of external funding made available from Transport Scotland; Insufficient time to get approval by committee to ensure funding not lost.
Resources	Corporate Landlord	Contract for insurance for the Energy Centre at the Event Complex Aberdeen (TECA)	01/04/2019	31/03/2020	80,000	Insurance cover required from 1 st April 2019; due to a change to an earlier than planned phased handover and diverse elements of TECA, an urgent requirement arose for a broker to be appointed to assist and ensure ACC obtained the appropriate insurance coverage.

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