

Public Document Pack



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

Town House,
ABERDEEN 22 August 2019

STRATEGIC COMMISSIONING COMMITTEE

The Members of the **STRATEGIC COMMISSIONING COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **THURSDAY, 29 AUGUST 2019 at 2.00 pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

NOTIFICATION OF URGENT BUSINESS

1.1 There are no items of urgent business at this time

DETERMINATION OF EXEMPT BUSINESS

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

DECLARATIONS OF INTEREST

3.1 Members are requested to declare any interests (Pages 5 - 6)

DEPUTATIONS

4.1 There are no deputations at this time

MINUTE OF PREVIOUS MEETING

- 5.1 Minute of Previous Meeting of 28 May 2019 - for approval (Pages 7 - 12)

COMMITTEE PLANNER

- 6.1 Committee Business Planner (Pages 13 - 18)

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 Sport Aberdeen Annual Report (Pages 19 - 74)

- 9.2 APA Memorandum and Articles of Association (Pages 75 - 88)

- 9.3 Strategic Commissioning Approach (Pages 89 - 120)

- 9.4 Options for Changing the Delivery Model for Services Provided by the Beach Ballroom (Pages 121 - 130)

- 9.5 Workplans and Business Cases - Revenue (Pages 131 - 142)

EXEMPT / CONFIDENTIAL BUSINESS

- 10.1 Workplans and Business Cases - Revenue - Exempt Appendices in relation to item 9.5 on the agenda (Pages 143 - 238)

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

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Website Address: www.aberdeencity.gov.uk

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

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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 May 2019. Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE. Present:- Councillor , Convener; Councillor John, Vice Convener in the Chair; and Councillors Cameron, Donnelly, Jackie Dunbar, Duncan, Flynn, Graham (as a substitute for Councillor Laing, Convener), 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 outlined in the subsequent minute and this document will not be retrospectively altered.

EXEMPT BUSINESS

1. The Vice Convener proposed that the Committee consider item 10.1 (Workplans and Business Cases – Exempt Appendices) 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 28 MARCH 2019 - FOR APPROVAL

3. The Committee had before it the minute of its meeting of 28 March 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.

The Committee resolved:-

to note the business planner.

STRATEGIC COMMISSIONING COMMITTEE

28 May 2019

STRATEGIC COMMISSIONING COMMITTEE ANNUAL EFFECTIVENESS REPORT - GOV/19/256

5. The Committee had before it a report by the Chief Officer – Governance which presented the annual committee effectiveness report of the Strategic Commissioning Committee for 2018/19.

The report recommended:-
that Committee note the report.

The Committee resolved:-
to note the annual report.

CHRISTMAS VILLAGE 2018 EVALUATION - PLA/19/283

6. With reference to article 8 of the minute of the meeting of the City Growth and Resources Committee of 18 September 2018, the Committee had before it a report by the Chief Officer – City Growth which presented 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.

The report recommended:-
that the Committee monitor the Christmas Village 2018 Research Report contained as Appendix 1 against the expected outcomes.

Mr Adrian Watson, Chief Executive, Aberdeen Inspired was in attendance and answered questions from Members.

The Committee resolved:-

- (i) to note that Mr Watson, Aberdeen Inspired, would provide a copy of the separate local business evaluation report regarding the Christmas Village 2018 to all members of the Committee;
- (ii) to instruct the Chief Officer – City Growth, following review of the final accounts submitted by Aberdeen Inspired, to provide the Committee, by way of email, with a financial statement regarding the Christmas Village 2016-2018 and that this include (1) the outcome of the profit share agreement for 2016-2018 Christmas Village event; and (2) confirmation of whether the agreement required any profit to be divided up annually or at the end of the three year period;
- (iii) to instruct the Chief Officer – City Growth to advise the Committee, by way of email, of the advertising strategy used to promote the Alive After Five initiative; and
- (iv) to note the Christmas Village 2018 Research Report as contained at Appendix 1.

STRATEGIC COMMISSIONING COMMITTEE

28 May 2019

WORKPLANS AND BUSINESS CASES - REVENUE - COM/19/257

7. With reference to article 6 of the minute of the meeting of the Strategic Commissioning Committee of 28 March 2019, the Committee had before it a report by the Chief Operating Officer which (1) presented procurement workplans where revenue expenditure was included for Operations, Customer, Place and Commissioning Functions to Committee for review; (2) sought approval of the total estimated revenue expenditure for each proposed contract as detailed in the Procurement Business Cases (listed below) appended to the report and contained at item 10.1 of today's agenda (article 8 refers); and (3) presented a summary of 3.10 memos approved since the last meeting.

The list of Procurement Business Cases were:

OPS060	Operations	Play Area Refurbishment Works
OPS062	Operations	Imagining Aberdeen; imagineers investigate
OPS063	Operations	Annual maintenance and servicing of domestic heating
PLA009	City Growth	SPECTRA festival
PLA010	Place	Art Gallery - Furniture for public spaces
PLA011	Place	WINTER festival
COM005	Commissioning	Corporate ACC Insurance policies
CUS010	Customer	Support and maintenance for Capita One Revenues and Benefits System
CUS011	Customer	Fixed Telephony

The report recommended:-

that the Committee –

- (a) note the workplans of the Operations, Customer, Place and Commissioning Functions as detailed in the Appendices;
- (b) approve the total estimated revenue expenditure for each proposed contract, and delegates authority to the Head of Commercial and Procurement Services following consultation with the relevant Chief Officer to procure appropriate goods and services, and enter into any contracts relating thereto; and
- (c) note that Business Cases for procurements exercises to be commenced after 28th May 2019 would be submitted on a phased basis to future meetings of the Strategic Commissioning Committee.

STRATEGIC COMMISSIONING COMMITTEE

28 May 2019

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

- (1) approve the recommendations contained within the report; and
- (2) instruct the Chief Officer – City Growth to provide a procurement business case to the meeting of the Strategic Commissioning Committee on 21 November 2019, detailing all procurement options, including financial commitment required for each, available for the delivery of the Aberdeen Christmas Village for 2020 onwards, noting that any budgeting decision for future years would be considered as part of the Council's budget process.

Councillor Flynn, seconded by Councillor Cameron moved as an amendment:-
that the Committee –

1. approve recommendations 2.1 and 2.3 as contained in the report;
2. approve the total estimated revenue expenditure for each proposed contract, with the exception of Business Case PLA011 (Delivery Contract for Aberdeen Christmas Village 2019) and delegates authority to the Head of Commercial and Procurement Services following consultation with the relevant Chief Officer to procure appropriate goods and services, and enter into any contracts relating thereto;
3. agree that every opportunity should be provided to ensure that local businesses were able to participate in the Christmas Village, and accordingly
 - (i) did not approve the recommendation in Business Case PLA011 (Delivery Contract for Aberdeen Christmas Village 2019);
 - (ii) instruct the Chief Officer - City Growth, following consultation with the Head of Commercial and Procurement Services to undertake tender exercises to appoint various suppliers that ensures that the provision of a Christmas Village in 2019 is broken down in such a manner as to provide an opportunity for local small businesses to bid for the delivery of the services required;
 - (iii) approves the estimated expenditure as detailed in Business Case PLA011; and
4. delegate authority to the Head of Commercial and Procurement Services following consultation with the Chief Officer – City Growth to enter into any contracts relating thereto; and
5. instructs the Chief Officer – City Growth to identify how any Christmas Village from 2020 onwards could be provided at a cost neutral basis to the council and to report on the delivery options to achieve this to the Strategic Commissioning Committee on 21 November 2019.

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

STRATEGIC COMMISSIONING COMMITTEE

28 May 2019

The Committee resolved:-

- (i) to adopt the motion; and
- (ii) in respect of Business Case PLA010 (Supply, Delivery and Installation of Furniture for Public Spaces within the Art Gallery), to instruct the Chief Officer – City Growth to advise the Committee, by way of email, as to why this aspect had not been included in the overall art gallery contract.

WORKPLANS AND BUSINESS CASES - REVENUE - EXEMPT APPENDICES IN RELATION TO ITEM 9.3 ON THE AGENDA

8. The Committee had before it exempt appendices relating to the Workplans and Business Cases – Revenue report on today's agenda (article 7 of this minute refers).

The Committee resolved:-

to note the exempt appendices.

- COUNCILLOR JOHN, Vice Convener

STRATEGIC COMMISSIONING COMMITTEE
28 May 2019

DRAFT

	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			29 August 2019						
4	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 1 and 2 and Remit 4.2		
5	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5 and 5.5		
6	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5 and 5.5	D	This will now be reported to the November 2019 meeting to enable a full 12 month period of performance data to be reported.
7	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	R	The update will be reported by Service Update as no decision is required by the Committee at this time.
8	Strategic Commissioning Approach	To present financial analysis based on outcomes.		Craig Innes	Commissioning	Commissioning/Resources	Purpose 6 and Remit 2.2		
9	APA Memorandum and Articles of Association	To advise of a request from the Board of Aberdeen Performing Arts ("APA") for approval to amend its Memorandum and Articles of Association to increase the maximum number of Board members from 12 to 16.		Mark Bremner	Commissioning	Commissioning	Remit 4.4		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
10	Options for changing the delivery model for services provided by the Beach Ballroom	To provide Committee with the findings of an appraisal of options to deliver services provided by the Beach Ballroom.		Richard Sweetnam	City Growth	Place	Remit 2.3 and 4.3		
11			21 November 2019						
12	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		
13	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 1 and 2 and Remit 4.2		
14	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5 and 5.5		
15	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5 and 5.5		
16	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		

	A	B	C	D	E	F	G	H	I
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2									
17	Aberdeen Christmas Village 2020 onwards	The SCC agreed to instruct the Chief Officer – City Growth to provide a procurement business case to the meeting of the Strategic Commissioning Committee on 21 November 2019, detailing all procurement options, including financial commitment required for each, available for the delivery of the Aberdeen Christmas Village for 2020 onwards, noting that any budgeting decision for future years would be considered as part of the Council's budget process.		Stephen O'Neill	City Growth	City Growth	Remit 2.3, 4.1, and 4.2		
18	Commissioning Risk Register	To present the risk register.		Craig Innes/Martin Murchie	Commercial and Procurement and Business Intelligence and Performance	Commissioning	GD 7.4		
19			30 January 2020						
20	Procurement Workplans	To present the procurement workplans for 2020/2021 for review		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		
21	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		
22			02 April 2020						
23	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 1 and 2 and Remit 4.2		
24			11 June 2020						
25	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 1 and 2 and Remit 4.2		
26			27 August 2020						
27	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 1 and 2 and Remit 4.2		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
28	Annual Procurement Performance Report	To present the annual procurement performance report.		Craig Innes	Commercial and Procurement	Commissioning	Remit 5.2		
29		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		Craig Innes	Commercial and Procurement	Commissioning	GD 7.1		
30	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
31			12 November 2020						
32	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 1 and 2 and Remit 4.2		
33	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
34	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
35	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
36	Population Needs Assessment	To present the Population Needs Assessment every two years to understand the needs which public bodies must address.		Martin Murchie	Business Intelligence and Performance	Commissioning	Remit 2.1		

	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									
37	Commissioning Risk Register	To present the risk register.		Craig Innes/Martin Murchie	Commercial and Procurement and Business Intelligence and Performance	Commissioning	GD 7.4		
38			Date TBC						
39	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.	To be reported May 2020	Martin Murchie	Business Intelligence and Performance	Commissioning	GD 7.5		

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning
DATE	29 August 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Sport Aberdeen Annual Report
REPORT NUMBER	COM/19/328
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Alison Watson
TERMS OF REFERENCE	Purpose 1 and Remits 4.5 and 5.5

1. PURPOSE OF THE REPORT

This report presents the Sport Aberdeen annual review report in order to provide Committee with an overview of performance of service delivery by Sport Aberdeen.

2. RECOMMENDATION(S)

That the Committee approves the Sport Aberdeen Annual review report appended to this report.

3. BACKGROUND

- 3.1 The current arrangement for the management and development of the city's indoor and outdoor sports facilities and for the provision of sport, physical activity and wellbeing services targeted at those most in need are delivered by the Council's Arm's Length External Organisation (ALEO), Sport Aberdeen. It commenced trading in 2010 under a 10-year contract (Funding and Service Provision Agreement).
- 3.2 An annual review report on Sport Aberdeen's business plan is appended to this report. It includes a qualitative summary of outcomes, outputs and activities undertaken by Sport Aberdeen, how these align against the priorities of the Local Outcome Improvement Plan and progress made to-date. The annual report also details how Sport Aberdeen's activities have delivered

against ACC strategies and action plan priorities and provides details of user numbers, other income received and any challenges faced.

- 3.3 The revised performance template provides an overview of Key Performance Indicators (KPIs) and what has been achieved against these targets for the financial year 2018/19. A summary of reasons where particular targets have not been met is captured within the template and these will be proactively managed through the Council's contract management of Sport Aberdeen. The vast majority of the KPIs have either been met or exceeded. The template provides evidence of this, along with a summary of the particular successes with related case studies. Areas where data is not recorded will be addressed with Sport Aberdeen to ensure it is included in future annual reports.

4. FINANCIAL IMPLICATIONS

- 4.1 The Council's budget for Core funding for Sport Aberdeen for 2019/20 is £4,109,081.91 plus allocation of £255,361 for Garthdee Alpine Sports and £300,000 for Adventure Aberdeen, making total funding of £4,664,442.91.
- 4.2 There are no financial implications arising directly from the recommendations of this report. The information from the annual report will be considered by officers in the budget setting process.

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	No risk arising from this report as annual budget is set by the Council as part of the budget setting process.	N/A	Managed on a regular basis through the ALEO Assurance Hub and the Strategic ALEO meetings with Council Chief Officers.
Legal	N/A	N/A	N/A
Employee	N/A	N/A	N/A
Customer	Poor service to customers.	L	The annual report enables the Committee to review the performance of the service delivery by Sport Aberdeen.
Environment	N/A	N/A	N/A

Technology	N/A	N/A	N/A
Reputational	Poor performance by Sport Aberdeen could impact on the Council's reputation.	L	The annual report enables the Committee to review the performance of the service delivery by Sport Aberdeen.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of prosperous economy.
Prosperous People	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of prosperous people.
Prosperous Place	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of a prosperous place.

Design Principles of Target Operating Model	
	Impact of Report
Governance	Presentation of this report ensures compliance with the governance arrangements in respect of ALEOs.
Partnerships and Alliances	The report demonstrates collaboration with the ALEO and the performance delivery of the outcomes expected from the ALEO.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not applicable for this report.
Data Protection Impact Assessment	Not applicable for this report.

Duty of Due Regard / Fairer Scotland Duty	Not applicable for this report.
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9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

Sport Aberdeen Annual Report
Appendix A – Key Performance Indicators
Appendix B – “Active Schools” Term Report
Appendix C – “Active Lifestyles – Carers Stable and Able” Case Study
Appendix D – “Active Lifestyles – Golden Games” Case Study
Appendix E – “Move More Aberdeen” Case Study
Appendix F – “Looked After Project” Update

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

ALEO – ANNUAL REPORT

ORGANISATION:	Sport Aberdeen
REPORT COMPLETED BY:	Jill Franks, Director of Performance & Planning, Sport Aberdeen
DATE:	August 14 th 2019

SECTION 1 - Outcomes and outputs

Please provide a qualitative summary of outcomes, outputs, activities undertaken and progress made to date:

Awards and Accreditation Achieved During 2018/19

Awards

- **The Community Award (Winner) – Active Lifestyles / Active Schools** - TREND Life with Style Awards 2018
- **Scottish Centre of the Year Award (Winner) – Get active @ Jesmond** – ukactive Awards
- **Corporate Partnership of the Year (Winner) – Sport Aberdeen / BHGE** – Celebrate Aberdeen Awards
- **Community Sports Project of the Year (Winner) – Food and Fun** – Aberdeen’s Sports Awards
- **Fitness Award (Finalist) – Get active @ Jesmond** – TREND Life with Style Awards 2018
- **Making the Difference Award (Finalist) – Active Lifestyles / Looked After Project** – Northern Star Awards 2018
- **Pioneering Project (Finalist) – Move More Aberdeen** - Scottish Charity Awards 2018

Accreditations

- **SwiMark Plus Accreditation – Aquatics Aberdeen** – Scottish Swimming
- **Dementia Friendly Walking Accreditation – Walk Aberdeen** – Paths for All / Life Changes Trust
- **Snowsports Scotland Training Centre – Aberdeen Snowsports** - Snowsports Scotland
- **Autism Friendly Accreditation – Aberdeen Snowsports** – National Autistic Society
- **Disability Confident Committed** – Disability Confident
- **Certificate of School Engagement** – Developing the Young Workforce of North East Scotland
- **Armed Forces Covenant – Bronze Award** – Ministry of Defence

Based on the **Sport Aberdeen Business Plan 2018/9 – 2020/21** the following summarises the key achievements under each of the 5 P’s.

Participation: Sport Aberdeen has delivered an increase in participation above target of 1% per annum and an outcome over the 3-year term of the business plan for an increase to 10,000 members. Sport Aberdeen has delivered increases in participation above this target. The company also anticipates achieving its 10,000 membership target over the term of the business plan. The Get active membership scheme has been developed to incorporate products and programmes specifically aimed at the inactive. Specific strands of work have been completed, including linking our programmes and initiatives directly to the city’s Strategy for an Active Aberdeen (2016 – 2026), improving our golf offer, focussing our healthy and active communities’ programmes towards those who would benefit most from increasing physical activity levels. Many of the awards and accreditations achieved during this year are in recognition of the innovative work being undertaken across all parts of the company.

Places: Modernising the city's sport / leisure facility stock working towards the achievement of planned investment programmes is at the heart of this objective. Building on successful investment since 2016/17, the company has continued its modernisation programme with £1.0M invested in 5 venues:

- Alex Collie Sports Centre, creating a gymnastics centre;
- Aberdeen Tennis Centre;
- Links Ice Arena;
- McKenzie Championship Golf Course drainage; and
- Get active @ Sheddocksley Sports Centre.

All projects were identified within the Aberdeen Sports Facilities Strategy 2016 – 2026 as short – medium term projects which ensures the city's future sporting provision is commensurate with its ambition and position as Scotland's third city.

Supporting the places objective are a Playing Pitch Strategy and 3G Pitch Strategy which have been developed to provide the strategic direction for grass and artificial pitches for the future, based on the need to achieve a sustainable level of provision.

The incorporation of Adventure Aberdeen, including the Cromdale Outdoor Residential Activity Centre, at the start of this financial year into the company, has also benefited from small scale investment towards improving the quality of facilities on offer.

Partnerships: Sport Aberdeen has demonstrated its commitment to the formation, development and ongoing support of a range of partnerships during 2018/19, most notably by becoming a key partner in Community Planning Aberdeen. The company's Managing Director is a member of the CPA Board and its Director of Active and Healthy Communities is part of the CPA Management Group and has led on improving multi-agency working.

A partnership with Tennis Scotland has resulted in joint investment into the Aberdeen Tennis Centre and its successful programmes has resulted in success as a centre for tennis development, raising the profile of the facility.

The company's Active Workforce Programme has continued to grow, with companies large and small recognising the unique offer of Sport Aberdeen and its ability to offer tailored solutions to ensuring the health and wellbeing of workforces throughout the city.

Longstanding partnerships with Macmillan and Paths for All have continued to flourish, with larger programmes being delivered to more people living with specific health conditions or the inactive, with volunteers substantially used to deliver these programmes, offering benefits to those volunteers.

Community Sports Hubs are now operational throughout the city.

People: Being recognised as a leading employer is a key objective and in 2018/19 Sport Aberdeen enjoyed recognition by being awarded the Certificate of School Engagement by Developing the Young Workforce of the North East and also celebrated its Bronze Award of the Arms Forces Covenant. Training and development of its workforce is a key component and several internal promotions have shown the success of its training and development programme, with internal candidates forming the backbone of its succession plan. Investing in staff has also shown that this has a range of benefits including low sickness levels, improved performance and satisfaction with Sport Aberdeen as an employer.

Process: The roll out of digital processes continued throughout 2018/19 enabling customers to access more services online. The company moved the collection of its direct debits to an external company, with the aim of improving customer service, releasing back office resources to focus on front line service delivery and improving

financial performance through improved debt collection arrangements. Internally, a move towards improved communication through the use of SharePoint to serve as the staff intranet and digitisation of a number of workflows commenced as a key digital project.

Performance indicators:

This is the quantitative progress you have made in meeting targets over the year. These were agreed in your business plan / development plan and should be confirmed in your first quarterly meeting with your Lead Officer
PLEASE DO NOT CHANGE THE BASELINE OR TARGET FIGURES.

Please complete all boxes

INDICATOR		TARGET 18-19	ACHIEVED 18-19
VENUE PARTICIPATION			
Participation – total visits Based on a 1% increase year on year. Please see Appendix A – KPI’s 2018/19 for further breakdown NOTE - Target adjusted in 2018/19 to take account of closure of Northfield Pool in March 2017. Comparisons with previous financial years within Appendix A do not compare like with like performance.		1,236,417	1,362,460
Aberdeen Snowsports Centre (October 2018 - March 2019)			
Total participations		n/a	21,072
Adventure Aberdeen			
Total number of sessions delivered			1609
Number of sessions – Secondary			184
Number of sessions - Primary			702
Number of sessions – ASN			451
Total number of participations			16,444
Total number of participations – Primary			9,881
Total number of participations - ASN			1,497
Attendance at public events			65
Total number of participations at public events			1,915
School holiday Programmes – total sessions			106
Holiday Programmes – ages 3 – 8 years			31
Holiday Programmes – ages 3 – 8 years – participations			256

Holliday Programmes – ages 9 – 16 years			75
Holiday Programmes – ages 9 – 16 years – participations			604
Community Projects – total sessions			16
Community Sessions – total participations			309
Duke of Edinburgh / Bike Ability Schemes – Training Sessions			54
Duke of Edinburgh / Bike Ability Schemes – Training participations			521
ACTIVE SCHOOLS			
Active Schools Participation			
Participant Sessions		280,870	281,742
Activity Sessions		14,356	15,693
Distinct Participants - Primary		5,955	6,077
% Distinct Participants Primary / School Roll (%)		42%	43%
Distinct Participants - Secondary		2,766	2,802
% Distinct Participants Secondary / School Roll (%)		31%	32%
Distinct Participants - ASN		150	165
% Distinct Participants ASN / School Roll (%)		51%	56%
Progression			
School to Club Links		750	753
Schools with at least 1 club link		62	62
Clubs with at least one school link		75	60
People			
Total Volunteers			891
Volunteers delivering Active Schools activities		175	259
Qualified Adult Volunteers			301
Qualified Senior Pupils delivering Active Schools Activities		100	133
Young Ambassadors Recruited		22	20
Equality and Inclusion			
Target Group Distinct Participants – Primary Girls		2,999	3,020
Target Group Distinct Participants – Primary Girls / School Roll (%)		44%	44%

Target Group Distinct Participants – Secondary Girls		1,111	1,246
Target Group Distinct Participants – Secondary Girls / School Roll (%)		26%	28%
Target Group Distinct Participants – ASN Girls		53	51
Target Group Distinct Participants – ASN Girls / School Roll (%)		50%	65%
Play United Clubs		10	14
Target Group – Inactive Children Becoming Active		900	3,931
Target Group – Inactive Children Becoming Active – / School Roll (%)		4%	18%
Impact			
Feedback / Surveys completed		400	548
Impact and Interventions Case Studies Completed		55	60
Award Nominations Submitted		26	31
External Funding Received		£19,350	£105,543
Healthy and Active Communities			
Training Courses			
Macmillan Gentle Exercise			5
Paths for All Walk Leader Training			35
Paths for All Strength and Balance			30
Indoor Activity Leader			20
Later Life Training Functional Fitness MOT			5
Level 2 Gym Instructor			1
Walk Aberdeen Participation			
Number of Social Walking Groups			14
Number of sessions			490
Number of participations			6,365
Average number of walkers per session			13
Move More Aberdeen Participation			
Number of Long Term Conditions with specific activity Programmes			7
Number of referrals received			435
Number of opportunities			26

Number of sessions			518
Number of participations			6,451
Average participants per session			12
Active Lifestyles Participation (Including Active Ageing)			
Number of opportunities			84
Number of sessions			3,533
Number of participations			31,036
Average participants per session			9
Total Healthy Communities Participation			
Number of opportunities			124
Number of sessions			4,514
Number of participations			43,852
Average participants per session			9.7
Community Sports Hubs			
Number of Community Sports Hubs across the city		5	5
Number of coaches			490
Number of clubs			24
Number of club members			5538
Number of club members - female			3,912
Number of club members - male			1,626
Get active			
Individuals Active Workforce		7,060 X	7,490 y
Coached Programmes			
Coached Programmes (Aquatics, Gymnastics, Tennis, Ice Skating) – junior participations		220,000	260,328
Coached Programmes (Aquatics, Gymnastics, Tennis, Ice Skating) – adult participations		6,000	6,356

If you have not met the targets set please give any reasons or explanation for this:

Reasons for KPI's not being met:

Clubs with at least 1 school link: due to a change in the qualifying criteria for the clubs that Active Schools will work with, now only clubs who are Level 2 members of ClubSport Aberdeen are used. This has resulted in a drop in the number of clubs. ClubSport Aberdeen is just beginning to become established and the number of clubs continues to grow towards the target of 75.

Young Ambassadors: 1 secondary school did not wish to participate in the programme.

Distinct Participants: Primary Girls: no specific reason. Target would have been met if one more girl from half of the schools in the city had attended.

Distinct Participants – ASN Girls: again, a minor underachievement. One more activity within ASN schools would have meant the target was achieved.

Please provide a summary of particular successes or case studies:

Active Schools – Girls Committee

The Active Girls Committee (AGC), facilitated by Sport Aberdeen's Active Schools team was awarded £7,100 after a successful grant application to the Year of Young People National Lottery Fund. The AGC's aim is to get more girls more active. The committee comprises girls from each academy across the city who endeavour to inspire their peers and increase the number of girls taking part in regular sport and physical activity. The funding will allow the AGC to increase the size and scope of their project across the city. In a press release which received widespread coverage at the time, Active Schools Coordinator, Nicole Gordon said: *"It is fantastic that our Active Girls Committee have successfully received this award from the Year of Young People National Lottery Fund. The Active Girls Committee leaders are already working very hard throughout Aberdeen City to encourage more girls and young women to get involved in sport and physical activity. This money will allow them to expand their great work. The group are fantastic role models and this year will continue their focus on breaking down barriers currently stopping many young girls from participating in sport."*

The AGC delivered various projects which focused on increasing participation in sport and physical activity for young girls, with a strong emphasis on those from P7 to S2 age; a crucial transition period from primary to secondary school which affects individuals physically and socially. Physical activity levels decline during this time for various reasons such as changes in routine, lack of confidence or social exclusion. The project therefore aims to break down these barriers for girls and offers a fun and safe environment to get active.

The activities target girls with a focus on those aged 11-14 years. By utilising Active Girls Committee Leaders as role models, they encourage the participation of girls in new sports or physical activities and games. The AGC will make decisions and work collectively with other girls to increase participation whilst breaking down social, emotional and mental barriers.

The Young People National Lottery Fund is designed to inspire young people to lead active lives and encourage positive mental health. The Heritage Lottery Fund, Big Lottery Fund and Sport Scotland along with Spirit of 2012 Trust created the fund to award grants for heritage, community and sports projects focusing on young people in Scotland. Heritage Lottery Fund Scotland Chair, Seona Reid, said:

"I am delighted that Sport Aberdeen's Active Girls Committee has been successful in securing an award from the Year of Young People National Lottery Fund. This funding will help young people to make a positive change in their lives and I wish Sport Aberdeen every success as it works to improve young people's health and wellbeing in celebration of Scotland's Year of Young People."

The Active Girls Committee Chair, Aimee Wark, has received widespread acclaim for her leadership of this committee, locally and nationally.

Get Active Membership Development

2018/19 was a significant year for Get Active membership development, with live membership growing by 18.7%. There are many reasons for this, such as facility investment at Get Active @ Sheddocksley, which is now an award-winning project, recognised for its positive impact within the local community. In addition, modest investment at Get Active @ Beacon has seen steady membership growth since August 2018 and contributed to the overall performance. The product has also developed during this time, with a bespoke “Get Active Plus” membership being introduced to link our coached programming with traditional health and fitness membership. Finally, a dedicated sales and retention strategy has seen strides made in business performance through leads generated, sales growth, and pro-active member engagement programming. Notable growth areas from the Get Active membership mix as a result of this strategy include GA2 (fitness), GA5 (golf), and Active Futures (14-17yrs).

Active Schools

The 2018/19 achievements of Active Schools is illustrated graphically and attached as **Appendix B**.

Get active @ Sheddocksley

A significant success story for Sport Aberdeen and the local community, Sheddocksley Sports Centre reopened in December 2019, following a comprehensive programme of refurbishment and modernisation. Transformed by £350,000 of investment, Get active @ Sheddocksley now provides an outstanding community facility with a fantastic health, fitness and wellbeing offer. £300,000 of investment was provided by Sport Aberdeen. The additional £50,000 of investment was provided by Aberdeen City Council for the provision of external resurfacing works to the carpark and pathways. Extensive remodelling work has created a 60-station fitness suite boasting the latest in premium fitness equipment, a dedicated functional training room and a new group exercise studio. Modernised interiors, including a larger, more welcoming reception are bolstered by external carpark and landscape works. These improvements have been complimented by a vibrant mural wrapping to the external building undertaken by Kekun Studio. At the time Colin Taylor, Chairman of Sport Aberdeen, said:

“It is very exciting for us to welcome the local community back into their newly modernised centre. I am delighted that we have been able to make this important investment and am grateful to Aberdeen City Council who also supported the project. The investment into Get active @ Sheddocksley has vastly enhanced the offering available to the people of Sheddocksley and improved the extensive range of facilities that Sport Aberdeen provides across the city.

“Sport Aberdeen is committed to creating opportunities, inspiring and supporting people to participate in physical activity, including those who are not currently regularly active. I am confident Get active @ Sheddocksley and everything it offers will be a real attraction to new members alongside our current loyal customer base.”

In addition to the improved facilities, Get active @ Sheddocksley now offers extended weekday and weekend opening hours, with access from 6.00am to 10.00pm during the week and 8.00am to 6.00pm at weekends.

Such was the success of the refurbishment that Get active @ Sheddocksley has subsequently been nominated for local and national awards.

Active Lifestyles – Carers Able and Stable Study

Attached as **Appendix C** is a summary of the impact on carers from taking part in Carer’s Stable and Able Classes, co-designed and co-produced with partners, as part of Active Lifestyles programmes aimed at the inactive.

Aquatics Aberdeen Workforce Development Pathway

Recognised by Scottish Swimming as an example of best practice, the Aquatics Aberdeen Workforce Development Pathway is an innovative, dynamic and highly successful workforce development pathway for Aquatic services, developed into a comprehensive Training Academy enabling the sustainability and development of aquatics. Considered a Scottish Swimming sector role model, it provides the opportunity for volunteers to enter the Academy at age 14+ and follow a systematic pathway that enables progression towards a teaching/coaching career. As well as developing a workforce of the future, the provision of Helpers enhances the quality of the swimming lesson offer and was a major contributor to the Scottish Swimming Learn to Swim Provider of the Year award. The Academy is underpinned by a comprehensive CPD programme, built around the principles and ethos of Investors in People. This has enabled programme growth and substantially improved customer standards and product quality. In particular, it has eradicated chronic staff staffing shortages that were causing failure and driving customers to the private sector.

Sport Aberdeen delivers swimming lessons in 10 facilities citywide. Investing in a future workforce ensures a quality, experienced workforce is available, delivering an ever-expanding programme (5200+ swimmers per week, plus a school swimming programme). Recruitment of swim teachers across Scotland is a continual challenge. By developing the pathway, we have exceeded the shortfall and created a training Academy that not only caters for ourselves but also other providers. Sport Aberdeen has invested significantly in developing in-house training personnel and an annual training plan, allowing growth and diversification of the programme.

The initiative provides opportunities for teenagers, building their skills, experience and qualifications within the community leisure sector. Generally recruited from the schools / clubs within their local community, linking and strengthening partnerships. Sport Aberdeen is committed to be an employer of choice. This initiative has supported the move away from zero hours to a predominantly contracted workforce, removing the uncertainty of work patterns and pay. Often external applicants with a L1 qualification require additional support and training prior to delivery of classes. The introduction of the Aquatics Helper role ensures our teachers are sufficiently experienced, by the time they complete the L1.

During 2018, Sport Aberdeen produced 30 internal and 40 external candidates through delivery of 7 teachers' courses. These 30 internal teachers allow delivery and growth of the programmes. Approximately 4500 teaching hours were delivered last year by newly qualified teachers who had progressed from the volunteer Aquatics Helper role. Sport Aberdeen identifies and works with local partners to develop further training opportunities. During 2018 this allowed Sport Aberdeen to develop the program to create new ASN pathways and Hydrotherapy sessions. New sessions were introduced for Autism, Deaf Awareness and transition classes in more local facilities. Over 95% of our volunteers move on to paid employment with Sport Aberdeen and gain new skills, experience, and qualifications. From a recent customer survey, 82% of customers were highly satisfied with their enjoyment of the lesson programme which demonstrates the effectiveness of the teaching workforce. Sport Aberdeen's workforce currently stands at 260 staff, including 14 volunteers and 108 helpers who will undergo training through the training plan in 2019. Candidates regularly travel significant distances to access Sport Aberdeen's training, this strengthens the relationship with other trusts and helps establish Sport Aberdeen as an employer of choice.

Sport Aberdeen is committed to training and empowering staff, underpinning our mission to create opportunities, inspire people and change lives, evidenced by an acceptance of the importance of workforce development and commitment to providing opportunities. The Aquatics programme is a substantial income generator for the leisure Trust, and the budgeted investment in training ensures growth is sustainable over the long term. Income reached over £1,000,000 in 2018/19 for the first time. Sport Aberdeen's high profile within the community, liaising with schools and clubs promotes the pathway programme and future recruitment. Currently Sport Aberdeen has 23 people on a waiting list to join the volunteer programme. Sport Aberdeen has developed an enviable reputation and record of Scottish excellence, winning awards such as Learn to Swim Provider of the Year 2017 and the first Leisure Trust / Local Authority to be awarded SwiMark +. Scottish Swimming regularly signposts trusts to Sport Aberdeen recognising best practice workforce development, enhancing the trust's reputation. Staff are recognised for their dedication, evidenced by employee of the month awards. Investing in staff's wellbeing, providing health checks and free access to facilities supports a positive culture through team building activities / networking events.

Golden Games

Attached to this submission (**Appendix D**) is a case study arising from the successful Golden Games, Aberdeen's FREE sports and activities festival for older adults which took place between 6th – 15th June 2018 at venues across Aberdeen City. This was the eighth annual Golden Games Festival during which Sport Aberdeen hosted 38 activities for over 350 participants aged from 57 – 99 years old.

Move More Aberdeen

Attached to this submission (**Appendix E**) is a case study from a participant in the Move More Aberdeen programme, highlighting the impact that taking part in the programme has had on her health and wellbeing.

Adventure Aberdeen – Aberdeen Snowsports Centre integration

Sport Aberdeen took over the management of Adventure Aberdeen (including the Cromdale Outdoor Centre) from the city council in April 2018. The incorporation of Aberdeen Snowsports Centre, previously managed by Garthdee Alpine Sports, followed in October 2018. During the 2018/19 financial year a significant process of review of both businesses, their synergies and fit with Sport Aberdeen was completed in order to deliver the intended efficiencies of the integration. This formed the basis of a full integration of both into a single service area in June 2019. This followed several months of detailed consultation and dialogue with staff, customers and the voluntary sector clubs.

A programme of capital investment at Aberdeen Snowsports commenced in 2018/19 and was project managed by Sport Aberdeen. This included improvements to the slope and installation of a traveller aiding accessibility, with the final investment totalling £110,000 to be completed in 2019/20.

Volunteering

The importance of volunteers to the company cannot be underestimated. Without them, the company would not be able to deliver the scale and range of programmes that it does. How the company uses volunteers is set out later in this submission. Being awarded the Queen's Award for Voluntary Service (submission by others during 2018/19) highlights the impact that volunteers has on our work.

Looked After Project

The Looked After Project has continued to provide positive impacts in the lives of looked after children and young people in Aberdeen over the course of 2018. The LAP worked regularly with 24 YP on a 1-2-1 basis during the course of the year. As the project has matured the individual interventions process with children and young people has been refined to increase the positive impact it has on participants.

The interventions have continued to mostly focus on high action activities, such as BMXing, Horse Riding, Skateboarding and Ice Skating. Volunteering opportunities both helping coach at sports activities and helping at the stables

The year has also seen the first stage of the project expanding. The successful funding application, in partnership with Aberdeen Foyer, to the Changes Lives Trust resulted in additional funding being awarded to the project. This has allowed the recruitment of 2 additional staff to the project. These Project Activators allow for the number of interventions the project can offer to increase. Further to this through the partnership with Aberdeen Foyer the project can now offer SQA Level 2 Personal Achievement Awards to be offered to participants, helping to raise attainment levels.

Further funding has also recently awarded from the Changing Lives Through Sport and Physical Activity Fund. In partnership with Action For Children, the project will further develop and support the Priority Families programme in Aberdeen. The funding will allow the recruitment of an additional Project Activator who will work

with families who have been identified as being at risk and use the same interventions model and use sport and activity and aim to improve the lives of these families and prevent requiring social work support.

Case studies can be found attached as **Appendix F**.

Please provide a summary of any problems or issues that have required attention or action:

Lochside Academy

Delays in reaching agreement over the operating costs associated with the community sports facilities (Get active @ Lochside) and design issues have impacted on our ability to offer a comprehensive community leisure offer within this community. Without investment to alter the design of the facility to accommodate additional community use, the facility will never play a full part in meeting the leisure needs in this area.

Beach LC Maintenance issues

Issues with the condition of the aging Beach Leisure Centre impacts on both the quality of service that is provided and our ability to guarantee all services can be delivered. Plant failure on occasions has led to a failure of service delivery.

ACC Strategies and Action Plan Priorities:

Please provide a summary of how your activities have delivered against ACC strategies and action plan priorities.

Aberdeen's Sports Facilities Strategy 2016 – 2026

The above strategy sets out the vision for the sporting infrastructure for Aberdeen, which envisages a network of high quality, accessible and sustainable sport and leisure facilities, which offer inclusive services for all; enabling more residents to fulfil their potential by participating in sport and physical activity, thus improving their long-term health and wellbeing.

Building on its previous investment, Sport Aberdeen has invested approximately £1M into the following venue enhancements during the 2018/19 year:

- **Alex Collie Gymnastics Performance Centre:** investment of £20,000 to create a dedicated gymnastics performance centre, in partnership with Scottish Gymnastics, and which forms a key hub of the gymnastics participation pathway [opened by international gymnast Beth Tweddle].
- **Aberdeen Tennis Centre:** investment of £100,000 as part of a £230,000 scheme for the refurbishment of the outdoor tennis courts.
- **Get active @ Sheddocksley:** investment of £300,000 for the redevelopment of the indoor facilities at Sheddocksley Sports Centre to create a modern fit-for-purpose centre.
- **Linx Ice Arena:** £30,000 investment towards a minor refurbishment, including to the foyer, café areas, Après Lounge and changing areas.
- **MacKenzie Championship Golf Course, Hazlehead Park:** investment of £25,000 as part of a £300,000 scheme to improve drainage.

- **Northfield Swimming Pool:** Sport Aberdeen has led the project team for the redevelopment of the Northfield Pool site to include fitness facilities and multi-purpose areas, allied to the vision of quality, sustainable facilities.

Strategy for an Active Aberdeen 2016 – 2026

The above strategy has the vision of making Aberdeen the most active city in Scotland, with a mission to Activate the City. The key strands of this strategy relate to increasing opportunities and participation in sport and physical activity, investing in the infrastructure of places (physical infrastructure) and people (communities of interest). The final aim is to be inclusive, so that everyone has the opportunity to be and stay active. These are closely linked with the aims and objectives of the Sport Aberdeen business plan and the detailed evidence for what Sport Aberdeen has achieved by increasing participation is highlighted throughout this document and particularly in the preceding sections.

Local Outcome Improvement Plan

Sport Aberdeen has taken a lead role in coordinating and supporting the Active Aberdeen Partnership (AAP); contributing considerable expertise and in-kind resources enabling AAP to sustain active engagement throughout Community Planning Aberdeen's (CPA) multi-agency planning structure.

Sport Aberdeen is fully committed to contributing to the citywide delivery of LOIP Outcomes across each of the LOIP themes Economy; People (Children & Young People); People (Adults).

During year 2018/19 Sport Aberdeen was recognised as the lead agency for an improvement project (11.3.1) to increase uptake of a range of activities that enable people with long term conditions to manage their health and wellbeing by 10% by March 2021 via the Resilient, Included and Supported Outcome Improvement Group (OIG).

Sport Aberdeen has also committed to achieving Aberdeen City's aspiration to become recognised as an UNCRC Child Friendly City.

Active representation and resources allocated by Sport Aberdeen to CPA planning, ongoing development and delivery of LOIP Outcomes throughout the previous year is highlighted below.

Sport Aberdeen (SA) Representation & Group Membership for 2018/2019

CPA Multi-Agency Group	Sport Aberdeen's Engagement via AAP
CPA Board	Managing Director Director of Healthy & Active Communities (Alternate)
CPA Management Group	Director of Healthy & Active Communities
CPA Communications Group	Director of Performance & Planning
Sustainable Cities (OIG)	Director of Community Leisure Operations
Resilient, Included & Supported (OIG)	Director of Healthy & Active Communities
Integrated Children's Services (OIG)	Virtual link; Performance & Planning Manager
Torry Locality Partnership	Development Manager, Active Communities

Sport Aberdeen actively sought to expand membership and its contribution across the CPA LOIP structure toward the end of the year 2018/19 following the development of an internal LOIP Engagement Strategy. The overall aim of the strategy to increase and strengthen the organisation's capacity to reflect the new/refreshed CPA planning structures in February 2019. The activities and current status of this response is outlined below:

CPA Multi-Agency Group	Sport Aberdeen's Engagement/Resources Allocated	Current Status
------------------------	-------------------------------------------------	----------------

Integrated Children's Services (OIG)	<ul style="list-style-type: none"> • Director of Healthy & Active Communities • Development Manager, Active Communities (Alternate/Support) • Adventurous Activities Manager (Outdoor Education; (Alternate/Support) 	<p>Sought membership; awaiting invitation to join the group.</p> <p>Established virtual link to group.</p>	
Northfield Locality Partnerships	Director of Community Leisure Operations; Group Operations Manager; Healthy & Active Communities Manager	Sought membership. Awaiting response from CPA	
Seaton, Tillydrone & Woodside Locality Partnerships	Director of Performance & Planning; Group Operations Manager Aquatics Manager	Awaiting response to initial approach from CPA	

Local Priorities:

Please highlight where your outcomes, outputs or activities align against the priorities of the Local Outcome Improvement Plan. <https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/>

Sport Aberdeen's strategic priorities, outcomes and activities for the period 2018/19 as defined in the organisation's business plan align to the delivery of the overall LOIP outcomes, as highlighted below.

Sport Aberdeen Alignment to LOIP Outcomes 2018/19

LOIP Stretch Outcomes (Sport Aberdeen alignment/contributing towards)	Sport Aberdeen – outputs/activities	Sport Aberdeen Outcomes (as defined for 2018/19)
10% increase in employment across priority and volume growth sectors by 2026	Providing strategic guidance and advice on future development proposals, planning applications to ensure sustainability.	<p>2.1 Sustainable facilities delivering high quality services.</p> <p>3.1 Joined up approach to strategic sport and physical activity opportunities/provision within the city.</p> <p>3.2 More collaborative working</p> <p>3.6 Provision of a network of high quality and well programmed swimming facilities.</p> <p>3.8 Improved quality of outdoor pitches, golf courses</p>

<p>90% of working people in Living Wage Employment by 2026</p>	<p>Established National Minimum Wage rate across workforce aged 16 years and above.</p> <p>100% increase on participation in Looked After Project, providing pathways to employment, further education.</p> <p>490 coaches across the city – 110% increase on previous year.</p>	<p>4.11 To be recognised as an employer paying the National Living Wage</p> <p>1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development.</p> <p>1.32 Increase the number of trained and qualified coaches and volunteers.</p>	
<p>90% of children and young people will report that they feel mentally well by 2026</p>	<p>278,089 sessions of physical activities provided across Active Schools Programme.</p> <p>8,635 distinct participants in Active Schools programme (primary and secondary school)</p> <p>91% of parents surveyed felt that Active Schools had improved their child’s mental wellness and wellbeing.</p> <p>98% families surveyed reported that Active Schools is helping their child.</p> <p>930 specialist one-to-one and group sessions delivered to vulnerable children and young people.</p> <p>Actively contribute to CPA planning structures via OIG’s and locality partnerships, CPA Board and Management Group.</p> <p>Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (Stable & Able; Looked After Project; Priority Families; Active Schools; Move More)</p> <p>Successful integration of Adventure Aberdeen (outdoor-education) in to the Sport Aberdeen portfolio of services.</p>	<p>1.1 Improvements to the health & wellbeing of all city residents.</p> <p>1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development</p> <p>1.13 Provision of mainstreamed and specialist services for children and young people who have a disability</p> <p>1.13 Increased sport and physical activity.</p> <p>1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings.</p> <p>1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls)</p> <p>1.32 Increase the number of trained and qualified coaches and volunteers.</p> <p>2.15 Provision of higher quality facilities to encourage new participation in sport and physical activity.</p> <p>3.1 Best-practice approaches adopted within the city for</p>	

	<p>Ongoing support provided to the Active Girls Committee (Active Schools) led by young people promoting and enabling more girls to become more physically active.</p>	<p>multi-agency working within health, education and community</p> <p>3.1 Joined up approach to strategic sport and physical activity opportunities within the city.</p> <p>3.2 Reduce duplication of provision across the city (active role in community planning)</p> <p>3.2 More collaborative working</p> <p>5.4 Improved efficiency, service quality.</p> <p>5.7 Increase sport and physical activity (Active Schools Programme – Booking System)</p> <p>5.19 Greater range of sports offered within Sport Aberdeen venues</p> <p>5.19 Increase community access to our venues</p> <p>5.29 Better utilisation of resources / venues</p>	
<p>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>100% increase on participation in Looked After Project, providing pathways to employment, further education.</p> <p>243 memberships provided to looked after and care experienced children and young people- additional support provided to attend sessions via Looked After Project.</p> <p>107 memberships provided to priority families and kinship carers to enjoy activities across the city.</p> <p>930 specialist one-to-one and group sessions delivered to vulnerable children and young people.</p>	<p>1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development</p> <p>1.1 Improvements to the health & wellbeing of all city residents.</p> <p>1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings.</p> <p>1.22 Increase sport and physical activity participation by children who are looked after across the city.</p>	

	<p>Actively contributed to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.</p> <p>Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (Stable & Able; Looked After Project; Priority Families; Active Schools; Move More)</p> <p>Successful integration of Adventure Aberdeen (outdoor-education) in to the Sport Aberdeen portfolio of services.</p>	<p>1.22 Improve health and wellbeing of children who are looked after across the city.</p> <p>1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls)</p> <p>1.32 Increase the number of trained and qualified coaches and volunteers.</p> <p>2.15 Provision of higher quality facilities to encourage new participation in sport and physical activity.</p> <p>3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community</p> <p>3.1 Joined up approach to strategic sport and physical activity opportunities within the city.</p> <p>3.2 Reduce duplication of provision across the city (active role in community planning)</p> <p>3.2 More collaborative working</p> <p>5.19 Increase community access to our venues</p>	
<p>95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026</p>	<p>98% families surveyed reported that Active Schools is helping their child.</p> <p>930 specialist one-to-one and group sessions delivered to vulnerable children and young people.</p> <p>Researched innovative ways of targeting markets not currently well catered for.</p>	<p>1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development</p> <p>1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings.</p> <p>1.28 Increase sport and physical activity participation</p>	

	<p>Actively contributed to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.</p> <p>Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (Stable & Able; Looked After Project; Priority Families; Active Schools; Move More)</p> <p>Successful integration of Adventure Aberdeen (outdoor-education) in to the Sport Aberdeen portfolio of services.</p>	<p>across target groups (students, teenagers, people with disabilities, girls)</p> <p>1.32 Increase the number of trained and qualified coaches and volunteers.</p> <p>2.15 Provision of higher quality facilities to encourage new participation in sport and physical activity.</p> <p>3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community</p> <p>3.1 Joined up approach to strategic sport and physical activity opportunities within the city.</p> <p>3.2 Reduce duplication of provision across the city (active role in community planning).</p> <p>3.2 More collaborative working.</p> <p>5.19 Increase community access to our venues.</p>	
<p>Child Friendly city which supports all children to prosper and actively engage with their communities by 2025.</p>	<p>Actively contributed to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.</p>	<p>1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings.</p> <p>1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls).</p> <p>1.32 Increase the number of trained and qualified coaches and volunteers.</p> <p>3.1 Best-practice approaches adopted within the city for multi-agency working within</p>	

		<p>health, education and community.</p> <p>3.1 Joined up approach to strategic sport and physical activity opportunities within the city.</p> <p>3.2 Reduce duplication of provision across the city (active role in community planning).</p> <p>3.2 More collaborative working.</p> <p>5.19 Increase community access to our venues.</p>
<p>25% Fewer young people (under 18) charged with an offence by 2026</p>	<p>Actively contribute to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.</p> <p>Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (Stable & Able; Looked After Project; Priority Families; Active Schools; Move More).</p> <p>Successful integration of Adventure Aberdeen (outdoor-education) in to the Sport Aberdeen portfolio of services.</p>	<p>1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings.</p> <p>1.32 Increase the number of trained and qualified coaches and volunteers.</p> <p>3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community.</p> <p>3.1 Joined up approach to strategic sport and physical activity opportunities within the city.</p> <p>3.2 Reduce duplication of provision across the city (active role in community planning).</p> <p>3.2 More collaborative working.</p>
<p>Healthy life expectancy (time lived in good health) is five years longer by 2026.</p>	<p>Walk Aberdeen programme across the city, increasing the number of opportunities for people to take part in high quality health walks.</p>	<p>1.21 Increased physical activity participation.</p> <p>1.1 Improvements to the health & wellbeing of all city residents.</p>

	<p>Developed pathways back into sport and physical activity via Move More project for older adults and people with long term conditions. 700 referrals from health care professionals and over 22,000 participations across the city.</p> <p>107 distinct activities provided every week via Active Lives programme across the city generating 40,500 participations.</p> <p>Assist adults with a disability in Aberdeen to be more physically active through the provision of a comprehensive programme of activities.</p> <p>Increased affordable memberships across the city; generating a total of 7500 members.</p> <p>5 community sports hubs across the city established, with 5538 club members. (266% increase from previous year).</p> <p>Actively contribute to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.</p> <p>Refurbishment of the community-based facility at Sheddocksley.</p> <p>Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (Stable & Able; supporting self-management of long-term conditions; Move More; Active Lifestyles) with operations teams supported to develop complementary programmes as part of a co-ordinated programming offer.</p> <p>Working in partnership with Paths for All, delivering supported walks across the</p>	<p>1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings.</p> <p>1.20 Reduction in feelings of isolation.</p> <p>1.20 Improved health and wellbeing.</p> <p>1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls).</p> <p>1.30 Increase sport and physical activity participation. (Support to sports clubs).</p> <p>1.30 Improve health and wellbeing. (Support to sports clubs).</p> <p>1.32 Increase the number of trained and qualified coaches and volunteers.</p> <p>2.15 Provision of higher quality facilities to encourage new participation in sport and physical activity.</p> <p>3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community.</p> <p>3.1 Joined up approach to strategic sport and physical activity opportunities within the city.</p> <p>3.2 Reduce duplication of provision across the city (active role in community planning).</p> <p>3.2 More collaborative working.</p>	
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	<p>city as part of the Sport Aberdeen Move More programme.</p>	<p>3.11 Increased sport and physical activity participation and improved health outcomes for older adults.</p> <p>3.13 New walk clubs established across the city.</p> <p>3.13 Additional Walk Leader courses run.</p> <p>5.19 Greater range of sports offered within Sport Aberdeen venues</p> <p>5.19 Increase community access to our venues.</p>	
<p>No one will go without food due to poverty by 2026</p>	<p>2,690 placements for Food & Fun project; contributed to 6131 meals provision.</p> <p>Actively contribute to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.</p> <p>Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (Stable & Able; Looked After Project; Priority Families; Active Schools; Move More).</p>	<p>1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development.</p> <p>1.1 Improvements to the health & wellbeing of all city residents.</p> <p>1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings.</p> <p>1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls).</p> <p>3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community.</p> <p>3.1 Joined up approach to strategic sport and physical activity opportunities within the city.</p> <p>3.2 Reduce duplication of provision across the city (active role in community planning).</p>	

		<p>3.2 More collaborative working.</p> <p>5.19 Increase community access to our venues.</p>
<p>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>Providing strategic guidance and advice on future development proposals, planning applications to ensure sustainability.</p> <p>In the process of calculating and applying metrics to identify, measure and quantify CO2 emissions and energy consumption reduction across portfolio of venues that take account of variables.</p>	<p>2.1 Sustainable facilities delivering high quality services.</p> <p>2.12 Reduce energy consumption.</p> <p>2.22 Reduced CO2 outputs</p> <p>3.1 Joined up approach to strategic sport and physical activity opportunities within the city.</p> <p>3.2 Reduce duplication of provision across the city (active role in community planning).</p> <p>3.2 More collaborative working.</p>
<p>38% of people walking and 5% of people cycling as main mode of travel by 2026.</p>	<p>Walk Aberdeen programme across the city, increasing the number of opportunities for people to take part in high quality health walks.</p> <p>Developed pathways back into sport and physical activity via Move More project for older adults and people with long term conditions.</p> <p>Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (Stable & Able; Looked After Project; Priority Families; Active Schools; Move More).</p> <p>Actively contribute to CPA planning structures via OIG’s and locality partnerships, CPA Board and Management Group.</p>	<p>1.21 Increased physical activity participation.</p> <p>1.1 Improvements to the health & wellbeing of all city residents.</p> <p>1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings.</p> <p>1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls).</p> <p>1.32 Increase the number of trained and qualified coaches and volunteers.</p> <p>3.1 Joined up approach to strategic sport and physical</p>

	<p>Refurbishment of the community-based facility at Sheddocksley.</p> <p>Successful integration of Adventure Aberdeen (outdoor-education) in to the Sport Aberdeen portfolio of services.</p>	<p>activity opportunities within the city.</p> <p>3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community development sectors.</p> <p>3.2 Reduce duplication of provision across the city (active role in community planning).</p> <p>3.2 More collaborative working.</p> <p>5.19 Increase community access to our venues.</p> <p>5.29 Better utilisation of resources/venues; Adventure Aberdeen (Outdoor Education, including cycling).</p>	
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Education:

Please provide further information in respect to any education programmes delivered.

Adventure Aberdeen

Adventure Aberdeen delivered courses enabling volunteers and others to gain qualifications to enable them to deliver Duke of Edinburgh Award scheme and Bike Ability sessions, namely Low Hills and CTA courses, In 2018/19 a total of 54 sessions were run, with 521 participants gaining the relevant qualification.

Aquatics Aberdeen

7 teachers courses were delivered in 2018/19 resulting in 30 internal candidates and 40 external candidates gaining the relevant UKCC Level 1 / 2 Swimming Teaching Qualification. This resulted in 4,500 teaching hours being delivered by newly qualified teachers who had progressed from volunteering roles as Aquatics Helpers within the programme.

ClubSport Aberdeen Training and Development

The following educational courses were delivered to volunteers to upskill and provide relevant recognised national qualifications in 18/19:

Course / Qualification	Participants
GDPR Club Training	19
Emergency First Aid at Work	39
Safeguarding and Protecting Children	71
In Safe Hands	25
Sports Educator Course (PDA)	11

Active Lifestyles Training

Training Course	No of Staff or Volunteers Attending
Macmillan Gentle Exercise	5
Paths for All Walk Leader Training	35
Paths for All Strength and Balance	30
Indoor Activity Leader	20
Later Life Training Functional Fitness MOT	5
Level 2 Gym Instructor	1

Employment

Please provide information about your volunteers, if you have any:

- What roles do your volunteers undertake within the organisation?
- Training and Policy in action?
- Example of volunteer success stories such as transition to employment?

Queens Award for Voluntary Service

Sport Aberdeen was awarded the Queen's Award for Voluntary Service in June 2019 (application made by an external party in 2018/19) – the highest award a charity or voluntary group can receive in the UK. This award recognises the outstanding work of our volunteer groups who benefit their local communities.

The following areas of the business benefit from the use of volunteers to support the delivery of services and programmes.

Aquatics Aberdeen

The award-winning Learn to Swim programme for children and adults uses volunteers, starting as Aquatic Helpers, as part of a development pathway for suitable volunteers to progress into paid roles. Whilst relatively small in number, they provide a fantastic opportunity for young people to progress and achieve nationally recognised qualifications. 4,500 hours of swimming teaching were delivered in 2018/19 by newly qualified teachers who had progressed through the Aquatics Workforce Development Programme from volunteer positions.

Active Lifestyles

Volunteers are used extensively to support an inclusive range of opportunities to help everyone become more active and stay active. This can range from the delivery of classes, to help with managing referrals from health agencies and in helping people at their first classes.

Active Schools

Active Schools is our flagship programme of extra-curricular activity that is delivered in every school in the city. Volunteers support the programme extensively, as is evidenced by the following statistics:

Total number of volunteers – 891

Qualified adult volunteers – 301

Qualified Senior Pupil Volunteers - 133

Senior Pupil Volunteers – 259

BHGE10K Running Festival

Sport Aberdeen delivers the BHGE10K running festival, with the extensive use of volunteers, who undertake roles ranging from helping with the setting up of the race village, race start and finish line duties, marshalling, water bottle distribution, staffing information points and changing village and other duties. The event could not take place without them. Numbers for the 2019 event were as follows:

Charity volunteers – 100

Staff volunteers – 24

Other volunteers – 131

Golf Aberdeen

A group of volunteers based at Hazlehead Golf Club support Sport Aberdeen and its grounds maintenance contractor, idverde, in maintaining high standards on the golf course and associated areas, carrying out additional maintenance activities, adding value and supporting the development of the community feel at our courses. In 2018/19, 1200 volunteering hours were given to course enhancement works.

Sport Aberdeen Workforce Volunteering

26 staff freely gave of their time in September 2018 to support the refurbishment programme at Get active @ Sheddocksley, painting parts of the exterior of the building and undertaking various landscape improvement works.

Walk Aberdeen

All of our health walks are led and supported by our friendly, trained Health Walk Leaders who want to share their love of being active with others.

SECTION 2 – Users, Audiences, Participants and Investment

Please complete this section to report on the number of participants from each of the identified areas who have participated during the year.

Participants	Target	Total 2018-19
Total number of participatory opportunities created throughout programme		
Number of participatory opportunities targeted for priority groups		
Young People under 16		Not consistently recorded
Young People 16-25		Not consistently recorded
Older People (65+)		Not consistently recorded
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)		Not consistently recorded
Ethnic minority communities including Gypsy/ Travellers	Not recorded	Not recorded
Sexual orientation (LGBTQ)	Not recorded	Not recorded

Residents of regeneration areas within Aberdeen City		Not recorded
Other (please specify)		

Please complete this section to report on audience/visitor numbers in relation to your programming.

Users/Audiences	Target	Total 2018-19
Total user/Audience/visitor Number		Not consistently recorded
User/Audience number from Aberdeen City		Not consistently recorded
User/Audience number from the wider region or further		Not consistently recorded
% of user/audience survey rating experience as 'excellent' or 'good' Aquatics Aberdeen % of recent leavers from the learn to swim programme would recommend the Aquatics Aberdeen programme		93%

We are keen to evidence the added economic value and social return of investment, as such we request that you please complete the table below.


Income 2019-20	Total £
Value of Grant(s) from Aberdeen City Council	5,864,203
External Grant funding	553,593
Sponsorship	26,750
Trading income	405,495
Other (please specify) – Operational income	6,714,366
Total add income	13,564,407

Section 3 – Support Material

We recommend you provide up to five items of support material to help demonstrate the quality and impact of your activity. This may include; case studies, photographs, videos, web links, publications, marketing material, reports, participant testimonials and feedback. If emailing please keep all support material to under 5mb. Please supply details on your support material below

By submitting this you are providing permission for each item to be used for publication. You should ensure you have the creators consent and accreditation is provided where necessary.

Support Material 1:	Sheddocksley video
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	Sheddocksley SC (CLUK Award)
Support Material 2:	Active girls committee video Active Girls Committee
Support Material 3:	Move More (Appendix E)
Support Material 4:	Active Schools (Appendix B)
Support Material 5:	Active Workforce  Nothing works better than an Active Workforce.mp4

Section 4- Declaration on use of information

Aberdeen City Council collects and maintains the data on this form about your organisation for the purpose of contacting you in relation to the funding, monitoring purposes and to collate information for statistical and audit purposes. We will retain Personal Data for six years in accordance with the organisation's Corporate Records Retention and Disposal Schedule and for the purpose of administering, processing and assessing your report.

For the purposes of processing this information Aberdeen City Council is the Data Controller. The Information Commissioner Office is the UK's regulator of data protection law (www.ico.org.uk). More information about all of the rights you have is available on our website at: <https://www.aberdeencity.gov.uk/your-data>.

Whenever the Council processes personal data we need to make sure we have a basis for doing so. We understand our basis in GDPR to be Article 6(1)(e) as we consider that it is in our public task to collect this information under our powers set down in the Local Government and Planning (Scotland) Act, 1982 section 14, as amended by section 128 of the Local Government etc. (Scotland) Act, 1994. The act provides for us doing or contributing towards the expenses of providing or doing, anything necessary or expedient for the purpose of ensuring that there are facilities available for recreational, sporting, cultural or social activities as we consider appropriate.

To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.

Name: Jill Franks

Date:

15/08/2019

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	Opening Hours			Venue area (m2)*	Admissions by m2	Usage by 1000 population	Admissions per Opening Hours	Admissions	Ratio of Admissions per Opening Hour/m2
	Programmed	Actual	Difference						
Alex Collie Sports Centre	4117	4117	0.00	888.0	68.4	272.50	14.75	60712	0.22
Aulton Pitches			0.00			13.76		3066	
Balnagask Golf	4112.45	4112.45	0.00			108.66	5.89	24209	
Beach Leisure Centre	5153	5153	0.00	2,375.3	104.4	1,112.65	48.11	247898	0.46
Beacon Centre	4130	4130	0.00	1,830.0	55.0	451.58	24.36	100612	0.44
Bridge of Don Pool	2763.45	2741.7	-21.75	287.5	179.6	231.80	18.84	51645	0.10
Bucksburn Pool	4825.5	4825.5	0.00	257.0	354.1	408.41	18.86	90994	0.05
Cults Sports Centre	2437.2	2436.7	-0.50	1,947.1	55.8	487.62	44.59	108642	0.80
Hazlehead Golf 18	4112.75	4112.75	0.00			162.56	8.81	36218	
Hazlehead Golf 9 hole	4112.75	4112.75	0.00			82.55	4.47	18392	
Hazlehead Pitches			0.00			36.35		8098	
Dyce 3G Pitch	0	0	0.00	435.0	49.9	97.43	#DIV/0!	21707	#DIV/0!
Inverdee Pitches			0.00			22.71		5060	
Jesmond Centre	5141	5141	0.00	871.3	144.4	564.82	24.48	125843	0.17
Lochside Sports Centre	675.5	675.5	0.00	287.5	74.0	95.54	31.51	21287	0.43
Kincorth Sports Centre	4140	4140	0.00	1,043.0	36.6	171.51	9.23	38213	0.25
Kings Links Golf	4112.75	4132.75	20.00			134.17	7.23	29893	
Linx Ice Arena	4874	4874	0.00	1,582.0	47.4	336.52	15.38	74976	0.32
Northfield Pool	2084	2079	-5.00	325.0	161.8	235.95	25.29	52569	0.16
Peterculter Sports Centre	3538	3538	0.00	799.0	60.2	216.04	13.60	48134	0.23
Sheddocksley Sports Centre	4897	4897	0.00	795.0	46.7	166.55	7.58	37108	0.16
Torry Sports Centre	3386	3390	2.00	1,016.3	22.1	100.88	6.63	22475	0.30
Tullos Pool	4684.25	4684.25	0.00		#DIV/0!	340.83	16.21	75937	#DIV/0!
Westburn Outdoor Centre	1172	1172	0.00			75.08		16728	
Westburn Tennis Centre	4173	4173	0.00	3,160.0	13.3	188.71	10.08	42044	0.76
TOTAL	78643.6	78638.35	-5.25					1362460	

Key Performance Indicators

Venue User Statistics

City Wide Swimming	2017-18	2018-19	User Variance	Cumulative 2018-19
				% Variance
Learn to swim	182109	196495	14386	7.90%
Swim adult	47799	38421	-9378	-19.62%
Swim Adult A2L	26722	24984	-1738	-6.50%
Swim CD visit	376	0	-376	-100.00%
Swim family	38348	36396	-1952	-5.09%
Swim family A2L	3335	2560	-775	-23.24%
Swim junior	47121	40088	-7033	-14.93%
Swim junior A2L	3288	2151	-1137	-34.58%
Swim member visit	21989	27868	5879	26.74%
Swim misc	64274	51118	-13156	-20.47%
WET TOTAL	435361	420081	-15280	-3.51%

City Wide Other Activities	2017-18	2018-19	User Variance	% Variance
Athletics	545	1450	905	166.06%
Badminton	36565	30607	-5958	-16.29%
Basketball	21516	23698	2182	10.14%
Bowling	18123	9450	-8673	-47.86%
Club Skating	28985	19885	-9100	-31.40%
Coaching	74575	84673	10098	13.54%
Creche	8740	7151	-1589	-18.18%
Cricket indoor	1107	1235	128	11.56%
Event	12	345	333	2775.00%
Fitness class	139903	134169	-5734	-4.10%
Fitness studio member visit	87807	87175	-632	-0.72%
Fitness studio Pay & Play	11742	9471	-2271	-19.34%
Football	33375	29321	-4054	-12.15%
Health suite	1348	3838	2490	184.72%
Hockey	1698	2584	886	52.18%
Ice Coaching	0	0	0	0.00%
Ice Hockey	18572	9144	-9428	-50.76%
Ice Hockey for All	525	356	-169	-32.19%
Netball	21257	20706	-551	-2.59%
Party	4990	1693	-3297	-66.07%
Room hire	31209	21379	-9830	-31.50%
Skate Uk	13006	16438	3432	26.39%
Skating	29647	27803	-1844	-6.22%
Sports hall misc	110578	141638	31060	28.09%
Squash	7488	4801	-2687	-35.88%
Table tennis	4861	2851	-2010	-41.35%
Tennis	19681	16551	-3130	-15.90%
Volleyball	7010	5700	-1310	-18.69%
DRY TOTAL	734865	714112	-20753	-2.82%

City Wide Outdoor Activities	2017-18	2018-19	User Variance	% Variance
Artif pitch football	66874	71856	4982	7.45%
Cricket outdoor	1400	1250	-150	-10.71%
Football 11 aside	28336	32740	4404	15.54%
Football 7 aside	4390	8055	3665	83.49%

Golf mem visit	60768	70688	9920	16.32%
Golf P&P	25227	29390	4163	16.50%
Outdoors misc	17272	14288	-2984	-17.28%
OUTDOORS TOTAL	204267	228267	24000	11.75%
CITY WIDE GRAND TOTAL	1374493	1362460	-12033	-0.88%

Total Number of visits per venue	Cumulative 2018-19			
	2017-18	2018-19	User Variance	% Variance
Alexander Collie Sports Centre	49320	60712	11392	23.10%
Beach Leisure Centre	226879	247898	21019	9.26%
Beacon Centre	116337	100612	-15725	-13.52%
Jesmond Centre	108423	125843	17420	16.07%
Kincorth Sports Centre	49346	38213	-11133	-22.56%
Linx Ice Arena	93361	74976	-18385	-19.69%
Peterculter Sports Centre	43047	48134	5087	11.82%
Sheddocksley Sports Centre	50867	37108	-13759	-27.05%
Torry Youth & Leisure Centre	21955	22475	520	2.37%
Westburn Tennis Centre	41660	42044	384	0.92%
Bridge of Don Swimming Pool	40494	51645	11151	27.54%
Bucksburn Swimming Pool	73813	90994	17181	23.28%
Cults Sports Complex	112450	108642	-3808	-3.39%
Dyce 3G Pitch	18881	21707	2826	14.97%
Lochside Sports Centre	0	21287	21287	0.00%
Northfield Swimming Pool	121732	52569	-69163	-56.82%
Tullos Swimming Pool	69196	75937	6741	9.74%
Balnagask Golf	21350	24209	2859	13.39%
Hazlehead Golf - 18 Hole	35638	36218	580	1.63%
Hazlehead Golf - 9 Hole	13205	18392	5187	39.28%
Kings Links Golf	27062	29893	2831	10.46%
Aulton Outdoor Pitches	4802	3066	-1736	-36.15%
Hazlehead Joe Paterson Pavilion	6148	8098	1950	31.72%
Inverdee Jack Wood Pavillion	5297	5060	-237	-4.47%
Westburn Outdoor Centre	23230	16728	-6502	-27.99%
Total	1374493	1362460	-12033	-0.88%

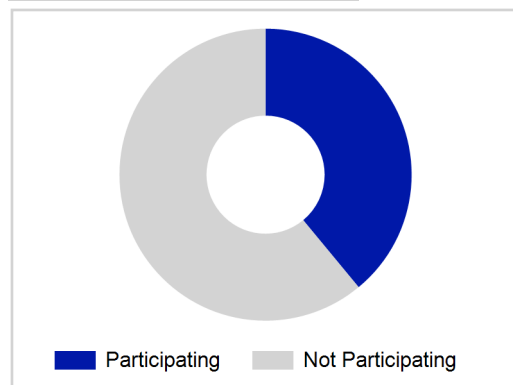
Term Report: Aberdeen City Council

Academic Year : 2018/2019, Term(s) : Full Year

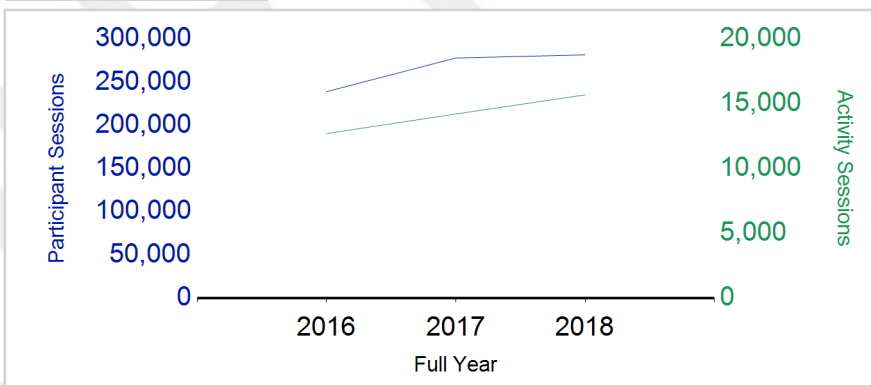
Putting Sport First

sportscotland
 the national agency for sport

% School Roll Participating



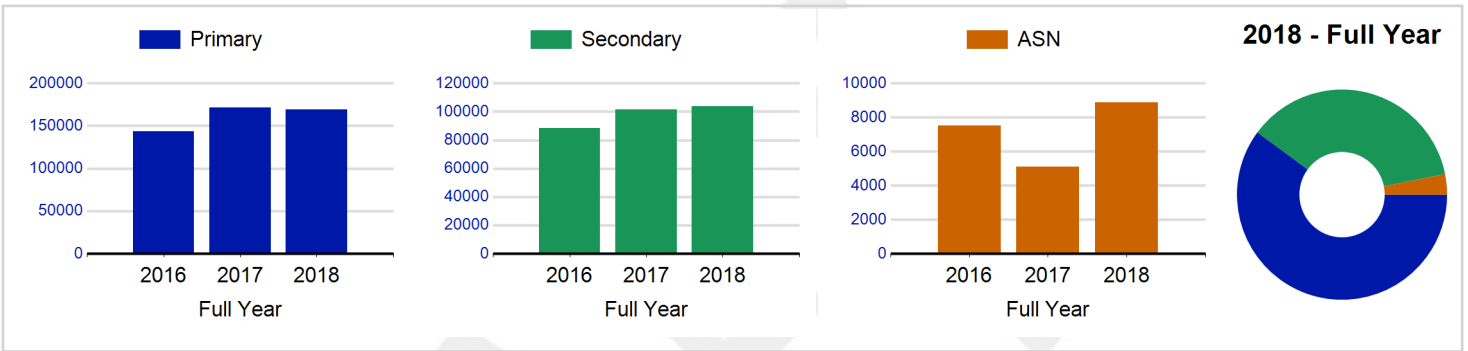
Participant Sessions¹



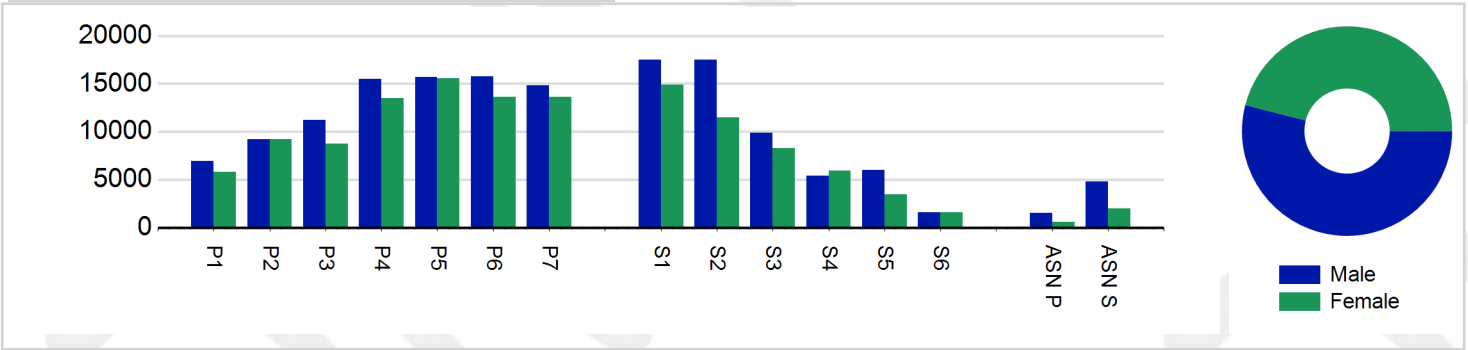
	2016 Full Year	2017 Full Year	2018 Full Year
Activity Sessions	12,703	14,214	15,693
% Purely voluntary	63%	67%	61%
Activity Session Blocks ³	1,334	1,481	1,588
Avg Activity Sessions / Block ⁴	9.5	9.6	9.9
Different Activities	42	45	43
Participant Sessions¹	239,124	278,089	281,742
% Female	45%	44%	46%
Distinct Participants²	7,875	8,760	9,044
Total School Roll	22,508	22,599	23,208
% Participating	35%	39%	39%
Distinct Deliverers⁵	663	875	980
% Volunteers	92%	91%	91%
Qualified Volunteers	281	372	434
Secondary Pupils	173	191	259
Total Deliverer Sessions ⁶	28,856	32,687	35,637
Avg Deliverers Sessions / Deliverer	43.5	37.4	36.4
School Club Links	905	1,064	753
Schools with at least 1 link	65	63	62
Clubs with at least 1 link	98	105	60

1. Participant Sessions are the 'visits' pupils have made to activities. These figures do not represent the distinct pupils, and should only be taken as indicative of participation
 2. Distinct participants are pupils who have attended at least one session of Active Schools supported activity across the selected year/term (whether this was in a single or multiple school activity).
 3. Activities are recorded in ASMO as 'Activity Session Blocks' which describe a group who meet to take part in an activity.
 4. The Average Activity Sessions/Block figure shows the average length of a block (i.e. how many weeks did the average block run for?)
 5. Distinct Deliverers are deliverers who have delivered at least one session of Active Schools supported activity across the selected year/term.
 6. Deliverer Sessions are the 'visits' deliverers have made to activities. These figures do not represent the distinct deliverers, and should only be taken as indicative of delivery. Distinct deliverer information is only available at the local authority level.
 7. School Roll details are taken from the Pupil Census as at September of the Academic Year. Summaries available at <http://www.gov.scot/topics/statistics/browse/school-education/datasets>
 8. Distinct Participant data collection 2011 onwards

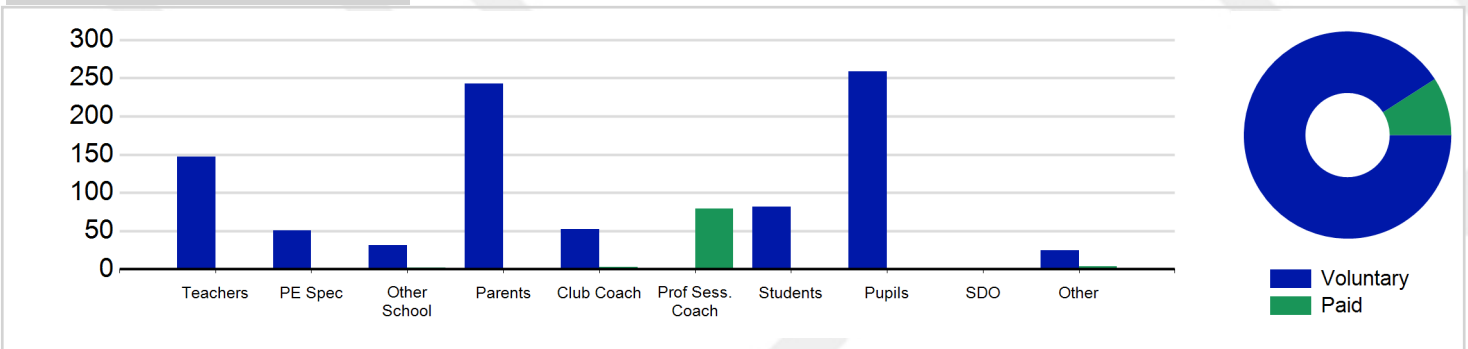
Participant Sessions¹ by School Type



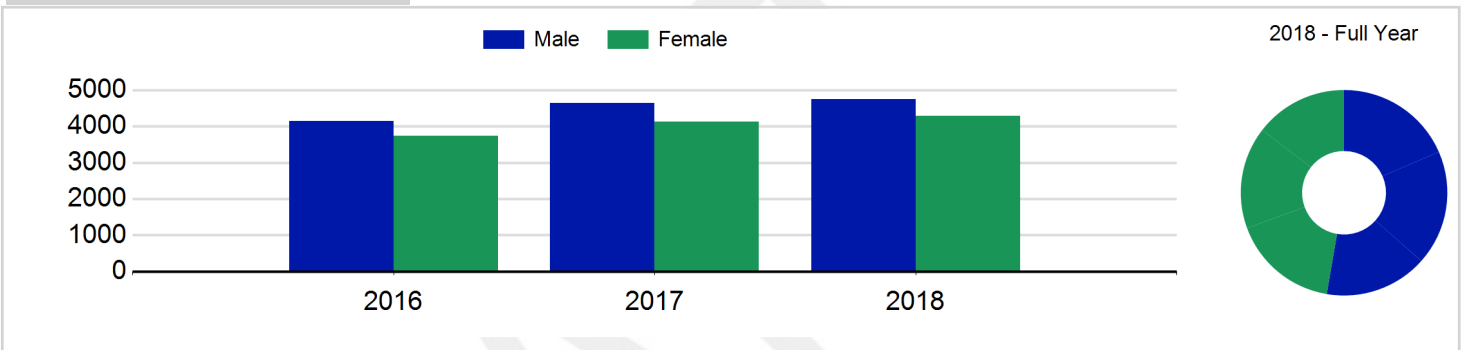
Participant Sessions¹ by Year Group and Gender



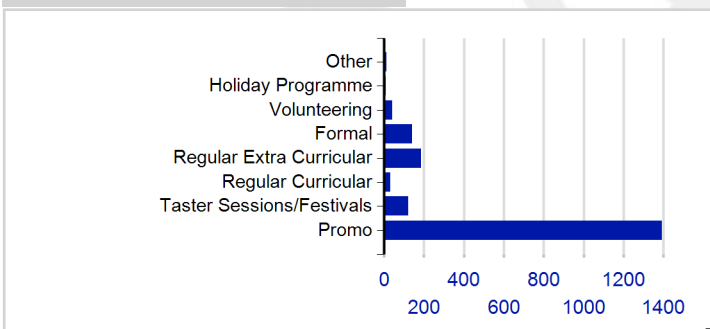
Distinct Deliverers



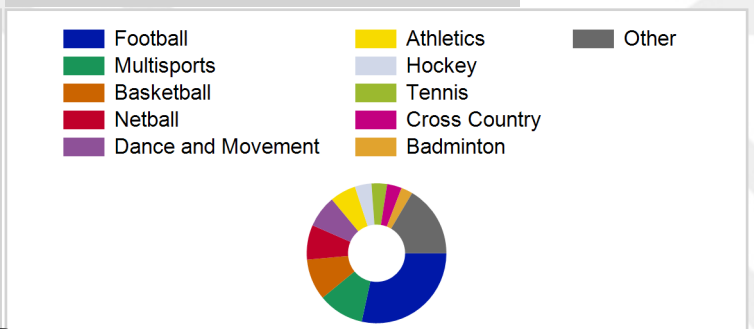
Distinct Participants² by Gender



School/Club Links



Top 10 Activities by Participant Sessions¹



Term Report: Aberdeen City Council

Academic Year : 2018/2019, Term(s) : Full Year

Putting Sport First

sportscotland
 the national agency for sport
Participant Sessions¹ by Yeargroup and Gender

	Male	Female
P1	6,949	5,786
P2	9,186	9,206
P3	11,187	8,768
P4	15,519	13,502
P5	15,719	15,563
P6	15,791	13,652
P7	14,824	13,640
S1	17,511	14,921
S2	17,483	11,511
S3	9,904	8,303
S4	5,417	5,903
S5	5,965	3,475
S6	1,565	1,611
ASN P	1,493	613
ASN S	4,799	1,976
Total	153,312	128,430

Distinct Deliverers⁵ by Type

	Paid	Voluntary
Teachers	0	147
PE Spec	0	51
Other School	2	31
Parents	0	243
Club Coach	3	52
Prof Sess. Coach	79	1
Students	0	82
Pupils	0	259
SDO	1	0
Other	4	25
Total	89	891

Distinct Participants² by Gender

Male	4,748
Female	4,296
Total	9,044

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Co-produced strength & balance groups: an exercise in active listening

Authors

Andrinne Craig - Development Officer Active Lifestyles, Janet Thompson - Senior Occupational Therapist, Jon Lurie - Health & Wellness Advisor, Rosie Cooper - Falls Lead Aberdeen City

Background

Evidence demonstrates that people supporting someone at home are often unable to commit to attending an Allied Health Professional (AHP) led strength and balance exercise class for 12 weeks. Those who do attend, regularly miss sessions and rarely transition to one of the community groups after 12 weeks. We spent time talking to the people involved, gathering their stories and finding out what they felt was needed. We worked closely with service users to redesign this service, experimenting with different models of delivery, and eventually co-designing a more inclusive group. The new model encourages couples, friends or family members to attend together and has good attendance rates and physical outcomes.

After completing the 12 week AHP led class participants struggled to make the transition to a community class and identified four key obstacles:

- Feeling unfamiliar with the new venue and staff.
- Having to start making "connections" and friendships again.
- Worry about standing out in a "mainstream" class.
- Loss of the support networks and friendships made in the AHP led group.

Integrated working between NHS Grampian and local sports trust, Sport Aberdeen (SA), combined with a "kick start" from the Health Improvement Fund helped create a positive way forward.

What we did

After considering the options we co-designed the "Carers Stable and Able Group". This group is open to everyone who has completed the 12 week AHP led group.

- A Health & Wellness Advisor from Sport Aberdeen visits the AHP led group towards the end of the 12 weeks to talk about transition to the Carers Stable and Able Group, where it is held, when it meets and how to get there.
- The format is the same as the AHP led group, making it familiar to participants.
- The same Outcome Measures are used to monitor improvement in strength and balance so people can continue to see their progress.
- The same Occupational Therapy Staff provide support to the SA group, providing continuity across the service.
- Participants who have made the transition are invited to return to the AHP led group to talk about their journey and encourage "new starts" to keep going.

Staff Feedback

"It's great to really get to know people and see their confidence and ability progress"

"You see friendships developing between people who have probably felt quite isolated"

"The most powerful thing about the Carers Stable and Able group is the camaraderie. Participants tend to arrive as a couple which instantly changes into being part of a group. Everyone is extremely supportive of each other and celebrate each other's success. It's a fantastic, rewarding environment to be a part of".

Participant Feedback

"Excellent: gets us out, provides structured exercise and a social gathering"

"The exercise keeps me going so I can look after my husband"

"It has made me more active"

"It helps to keep my body supple"

"It is really good and is helping with my balance"

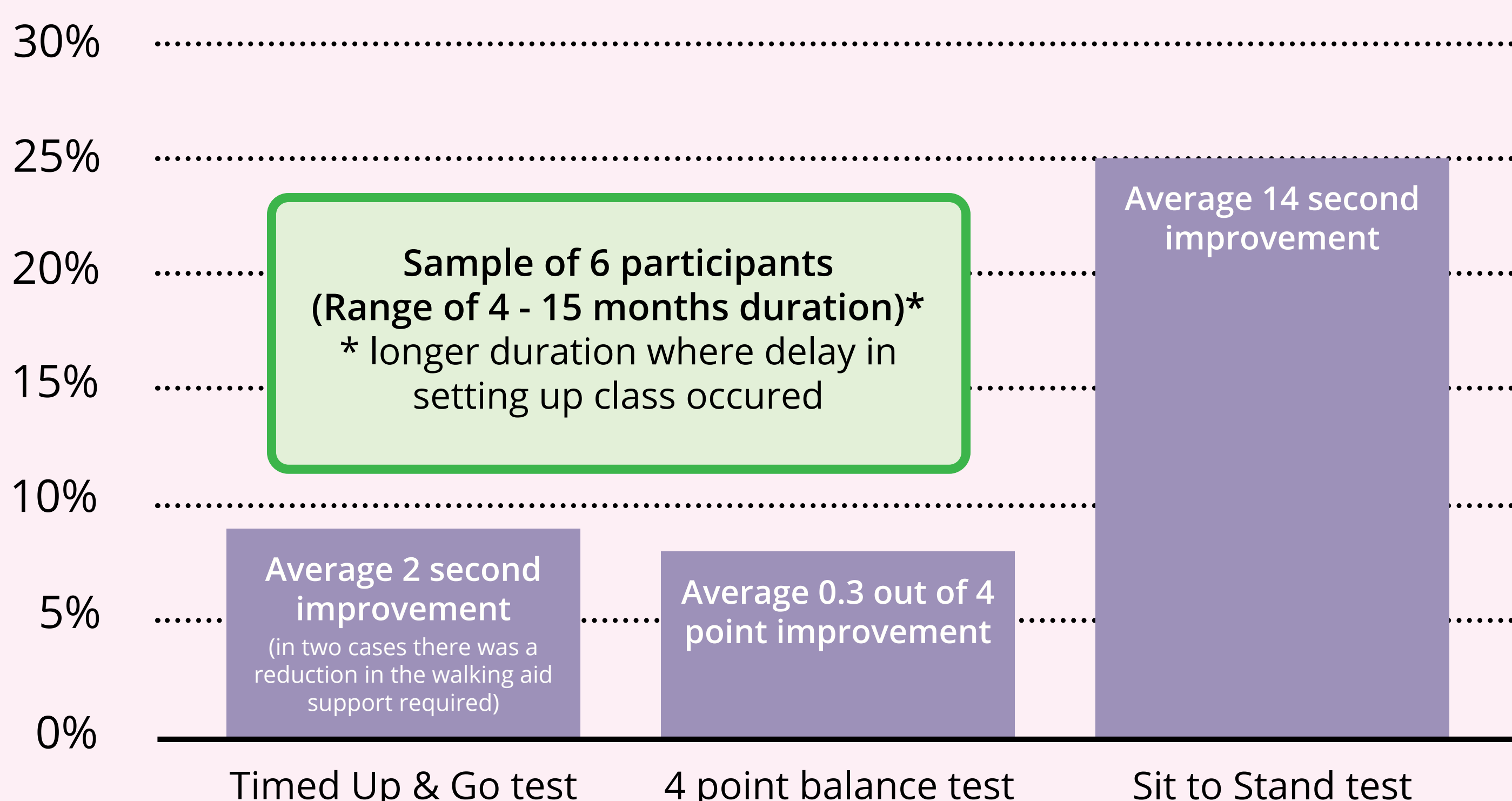
"We've been taught exercises that we can do at home and have met others in the same situation"

What Next?

- This group now has permanent funding which has secured its future.
- We will continue to use a co-production approach, working closely with participants and across agencies.
- This project has resulted in shared learning between staff and we are currently looking for other opportunities to work across the two agencies.
- We are working on processes that will encourage referral of wider SA group participants for AHP assessment.
- Encourage participants to join other follow on physical activity programmes including Techno Gym, Table Tennis and Ballroom Dancing.

"NHS Occupational Therapy staff working in a Sports Trust to deliver exercise programmes and raise health and wellbeing issues breaks new ground and is a huge step forward."

Percentage Improvement: Outcome measures from start of NHS Carers class to completion of a minimum of 12 weeks at Carers Stable & Able Class.



Carers Stable & Able Classes - Led by SPORT ABERDEEN Health and Wellness Advisor



31 people attended in the period from 23/10/17-01/10/18

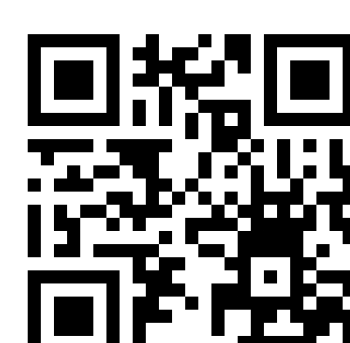
Out of 31 individuals, **22 regularly** attend the group

From a sample of 6 participants, **100%** rated their confidence as above 7/10

Contact

Janet Thompson - jthompson3@nhs.net
Andrinne Craig - activelifestyles@sportaberdeen.co.uk

To see our group in action, scan here:



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Golden Games

Case Study – Golden Games 2018

Aberdeen's FREE sports and activities festival for older adults took place between 6th – 15th June 2018 at venues across Aberdeen City. This was the eighth annual Golden Games Festival during which Sport Aberdeen hosted 38 activities for over 350 participants aged from 57 – 99 years old.



The Partnerships

The Golden Games is delivered by the Active Aberdeen Partnership with Aberdeen Sports Village taking on the lead role for the co-ordination of the event. Staffing, facilities and activities are offered in kind by the AAP partners and the Golden Games offers an excellent opportunity for older adults to begin or return to physical activity in a fun and sociable way.

Sport Aberdeen worked in partnership with eight different clubs and organisations who delivered and/or hosted activities in the programme. These included well established partners such as Cults Bowling Club, Albury Outdoor Centre and Aberdeen Women's Alliance. New club links were formed this year, in particular, Sport Aberdeen worked with Bon Accord Small Bore Rifle Club who offered activities after initially engaging through receipt of a Sports Grant.

What was new for 2018?

Aberdeen Health & Social Care Partnership have provided funding to support the 2018 and 2019 Golden Games and in response to their feedback and the priority areas of some AAP partners, it was decided to remove the age limit previously placed on the event. This allowed participants under the age of 65 with long term health conditions, or who faced barriers to participation to get involved in the Golden Games as a first step into physical activity.

The planning group also placed a focus on increasing participation from people living within the targeted regeneration area areas of Northfield, Mastrick, Woodside, Tillydrone and Torry. Additional promotion, and visits to local community groups, social clubs and events by the Wellbeing Team and Golden Games Ambassadors targeted these areas. Sport Aberdeen and the Golden Games Ambassadors were also guests on Middlefield Matters and Tilly Talks shows on SHMU radio station.

New additions to the programme for 2018 included Rifle Shooting at Denwood Shooting Range and a Flashmob with rehearsals and city centre performances organised by City Moves Dance Agency.

In previous years, the Golden Games has launched with a large multi activity event on the first day, however this year it was held on the Saturday. This was in response to feedback about barriers to participation including transport to activities and those with a caring role being able to leave a loved one to attend. By offering a weekend activity it was



Golden Games

hoped younger family members and neighbours might be able to support with the above, however in practice numbers reduced from 120 participants in 2017 to 30 participants in 2018.

What Participants Said....

Feedback was gathered from everyone at the Social Event and the comments reflected people's enjoyment of the activities and the opportunity to try something new in a fun and sociable environment. Some people commented on the late arrival of the brochure and booking process, something which the planning group had already highlighted as an area to address when planning for 2019 Golden Games.

"Thoroughly enjoyed the Golden Games trying things I hadn't done before. Great encouragement is always given and you are never too old to try."

"A super two weeks of doing something different. I've got the bug and will try to keep going to some of the activities."

"It is a wonderful opportunity to try activities that you have not had the opportunity to try before. It is also very welcoming and friendly."

Good Fun

Rejuvenating

Enjoyable

All inclusive

Terrific folk

"The Golden Games are excellent but not advertised widely enough. Spoke to people who have never heard about it and they are missing out."

"Programmes should be out earlier (but I have enjoyed activity!)"

So, what next for the Golden Games?

The Golden Games planning group held a de-brief meeting looking at successes, challenges and areas for development. Feedback from participants was used to shape this discussion and a further follow up meeting with Golden Games Ambassadors is scheduled for August 2018.

Sport Aberdeen's representatives on the group are keen to ensure that the vision of the Golden Games is still at the forefront of planning and that the planning group consider sustainable models of delivery in the future.

A Sport Aberdeen review:

The 2018 Golden Games programme offered 79 activities of which 38 of which were co-ordinated and/or hosted by Sport Aberdeen. Instructors, coaches and volunteers incorporated additional classes into their schedules and delivered fun and engaging sessions to new audiences, whilst highlighting the many benefits and opportunities for regular physical activity. Activities ranged from very low impact like Stable & Able and Seated Yoga to much higher impact such as Immersive Spin and Ice Skating. Activities took place at 9 Sport Aberdeen venues and 7 other community centres.

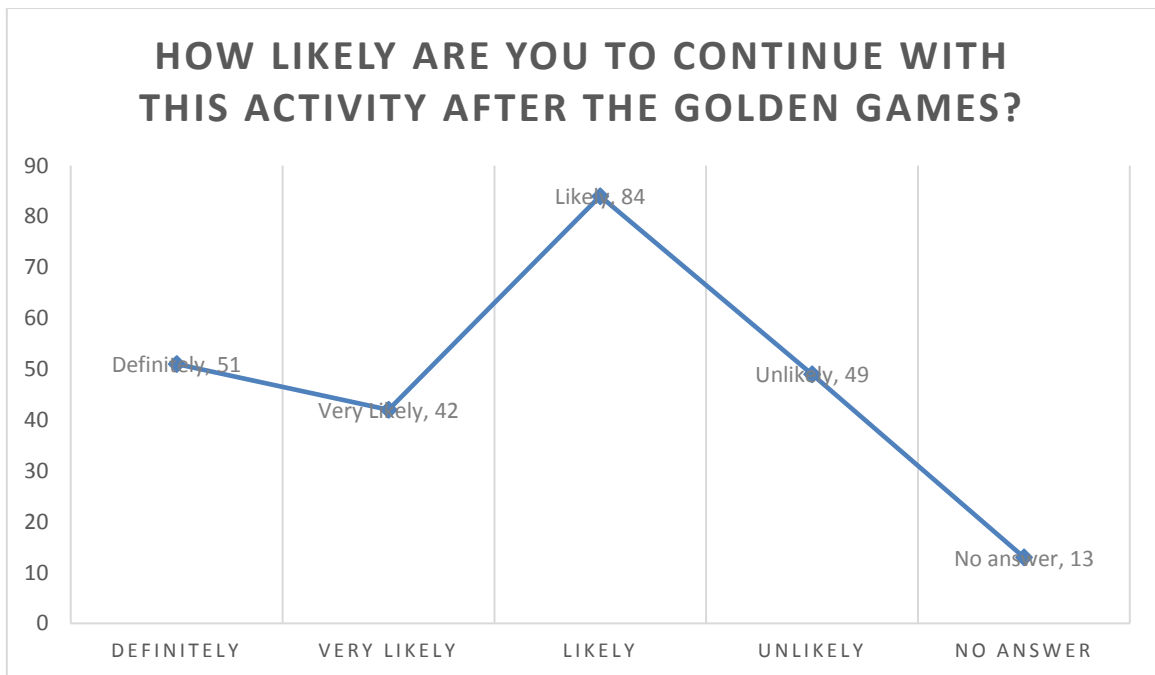
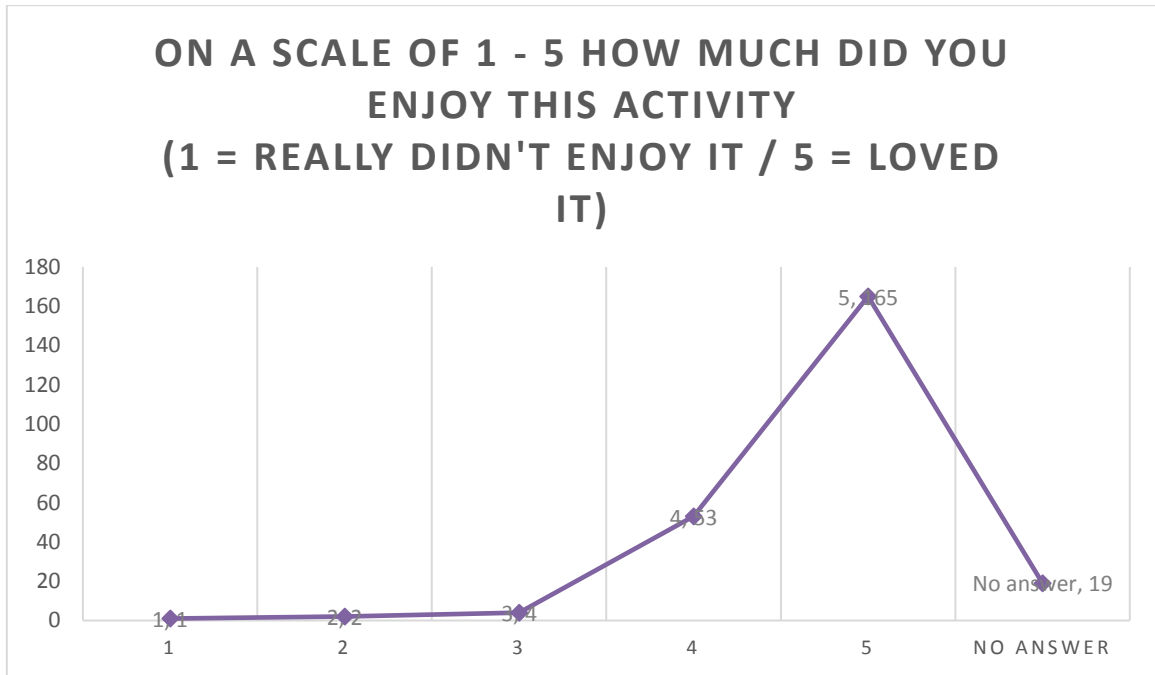
The Sport Aberdeen co-ordinated activities led to over 350 individual participants and after each activity participants were asked to complete a simple evaluation card giving feedback in four key areas (see headline feedback below). Overall activities were extremely well enjoyed by participants and most responders would consider taking part on a regular basis, this highlights the importance of Sport Aberdeen's approach of offering existing activities as taster



Golden Games

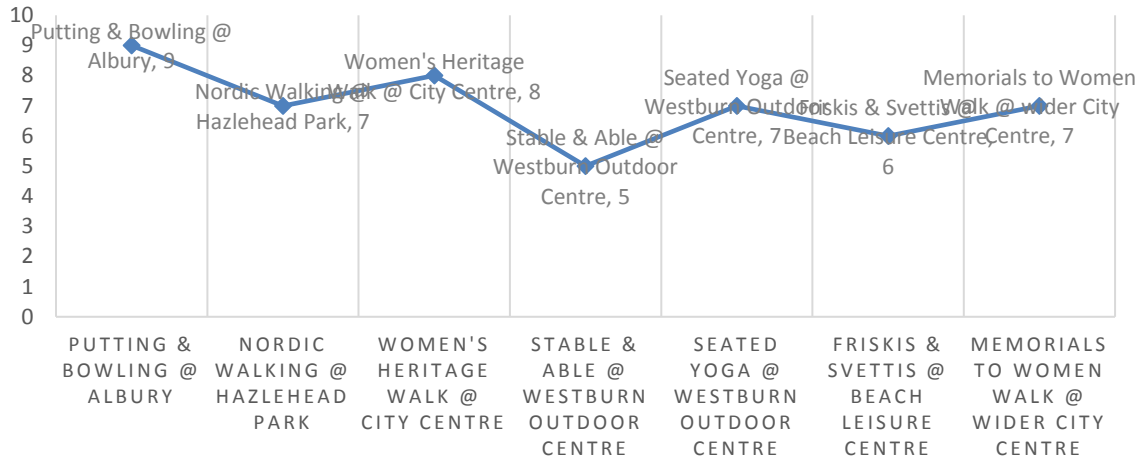
sessions during the Golden Games. However, the result, backed up by discussions with participants also show that the people attending the Golden Games are already physically active and engaged in regular sessions, with a large number meeting the recommended physical activity guidelines. This evidences the need to continue promoting the Golden Games to new audiences to encourage those not currently engaging to come and try.

The evaluation cards also provided an opportunity for participants to provide their contact details in a GDPR compliant way to remain in touch with the Active Lifestyles Team about future opportunities and events. Participants will receive the first Active Lifestyles e-newsletter in August 2018.

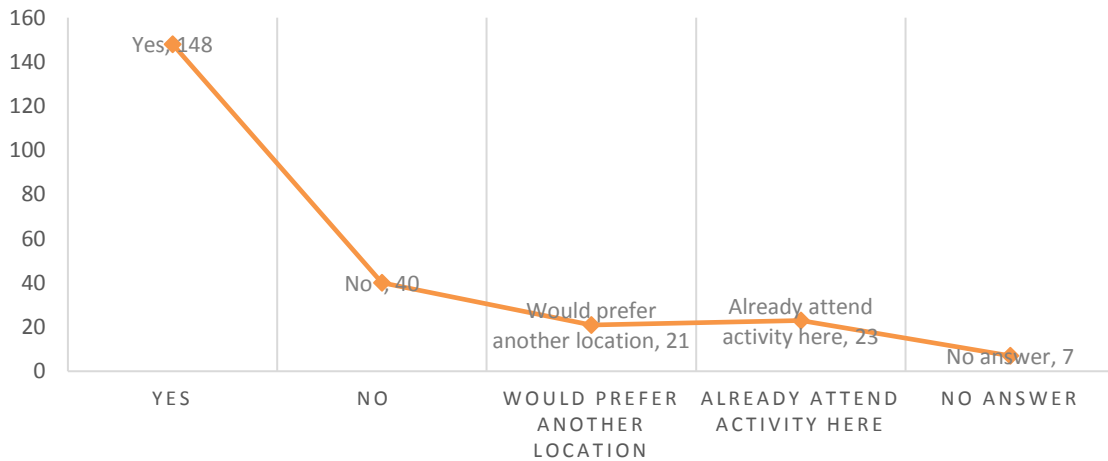




ACTIVITIES PEOPLE WERE DEFINITELY OR VERY LIKE TO PARTICIPATE IN AGAIN WITH 5 OR MORE RESPONSES



WOULD YOU RETURN TO THIS VENUE TO CONTINUE ACTIVITY AFTER THE GOLDEN GAMES?





Golden Games



sustainability – offering activities which are part of the ongoing Active Lifestyles programme
 Opportunity for new activity – Care Home pentathlon model (capture enthusiasm with multi activity leader training and project with NESCOL)
 Contribute to sustainable model of delivery

Strategic Links:

Document	Aim/ Outcome	Impact
Sport Aberdeen Business Plan	1.14 To assist people in groups least likely to participate in physical activity to be more active by provision of supported integrated programmes within community settings.	
AAP Strategy	<ul style="list-style-type: none"> ➤ Increase ➤ Be Inclusive 	<ol style="list-style-type: none"> 1. Reduction in the number of inactive people (specialist population programmes developed for Older Adults; Long-term Conditions; Disability) 2. Sustained lifelong engagement in physical activity and sport. Strong partnerships across partners and other organisations / agencies. 2. Opportunities provided that meet the needs of the entire community. 3. Increased participation from across the community. 4. Reduction of health inequalities for specific targeted groups (people with disabilities, older adults, people with long term conditions) 6. Barriers reduced and removed to enable people to be physically active.
Active Scotland	Outcome 1. We encourage and enable the active to be more active. Outcome 2. We encourage and enable the active to stay active throughout life. Outcome 5. We support wellbeing and resilience in communities through physical activity and sport.	

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A new lease of life – Laura’s Story

Name: Laura
Age: 42
Diagnosis: Metastatic breast cancer
Activity: Move More Aberdeen Circuits

Laura was first diagnosed with cancer in 2005 and felt very fit and healthy at the time. Her second diagnosis was in 2017 when the cancer had returned and spread. She joined the Move More Aberdeen circuits at the Beach Leisure Centre together with her husband and both found great health benefits from getting active.



How did you hear about Move More Aberdeen?

A friend had used Move More and I could see the transformation it had on him.

How did Move More Aberdeen help you to manage your condition?

I was scared to join a gym after diagnosis, I felt very unfit and was scared I wouldn't manage due to pain and fatigue. I was also very self-conscious. Being able to join a group who understands what you're going through and to work at your own pace was fabulous. Being able to take my husband along with me for support was great too and he gets just as much out of it as I do. We look forward to our Tuesday nights and have noticed a real difference in our fitness.

What difference did the Move More Aberdeen programme make to you?

It has made me realize I can push myself further and given me a new lease of life. I would never have had the confidence to do that without Move More.

What are you planning to do after the programme?

We will continue with similar classes, I'm determined to keep it up!

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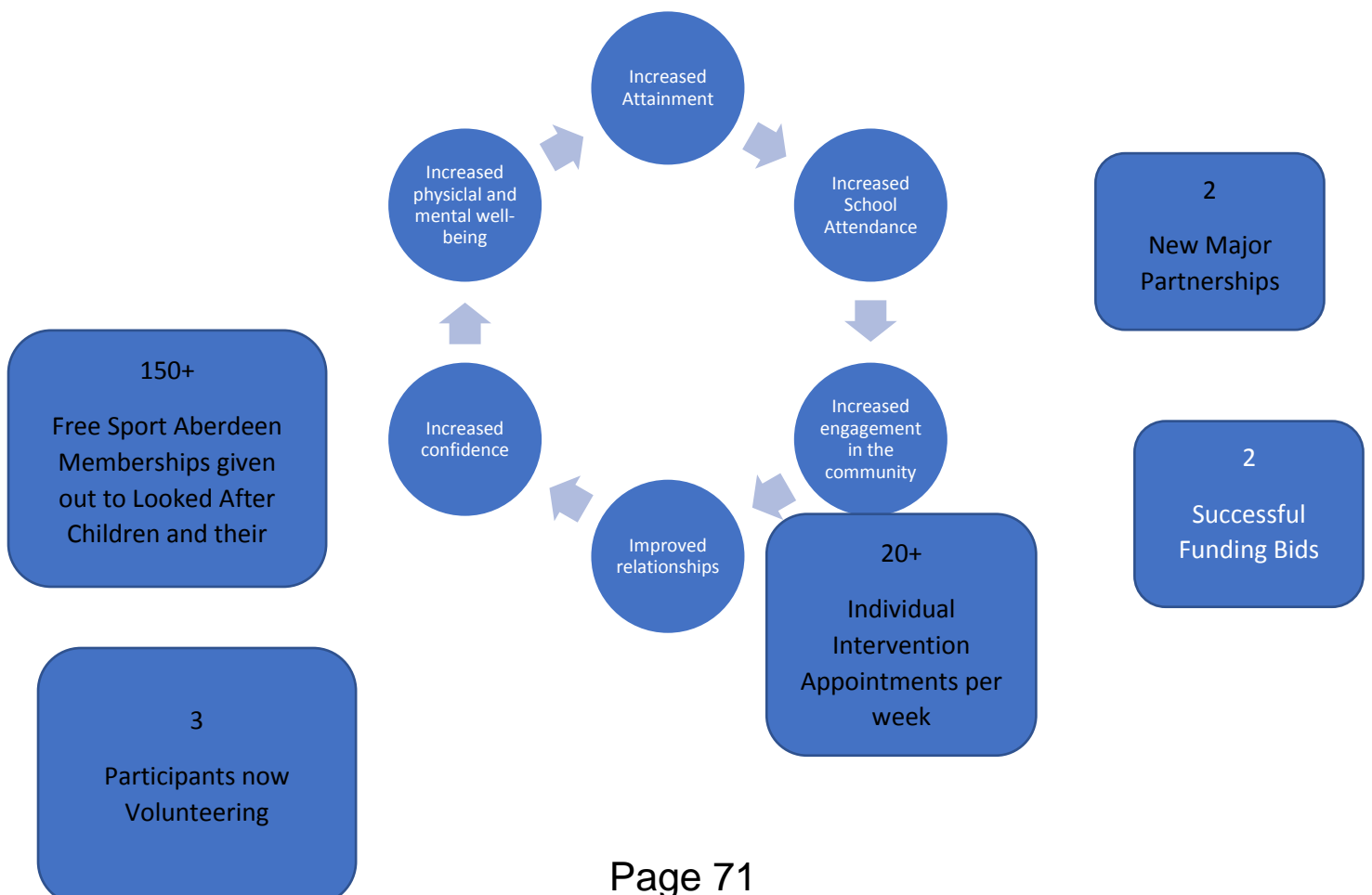
Looked After Project Update

The Looked After Project has continued to provide positive impacts in the lives of looked after children and young people in Aberdeen over the course of 2018. As the project has matured the individual interventions process with children and young people has been refined to increase the positive impact it has on participants.

The interventions have continued to mostly focus on high action activities, such as BMXing, Horse Riding, Skateboarding and Ice Skating. Volunteering opportunities both helping coach at sports activities and helping at the stables

The year has also seen the first stage of the project expanding. The successful funding application, in partnership with Aberdeen Foyer, to the Changes Lives Trust resulted in additional funding being awarded to the project. This has allowed the recruitment of 2 additional staff to the project. These Project Activators allow for the number of interventions the project can offer to increase. Further to this through the partnership with Aberdeen Foyer the project can now offer SQA Level 2 Personal Achievement Awards to be offered to participants, helping to raise attainment levels.

Further funding has also recently awarded from the Changing Lives Through Sport and Physical Activity Fund. In partnership with Action For Children, the project will further develop and support the Priority Families programme in Aberdeen. The funding will allow the recruitment of an additional Project Activator who will work with families who have been identified as being at risk and use the same interventions model and use sport and activity and aim to improve the lives of these families and prevent requiring social work support.



Case Studies

YP - A – Volunteering

Young Person A is in third year at school and has worked with the LA Project for two years. He was involved in individual activities but from October to December 2018, he volunteered in a tennis session in a local primary school. Such was the success of this, particularly the positive feedback from the school's head teacher, A has been invited to support a football session in the school.

Building on his achievements, we are planning for A to take part in a Young Leaders coaching course to increase his social skills, support more positive peer relationships as well as helping A to think about positive destinations. This is all part of A's flexible timetable.



YP B – Personal Achievement Award / Achievements in horse riding

Child B is in primary two in school and has been working with the LA Project since April 2018. He was taking part in weekly horse riding lessons which quickly proved to be of significant therapeutic value given the 1-2-1 time with adults, the relationship and care for the ponies as well as the successes and achievements each week. B's home circumstances had been deteriorating and B was spending less and less time in class, presenting with increasing traumatised behaviours. As such, his time out with the LA Project was increased.

B has now moved to a foster placement and the LA Project continued to visit and be involved in his ongoing plans.

YP C – Horse Riding and PAA

Young Person C has been working with the LA Project, taking part in horse riding lessons as well as a stable management course at the riding school. C is a very regular attendee and enjoys his time within the riding school. C is now working towards completing an SQA Personal Achievement Award, which we have been able to offer due to our partnership with Aberdeen Foyer.



ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning
DATE	29 th August 2019
REPORT TITLE	APA Memorandum and Articles of Association
REPORT NUMBER	COM/19/319
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Mark Bremner
TERMS OF REFERENCE	Remit 4.4

1. PURPOSE OF REPORT

To advise of a request from the Board of Aberdeen Performing Arts (“APA”) for approval to amend its Memorandum and Articles of Association, to increase the maximum number of Board members from 12 to 16.

2. RECOMMENDATIONS

That the Committee:-

- 2.1 Considers and takes a decision on APA’s request to amend its Memorandum and Articles of Association.

3. BACKGROUND

- 3.1 APA is a company limited by guarantee with charitable status established as an Arm’s Length External Organisation (“ALEO”) of the Council in 2004. APA operates the Music Hall, His Majesty’s Theatre and The Lemon Tree, as well as managing three festivals and the Box Office for 20+ venues in the region. APA has a turnover of over £12m per a year, is one of Scotland’s biggest performing arts companies and a Creative Scotland Regular Funded Organisation (“RFO”) receiving £1m towards programming over 2018 – 2021.

- 3.2 APA delivers a diverse programme of performing arts at small, mid and large scale including touring drama, musical theatre, children’s theatre, opera, ballet, dance, comedy and music across the venues. Alongside this programme, APA produces and commissions new work under the banner of Freshly Squeezed Productions, supports and provides a platform for emerging talent in the north-east, runs an associate artist programme in schools and communities, curates three festivals, runs a youth theatre and youth music programme, offers creative learning activity for all ages and abilities and supports the local amateur arts scene.

3.3 APA's Memorandum and Articles of Association which govern the management and operations of the organisation were reviewed by their Finance, Audit and Property Sub-Committee and it was subsequently agreed at the APA AGM on the 19th November 2018 that it would be desirable to make a number of changes, including increasing the number of board members from a maximum of 12 to a maximum of 16. APA's Director of Finance and Corporate Services submitted a formal request to Aberdeen City Council to amend the Memorandum and Articles of Association on the 28th May 2018. The rationale APA has presented to officers for these changes are as follows;

- To enable the organisation to achieve a more diverse and inclusive membership within its board and demonstrate commitment to 'Open House', their Equalities Diversity and Inclusion action plan, as well as alignment to the principles of the Broadcasting Entertainment Cinematograph and Theatre Union's Action Plan for Diversity. An increase to member numbers would allow APA to allocate seats to represent groups with protected characteristics.
- Deliver on 'Open House' action plan point 1.7: ' M&A updated to allow for improved governance – increased Board membership to 16, increased no of places for open recruitment, % of protected characteristics on Board increased to 20%, more Board members available to serve on sub committees'.
- To support board succession planning by ensuring the proper depth of skills, experience and representation is present within membership to manage rotation as per OSCR code of good practice. A change to membership numbers reduces the potential risk of skills and expertise gaps arising if a number of members retire from their position at the same time.
- To ensure that within the board membership there is a strong composite of relevant competencies in areas such as financial planning and management to provide an appropriate level of scrutiny and oversight for APA Sub-Committee business.

3.4 The APA Memorandum and Articles specifies under clause 2.1 that no changes relating to the composition of the Board of Directors 'shall be made without the express written consent of the Council or their statutory successors for such a period of time as the Council or their statutory successors retain the right to nominate some of the Directors of the Company'. At present the Council is entitled to nominate up to four Directors. APA's proposed amendment to the Articles would increase the board appointed Directors from seven to eleven, while the Council nominated Directors would remain at four. The remaining Director appointment would be elected by the employees of the Company pursuant to Article 7.3, which would be concurrent with the present Articles of Association. This brings the number of Directors to 16.

4. FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

5.1 APA's proposal is to increase its maximum board membership to 16 from 12, but not to increase ACC Councillor Board members. This results in a smaller percentage of ACC membership. However, any future changes to the Memorandum and Articles of Association will still require Council written approval therefore there is no real material change in terms of control by the Council.

5.2 Furthermore, Council oversight, accountability and good management of ALEOs is essential. APA is monitored by the Council's ALEO Assurance Hub which assesses each ALEO's ongoing arrangements for the management of risk, finance and governance. This model has been identified by the Accounts Commission as one of best practice. Guidance states that: - "Councils are ultimately accountable for how they spend public money, including the services they commission through ALEOs. This means having clear oversight and appropriate governance arrangements in place." (Accounts Commission - Councils' use of arm's-length organisations - May 17, 2018).

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Insufficient scrutiny and relevant expertise within APA governance places organisation at financial risk.	(L)	APA report financial performance and governance to the Boards and present their annual accounts for scrutiny by an external auditor. Increasing the Board membership will ensure the appropriate skillsets are in place for good financial management.
Legal	Increase in Board membership numbers could reduce the Council's overall influence in decision making or delivering on	(L)	Commercial and Procurement Services are currently reviewing ALEO service level agreements to ensure they remain robust

	Council outcomes. GDPR Compliance		and fit for purpose. The Strategic Commissioning Committee will have oversight of how ALEOs are achieving Council outcomes and complying with the terms of their service level agreements. All ALEO's GDPR compliance is reviewed by the ALEO Hub to provide the Council with assurance that legislation is being followed and good practice adhered to.
Employee	No direct risks arising from the report's recommendations.		
Customer	No direct risks arising from the report's recommendations.		
Environment	No direct risks arising from the report's recommendations.		
Technology	No direct risks arising from the report's recommendation		
Reputational	APA's corporate governance or service delivery failure has a negative impact on the Council's reputation.	(M)	The proposed increase to the maximum number of Directors will strengthen the governance capacity and skills resource. The ALEO Hub will continue its oversight of APA to provide assurance to the Council that the organisation has effective governance, financial planning and policies in place to continue to deliver an effective service.

7. OUTCOMES

Design Principles of Target Operating Model	
	Impact of Report
Governance	<p>The report recommendations support the principles outlined in the Accounts Commission’s “Following the Public Pound” assurance on the robustness of ALEO governance arrangements.</p> <p>Furthermore there is an alignment with the ‘Partners and Alliances’ design principles in respect to collaborative service delivery.</p>

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Completed, change to board membership numbers has been assessed as a positive impact in respect to Equality Act.
Privacy Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not applicable

9. BACKGROUND PAPERS

None

10. APPENDICES

Appendix 1 – ‘Open House – Diversity, Equality and Inclusion Action Plan 2018/19 – 2020/21’ Aberdeen Performing Arts.

11. REPORT AUTHOR CONTACT DETAILS

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Open House Diversity, Equality and Inclusion Action Plan 2018/19 – 2020/21

Aberdeen Performing Arts is committed to promoting equality, diversity and a culture that values difference. We recognise that people from different backgrounds and experiences can bring valuable insights into the workplace and enrich the way we work. We will proactively tackle discrimination and disadvantage aiming to ensure that no individual or group is directly or indirectly discriminated against for any reason with regard to employment or accessing our services. Our four creative diversity themes are:

Celebrating Difference

We want to develop a culture where equality is both ordinary and extraordinary; where diversity is promoted across creative choices, participation, audience development and employment practices. 'Variety' is a good old-fashioned theatre term that Aberdeen Performing Arts is reclaiming in the context of developing a mainstreamed Equalities, Diversity and Inclusion policy, where 'variety' = different, varied, broadminded, all encompassing. The term also serves to remind us that we must be vigilant - constantly reviewing the long-standing handed-down practices from theatre and music-hall tradition, checking that our language, signage, practices, programme content and behaviour still work in our contemporary setting.

Creativity at Heart

We put creativity at the heart of Equalities, Diversity and Inclusion at the heart of creativity - embodying this in our culture, policies and practices. Cultural diversity is productive for artists, audiences and communities. Diversity increases the adaptive resilience of our company, making us less vulnerable to unexpected change. Creative practice can provide a powerful source of stimulus for personal growth, self-reflection and discovery, challenging self-limiting beliefs. Well-crafted work can also challenge judgment, group-thinking and shine a light on society's shady corners achieving bigger shifts in consciousness. We will continue to stretch and challenge ourselves and others, including partners – from funders to tutors and suppliers, artists to their support teams.

No Labels, No Barriers

We are working towards a culture of 'no labels, no barriers' at Aberdeen Performing Arts. In order to have conversations internally and externally, we name and group things. These represent the range of people, groups, individuals and issues that we consider when we are recruiting to our team and Board, planning our services and programme, training staff on our customer services approach, talking to partners, appointing contractors and procuring goods and services. The balance of power between minority and majority groups is not always a simple one. However, that doesn't alter the issues of

power, fair pay, voice and opportunity that affect minority groups. We will promote positive action to create balance and equality of opportunity, recognising that ‘post-code discrimination’ or social discrimination can affect aspirations and opportunity as much as gender, ethnicity and age.

Open Thinking

We want to achieve harmony – in our venues, among our staff, with conditions of service, in the creative community, with our visiting artists and promoters, within our wider local communities. In seeking to achieve diversity and equality, this will always be in the context of also achieving harmony. In a safe, supported, harmonious environment we believe staff, artists, audience members and others will feel more able to move outside their comfort zone and reach their full potential. Awareness and a warm welcome are critical to creating positive conditions for all groups to engage with Aberdeen Performing Arts.

Areas

This plan intersects with our business plan Imagining New Futures and across all of our work. The areas we will work in, our aims and success indicators are:

Area	Aim	Success Measure
Governance and Leadership	Sustain responsive, progressive and imaginative governance and leadership of creative diversity.	A positive company culture that empowers employees to reach their full potential and make an outstanding response to the case for creative diversity
Sector Leadership	Support other cultural organisations in the North-east to gain a greater understanding of creative diversity in their practice	Be sector leading in making the case for creative diversity and equality in the North-east
Workforce	Develop a workforce that reflects the diversity of the communities we work with and champions equality and diversity	Increase diversity in our workforce
Diverse Artistic Programme and Artists	Create a distinctive and diverse artistic programme that reflects the experience of all of our communities and provides opportunities for participation and creative engagement	A diverse and distinctive artistic programme with diverse artists, producers, programmers and partners
Reaching Diverse Audiences and Cultural engagement	Engage with the diversity of voices, perspectives, artistic and cultural lives of people and communities in the North-east	Extend our reach and develop a more diverse audience base. Reach more people who are least engaged and make people feel included
Data Monitoring and Evaluation	Maintain data, policies, processes and systems to ensure compliance and evidence our work	Provide first class data support, robust benchmarks and agree and share targets

Ownership

We will all address creative diversity and equality by:

Board and Leadership Team: providing outstanding leadership for Creative Diversity and Equality, monitoring our Action Plan and being accountable for compliance with the Equality Act 2010.

Organisational Development: increasing workforce diversity through fair recruitment processes, partnership and employee learning and development.

Artistic Programme: working in partnership to increase audiences, artists and producers with disabilities, from BAME and socio-economically disadvantaged backgrounds.

Marketing: ensuring quality of opportunity for all audiences to connect with Aberdeen Performing Arts through the information we provide in our venues, online, in communities and to listen and consult.

Operations and Customer Services: ensuring venues are accessible and welcoming, our employees well trained in creative diversity and equality

Business Transformation: providing excellent data support, robust benchmarks and targets

Finance and Fundraising: providing strong financial management and using all means of fundraising to enable Aberdeen Performing Arts to achieve our creative diversity and equality objectives.

Resources

Both budget and people resource is embedded and dispersed across the company. The Chief Executive is champion and is supported by the Head of Organisational Development.

Risks and Challenges

Risk	Mitigation
Lack of Board and employee engagement with the case for Creative Diversity and Equality	Information and aims shaped by and shared with employees and board members, creative diversity and equality plan in place, our Open House Policy is understood and owned by employees at all levels within the company with allocated resources and responsibilities.
Lack of engagement with local communities and people who are least engaged and who view our venues and our programmes as 'not for me'	Audience development plan and external stakeholder relationship management plan in place. Increased consultation with people and communities, more project co-design with communities
Lack of appropriate data to support planning	Make data a higher priority within the organization, undertake data rationalisation exercise and invest in new software
Insufficient resources to deliver the plan	Ensure we understand what is required and allocate appropriate resources

1. Governance & Management	Task	Lead	Target Dates	Measures of Success	Likely	Impact	Risk
1.1	Review data held and improve systems for information gathering and performance reporting to ensure we can report back to Scottish Government, Local Authority, Creative Scotland and other funders on EDI issues. Work with Culture Republic, Audience View and Purple 7	DFCS and HBT	April 18	Clear and reliable systems and processes in place for EDI information gathering Accurate and comprehensive CS Annual Return	3	5	
1.2	Appoint Board Champion for EDI	CEO & Board	April 18	Improved high level leadership for EDI	1	4	
1.3	Appoint new post of Head of Organisational Development in Leadership Team to be our EDI leader	HOD	April 18	Improved high level leadership for EDI	1	4	
1.4	Get EDI working group up and running with representatives from all teams	HOD	April 18	Embedded leadership for EDI in all teams and levels within APA	2	5	
1.5	Roll out EDI awareness refresher training for staff and Board to ensure our Open House Policy is understood and owned by employees at all levels within the company	DMC	June 18 + October 19	Increased awareness and understanding of EDI at all levels within the company	2	5	
1.6	Secure our Customer Service Excellence accreditation year on year.	DMC	Ongoing in July annually	Retained CSE accreditation with compliance in all categories and aim for compliance plus in 8 of the 12	2	4	
1.7	Review Memorandum and Articles	CEO and Board	July 19	M&A updated to allow for improved governance – increased Board membership to 16, increased no of places for open recruitment, % of protected characteristics on Board increased to 20%, more Board members available to serve on sub committees	3	5	
1.8	Make space to recruit for 3 new Board members	CEO and Board	Mar 20	Board refreshed, increased number of places allowing for more open	3	5	

2. Disability	Task	Lead	Target Dates	Measures of Success	Likely	Impact	Risk
				recruitment and more diverse representation on Board			
2.1	Introduce an Access Membership Scheme	DMC	Dec 18	Improved ticketing and customer service experience for people with disabilities in our venues. Achieve a membership of 500 by 2021	3	5	
2.2	Review Carer's Policy	DMC	April 18	Improved experience for people with disabilities in our venues and 500 carers annually	2	4	
2.3	Review Pricing Strategy	DMC	Sept 18	Favourable benchmarking with best practice nationally and 3% increase in the number of people with disabilities using our services by 2021	2	4	
2.4	Improve physical access for audiences and artists with restricted mobility at HMT – new passenger lift and introduce a new ramp at stage door, and at the Music Hall - new state of the art sesame platform lift at main entrance, introduce lift access to balcony and more wheelchair space Develop pre show venues checklist to ensure lifts and accessibility equipment regularly checked.	CEO	June 19	Access all areas achieved for artists and audiences with restricted mobility at HMT and Music Hall. Vastly improved service for the 20% of our audience at HMT who need to use our lift for access. 100% improvement for artists with restricted mobility at HMT who currently can't access stage door. 100% improvement for audiences with restricted mobility at the Music Hall who currently can't use the main entrance or access the balcony	3	4	
2.5	Review all the services we provide for people with disabilities with a view to expanding and improving	DMC	Mar 20	More people with disabilities accessing our services and programmes. 3% increase by 2021 (1% year on year)	3	4	
2.6	Increase the number of younger people using our disability services – consult young people with disabilities through our Teachers Network and Woodlands Special Educational Needs School and Newhills Visual Impairment School	DMC	Mar 21	An increase in younger people with disabilities accessing our services and programmes. 5% increase by 2021	3	4	

2.7	Put in place a strategy and clear, concise, consistent, legible guidance for accessible communication in print and in digital formats to meet the needs of our audiences – consult and research alternative channels	DMC	June 18 Research Dec 18 Strategy Mar 19 Guidance	Better and more services available for audiences with disabilities. 10% uptake in services by 2021 Purchased Asset Bank software April 19 and database of diverse images created for promotional purposes	2	5	
2.8	Ensure that people with disabilities are fully engaged with the Music Hall <i>Stepping Out</i> Programme and participating in the <i>Stepping In</i> community re-launch weekend. Use the MH redevelopment to signal step change in the services we provide.	DPCP	Mar 19	More participation, performance and talent development opportunities for people with disabilities. More high quality engagement through partnership with companies like Solar Bear and Birds of Paradise. Minimum of 1 project annually	2	5	
2.9	Curate programmes/seasons of work to raise awareness, encourage main streaming and promote good practice (tying in with awareness dates in the calendar)	DPCP	Apr 18	Raised awareness of the achievements of people with disabilities working in the arts and cultural sector More artists and companies with disabilities featuring in our cultural programme. Increase by 5%	2	5	
2.10	Design and roll out training to engage, inform and empower employees to provide excellent customer service for people with disabilities	HOD	Apr 18	Better trained and informed employees. 150 employees undertaking some form of disability training in 2018 – and regular refresher course thereafter	2	5	

3 Socio Economic Deprivation	Task	Lead	Target Date	Measures of Success	Likely	Impact	Risk
3.1	Ensure that adults and young people living in areas of multiple deprivation (particularly Torry, Woodlands and Northfield) are fully engaged with the Music Hall <i>Stepping Out</i> Programme and participating in the <i>Stepping In</i> community re-launch weekend. Use the Music Hall redevelopment to signal step change in the services we provide.	DPCP and HPT	April 19	Work in a minimum of 3 areas of multiple deprivation and achieve 300 participations in Music Hall projects. Engage with 5,000 people from Aberdeen and the North-east over the community launch weekend, 10% of whom minimum will be from areas of multiple deprivation.	2	5	
3.2	Continue to build engagement with Looked After Children by encouraging active participation in arts projects and attendance	DPCP	Projects in 17/18 and 18/19	Recognition as sector leading in Scotland with our work with looked after children and young people. Meaningful engagement with 15 looked after children a year for 3 years	2	4	
3.3	Ensure that our Associate Artist programme engages with individuals and communities affected by socio economic deprivation	HPT	Projects in 18/19, 19/20 and 20/21	A minimum of 1 associate artist a year from 2018/19 onwards engaging with individuals and communities affected by socio economic deprivation	2	4	
3.4	Increase engagement with the North-east's economic migrant community - help them to find a voice and tell their story through participation in arts projects.	HPT	17/18 Research & Development 18/19 – 20/21 Deliver	3 creative projects delivered over 3 years with migrant communities	2	4	
3.5	Reduce financial barriers to attendance and participation by developing a pricing strategy to help families on low income, by providing bursaries for our youth art and creative learning activities and by setting affordable prices for participative activities	DMC	Sept 18	Pricing strategy reviewed to ensure creative learning charges are affordable by March 18. 2 youth theatre bursaries a term for each of 8 classes: 16 each term. Achieve 100% take up of bursaries	2	4	

3.6	Introduce a new Pathways to Positive Destinations programme to improve and expand APA work experience opportunities for individuals affected by socio economic deprivation.	HOD	April 19	New tailored programme in place. More delivery partners. Increased uptake of work placements apprenticeships and job opportunities	3	5	
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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	28 th August 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Strategic Commissioning Approach
REPORT NUMBER	COM/19/329
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	Purpose 6 and Remit 2.2

1. PURPOSE OF REPORT

- 1.1 The report outlines the activities that have been taken to embed a strategic commissioning approach across the Council in order to enhance integrated service provision and deliver the Council's commissioning intentions. It also describes and seeks the Committee's agreement of a joint strategic commissioning approach to be taken by both Aberdeen City Council and Aberdeen Integrated Joint Board.

2. RECOMMENDATION(S)

That the Committee:

- 2.1 Approve the joint commissioning approach, described in Appendix 1, to be adopted by the Council, noting that the approach will be submitted to the Aberdeen City Integration Joint Board (IJB)
- 2.2 Note progress in the development and implementation of the commissioning approach as described in Appendix 2
- 2.3 Instruct the Chief Officer Governance to bring forward the results, including any proposals for decommissioning and recommissioning strategies, of the review of Council and IJB strategies to the Strategic Commissioning Committee (and the IJB), as highlighted in Appendix 2

3. BACKGROUND

- 3.1 The Strategic Commissioning Committee approved a report in November 2018 which explained the stages that would be undertaken to implement a commissioning approach. This report (August 2019) provides further detail relating to the activities that have been embedded since and how this will evolve going forward.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no immediate financial implications arising from the recommendations contained within this report, however, the ongoing implementation of the proposed commissioning approach will have implications for the allocation and deployment of financial and non- financial resources. The approach, as outlined throughout the report, is in line with the Council's approved Target Operating Model.

5. LEGAL IMPLICATIONS

- 5.1 An Equality and Human Rights Impact Assessment has been completed reflecting the Council's transition to a commissioning approach, this continues to be reviewed and updated. The Committee is asked to have due regard to this as part of its decision making around the proposed approach to commissioning within the Council. The EHRIA can be found at <https://www.aberdeencity.gov.uk/services/people-and-communities/equalityand-diversity/equality-and-human-rights-impact-assessments>.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The commissioning approach does not sufficiently support reductions in demand and spend required to respond to budgetary constraints.	M	The design and implementation of the commissioning approach will be fully integrated with the Council's budget process and governance model.
Legal	Failure to maintain statutory duties.	M	Statutory duties are part of the commissioning decision-making process.
Employee	Skills and knowledge are not in place to effectively implement commissioning approach.	M	The skills audit and commissioning development programme will enable staff to develop commissioning skills and knowledge.
Customer	Customer feedback does not sufficiently inform commissioning.	M	Customer engagement is a key process within this commissioning approach.
Environment	None.		n/a

Technology	Failure to use digital opportunities.	L	Digitisation and new technologies will be a key consideration in any commissioning or recommissioning activity.
Reputational	Services do not deliver expected outcomes, customer standards or cost effectiveness.	M	The commissioning approach will be evidence based; be inclusive of customers, partners, providers; be integrated with the budget process; include robust contract management and outcome-focused.

7. BACKGROUND PAPERS

None.

8. APPENDICES

Appendix 1 - A Joint Strategic Commissioning Approach by Aberdeen City Council and Aberdeen Integrated Joint Board

Appendix 2 - Development and Implementation of Commissioning Approach 2018/19 to date

Appendix 3 - Commissioning Business Case Template

9. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The commissioning approach will be using the LOIP as a key driver for improvement. Being Prosperous will be included within priority setting processes.
Prosperous People	The commissioning approach will listen to and engage with the People of Aberdeen. This will be via a range of engagement tools and channels.
Prosperous Place	The commissioning will be using the LOIP and will consider the concept of 'place' as its commissioning approaches going forward.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	This report will further enhance the focus on the Customer in the way we design services.
Organisational Design	It will be important that the Council embeds this approach in the capability of its staff.
Governance	There will be close working between the Strategic Commissioning Committee and the key stages outlined in this report.
Workforce	A key aspect of developing this approach will be the development and involvement of key staff within the new commissioning function and across the wider workforce.
Process Design	Co-design of future provision and the development of outcome-based specifications will be an important aspect of this new approach.
Technology	The use of digital technology will be central enabler as this approach develops.
Partnerships and Alliances	This new commissioning approach will seek to build partnerships as improving outcomes will be enhanced by joint effort.

10. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment (EHRIA)	An EHRIA has been completed.
Data Protection Impact Assessment	Not required here but shall be provided to Committees as required along with the LOIP and the Population Needs Assessment.
Duty of Due Regard / Fairer Scotland Duty	Covered in the EHRIA.

11. REPORT AUTHOR CONTACT DETAILS

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APPENDIX 1

A JOINT STRATEGIC COMMISSIONING APPROACH BY ABERDEEN CITY COUNCIL AND ABERDEEN INTEGRATED JOINT BOARD

CONTENTS

1. What is strategic commissioning?
2. Strategic commissioning elements
3. Relationship between strategic commissioning, procurement and contracting
4. Roles and responsibilities within a strategic commissioning
5. Workforce capability and development to support strategic commissioning

SECTION 1: WHAT IS STRATEGIC COMMISSIONING?

What do we mean by strategic commissioning?

Strategic commissioning is the term used for all the activities involved in assessing and forecasting needs, linking investment to agreed outcome, considering options, planning the nature, range¹ and quality of future services and working in partnership to put these in place.

As per the Scottish Government's guidance², the focus of strategic commissioning should be less about how things are done currently and more about how it should be done in the future. The real added value being enabling the shift of resources to deliver commissioning intentions within an outcome-based performance framework.

Most models of commissioning emphasise a cyclical nature, with strategic commissioning providing the context for procurement and contracting. The cycle is sequential and of equal importance to one another. The cyclical nature of analyse, plan, do and review bring strategic plans to life. Outcomes for people must be at the centre of a commissioning model.

Strategic commissioning is crucially about establishing a mature relationship between different partners from across the public, third and independent sectors in a way which will help to achieve the best services for the population. Every partner has a role to play in strategic commissioning process and that is why it is important that local arrangements promote mature relationships and constructive dialogue.

What do we mean by joint commissioning?

The creation of integration authorities, as a result of the Public Bodies (Joint Working (Scotland) Act 2014 now requires us to undertake joint commissioning between the Council and NHS Grampian. Joint commissioning is a complex strategic activity combining traditional disciplines of strategic planning, service design, procurement, internal service planning and performance management, and applying these disciplines in a new multiagency environment.

System leadership is often referred to, but it is a term with many meanings. In the context of joint commissioning, system leadership means both shared and collective leadership between the Council and the NHS, but also including providers and other partners, such as the voluntary and community sectors. It needs to be inclusive, actively seeking the views of people and communities, and of front-line staff. Like all good leadership, it requires clear accountability, with leaders holding each other to account, as well as being held to account by local people.

¹ Joint Strategic Commissioning – A Definition: Strategic commissioning steering group June 2012

² Strategic Commissioning Plans for Guidance

As policy places greater emphasis on individual choice and control through self-directed support and person-centred care, the role of public agencies as facilitators of service development, rather than only as direct purchasers or suppliers, will also become more important.

People involved in commissioning may already have experience in some aspects of the overall cycle, and with particular service areas, but they now need to draw on new models, new relationships and new skills to enable joint strategic commissioning.

Where money comes from will no longer be of consequence to the service user, customer or patient. What will matter instead will be the extent to which partnerships achieve the maximum possible benefit for service users and patients, together and against the backdrop of shared outcomes and an integrated budget.

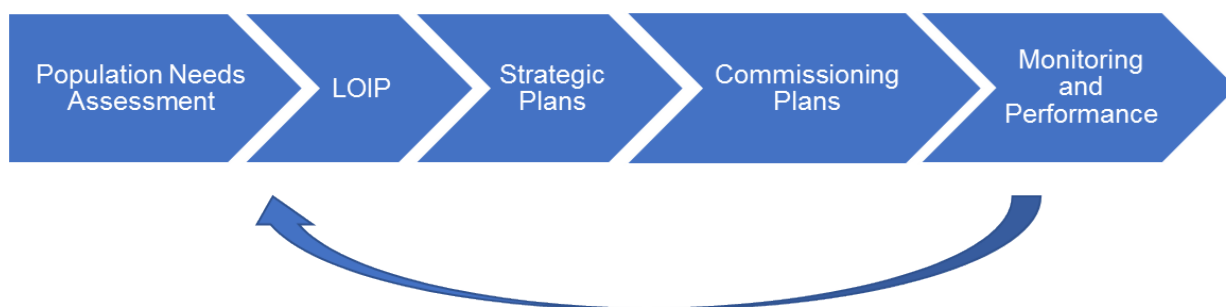
By strengthening our system wide approach and collaboration we will start to better understand the impact we can make, where these impacts can make a significant difference and what the planned change should be to shape future demand. This understanding and analysis can facilitate a redesign and commissioning of future services to meet the current and predicted population needs. A radical reform in the way we currently look at and deliver services is required, with a staged and managed collective journey to reduce silos and bring collaboration and system thinking to our approach.

SECTION 2: STRATEGIC COMMISSIONING ELEMENTS

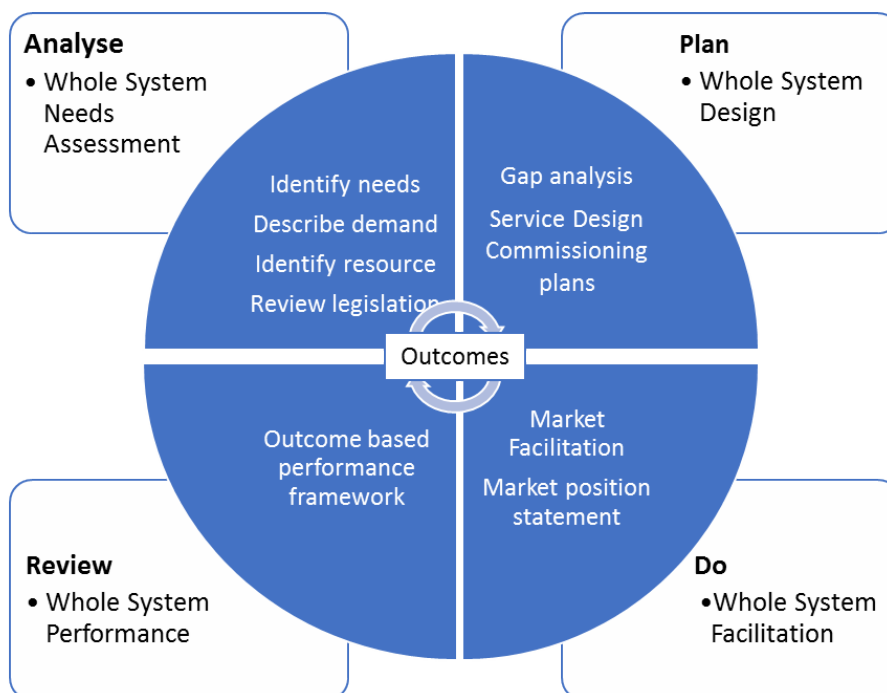
The Council and the Aberdeen City Health and Social Care Partnership (AHSCP) have jointly designed an approach to be adopted during any commissioning activity. This approach reflects recommendations made in the Scottish Government guidance document, 'Strategic Commissioning Plans Guidance 2015', namely:

- Linked to strategy and outcomes
- Collaborative approach
- Based upon population needs assessment
- Shifting demand focus to preventable demand through early intervention and prevention

The figure below shows the strategic planning cycle within which our joint strategic commissioning approach is placed, ensuring that the link to strategy and outcomes is continuously maintained across our commissioning activity.



Within the strategic planning cycle, the following figure shows the 4 key elements of our strategic commissioning approach.



3.1 Whole system needs assessment

This is an analysis stage in the strategic commissioning process. It is at this stage that we start to understand and express the needs of the population across the City, within localities and into smaller neighbourhoods.

Of critical importance to this process is the completion of a Population Needs Assessment (PNA). A PNA allows us to better predict the demands to be placed on the Council, the ACHSCP, and other partner organisations. A greater understanding of the demand, and the drivers of demand, supports informed decision making about how best to meet the needs of the population, whilst at the same time making a determined and positive shift towards preventing demand through early intervention and prevention.

A PNA was developed in 2018, which underpinned the refresh of the Local Outcome Improvement Plan (LOIP), which in turn determined the content of both the Council Delivery Plan and the ACHSCP Strategic Plan.

The PNA is being continually updated as data becomes available and each iteration of the PNA is resulting in more in-depth of analysis.

The PNA, by definition, includes a very broad range of data and analysis, drawn from multiple sources across multiple partners. During 2018 and 2019 significant steps have been taken to build increasingly close working arrangements between partners in relation to data, information and analysis. The refreshed LOIP makes a commitment to shared intelligence across all partners.

In addition to understanding the needs of the population, we also have to give regard to the legal duties being placed on both the Council and ACHSCP. Work has been undertaken to develop a legislative tracker system which will enable us to understand the duties being placed on the whole system. Annually the Scottish Government publish a “Programme for Government” setting commitments to changes in both legislation and policy, many of which will have primary or secondary impact on the planning, funding and delivery of services. It is critical that the potential impact of any proposed changes is understood as early as possible; that opportunities to influence proposed changes are fully taken; and that scenario planning is undertaken on the basis of likely changes.

3.2 Whole systems design

This stage is concerned with identifying the gaps between what is needed and what is available and planning how these gaps will be addressed, reflecting best practice recommendations, and public consultation, within available resources.

The opportunities through multi-agency working allow us to consider system wide approaches and solutions to planning. Activities include:

- Undertaking a gap analysis to review the whole system and identify what is needed in the future, based upon what we know about the needs of the population; and
- Based upon this information, designing services to meet needs, with technological solutions being a central consideration.

To support the creation of a gap analysis, we need to understand the available capacity within the Council, ACHSCP, NHS Grampian and the Community Planning Partnership more broadly.

Work is underway across multiple agencies to develop an approach to demand management. This is providing a means to classify the nature of demand and gain greater understanding of responding to this demand. The intent is to understand the flow of demand through the perspective of the service user, customer or patient and therefore how services are being used and provided.

A joint strategic commissioning approach provides the opportunity to design services, to meet that demand differently and, in so doing, strengthen the resilience of the population and reduce the demand upon services. This constitutes a shift away from negative demand to value demand.

The following classification of demand is being adopted:

1. Value demand - these are the demands we want customers to place on the system they should reflect the reason for our being. And reflecting the Scottish Government’s own recommendations, preventing demand through earlier intervention is a positive step to take.
2. Negative demand - turning off negative demand has an immediate impact on our capacity. We can further sub divide negative demand into:

- Failure demand - demand from service failure or poor design
- Avoidable demand - demand arising from behaviours that can be influenced or changed
- Excess demand - providing a higher level of service than is needed
- Co-dependent demand - demand unintentionally reinforced and entrenched by service dependence
- Preventable demand - demand which could have been prevented by intervening earlier

This classification of demand is being used to produce a detailed analysis of demand across all commissioned services, including those commissioned within the Council and its group structure of ALEO's or externally within the supply chain.

To enable us to consider the design of services, an appropriate response is required to each category of demand. These will cover short, medium and long term responses. In broad terms, removing failure demand and avoidable demand is likely to be deliverable as short term wins; redesigning services around customers to remove excess demand / co-dependent demand will deliver medium term benefits; whilst proactively removing the causes of preventable customer demand could require more fundamental and long-term change. This demand management methodology is currently supporting the redesign of services and progress is being made towards identifying and managing multi-agency demand.

Capacity will move up stream to the design of services based upon assessment of need and the strategic approach to meeting that need. Our assumption is that if we increase capacity in the planning stage, our procurement intent will become clearer, and the development of contracts will be less time consuming. The overall ambition is to make known our commissioning intent. The purpose of this is predominantly to inform the market of planning and commissioning intentions for the future, to afford better opportunities for market stability, and to encourage wherever possible and appropriate, new investors to the City. We will do this in the form of a strategic commissioning pipeline, which describes our intended activity over the next 3 years. This pipeline will link to financial planning mechanisms.

It should be acknowledged that through whole system design, we will make recommendations for both commissioning and decommissioning of services. The National Audit Office has developed key recommendations to be adopted as best practice during the decommissioning cycle. These recommendations include good communication, a focus on outcomes for people rather than on services and a clear rationale for decision making. We will work with providers, service users and local communities throughout the decommissioning process to identify alternative solutions to make the necessary change when appropriate.

3.3 Whole system facilitation

Ensuring that the services needed to meet the needs of the population are delivered as planned and in ways which efficiently and effectively deliver the intentions and outcomes agreed, is the concern of this aspect of the cycle. Activities associated with this stage includes the development and sustainability of the local provision. In particular, ensuring that there is sufficient supply and capacity to ensure a mix of service providers to offer service users an element of choice in how their needs are met.

Whole system facilitation calls for strengthening relationships with existing and potential providers. This can be defined as market facilitation. Market facilitation comprises three key components:

- **Market Intelligence** - the development of a shared perspective of supply and demand between commissioners and providers, through shared intelligence. The IJB is required to produce and publish an annual Market Position Statement (MPS). The Council is not required to publish a market position statement, however an Annual Procurement Strategy is required and the content of this strategy includes the commissioning intentions for each financial year. The MPS and the Procurement Strategy send a clear signal about the commissioning intent, allowing businesses and services to organise themselves and prepare for opportunities.
- **Market Structuring** - sets out how the market will operate and includes communication, monitoring and working together to improve outcomes.
- **Market Intervention** - based upon commissioning intent and market intelligence, interventions to support delivery of commissioned services.

The Government's intention is that service users and carers themselves should increasingly assume the lead role in commissioning services to meet their own individual needs. Direct payments are the basis for enabling self-directed support. The Social Care (Self-directed support) (Scotland) Act 2013 recognised that choice and control for supported people cannot happen unless there is a sustainable market of providers and services to choose from. As the market moves from monopsony (where there is a single buyer) towards a marketplace, the role of the Council and ACHSCP will change from manager to facilitator, working in partnership to deliver personalised, quality support to the people that need it.

3.4 Whole system performance

This element is concerned with monitoring the impact of services and analysing the extent to which they have achieved the intended outcomes.

The refreshed LOIP establishes a multi-agency outcome framework which ensures that a logical and systematic approach is taken to the delivery of outcomes through aligning planning, activity, performance monitoring and review, through the structures and governance of Community Planning Aberdeen.

In turn, partners reflect the shared ambition and priorities of the LOIP within their own organisational strategic plans i.e. the Council Delivery Plan and the ACHSCP refreshed Strategic Plan. These were both approved in March 2019 and include commitments, targets and measures from the LOIP.

Work is underway to further develop and integrate a partnership wide Outcome Based Performance Framework which reviews and analyses performance against shared outcomes.

It is important that outcome-based performance management is fully developed and becomes embedded in a regular cycle of commissioning. This means that in each strategic commissioning plan, and in each subsequent procurement, there is explicit measurement and review of performance both in terms of the delivery of services, but also of the impact which commissioning and procurement has on delivering outcomes.

SECTION 3: RELATIONSHIP BETWEEN STRATEGIC COMMISSIONING, PROCUREMENT AND CONTRACTING

Procurement planning acts as the bridge between strategic commissioning and procurement. As a result of the Procurement Reform (Scotland) Act 2014, contracting authorities are required to prepare a procurement strategy, setting out how the authority intends to carry out procurement. A group of 2 or more contracting authorities may have a joint procurement strategy. Contracting authorities are required to ensure that its procurement is carried out in accordance with its strategy and it is required to prepare an annual procurement report. A brief outline is detailed in the Annual Procurement Strategy section below.

The IJB is not a contracting authority, directions are issued by the IJB which may require the Council or NHS Grampian to procure services. Therefore, the IJB's procurement processes are already aligned to those of the Council and NHS Grampian.

The Council has adopted the national procurement journey which supports all levels of procurement activity. There is specific process for procurement exercises below £50,000 and a separate process route for higher value, more complex needs. The processes facilitate best practice and consistency.

The national procurement journey provides one source of guidance and documentation for the Scottish public sector which is updated on a continual basis with any changes in legislation, policy and also facilitates best practice and consistency. The Council's procurement journey has been further developed as an online tool with a supporting guidance manual tailored specifically for both IJB and Council requirements. These tools are compliant with the Public Contracts (Scotland) Regulations 2015, Procurement (Scotland) Regulations 2016 and the statutory guidance. The national procurement journey was updated in March 2017 to include Care and Support Services procurements.

The diagram below shows the process flow of the 3 main zones: A - Development; B - Tender; and C - Contract.



The market analysis, spend analysis and specification build are the main activities undertaken in Zone A. A prime focus is on demand management through improvement of specifications targeted on outcomes and performance, spend consolidation, standardised needs and how to reduce consumption.

Zone B is more transactional and procedural in nature involving the progression of the agreed procurement route to market and the publishing and advertising of documentation.

Zone C is focussed on the procedures from actual contract award to subsequent mobilisation of suppliers and contract implementation and management.

At each of the processes within each of the Zones, online guidance and template documentation is sequentially followed and populated by the Procuring Officer. Each Procuring Officer will now undertake a training programme which is proportionate to the level of spend and the complexity of the need they are involved with. On completion of the training, the Procuring Officer will receive Delegated Procurement Authority status.

The Council and IJB take advantage of national procurement frameworks to ensure best value. These frameworks not only give assurance on best value, the use of them mitigates the need for numerous and recurring individual procurement exercises.

The procurement cycle presents a further opportunity to contribute to outcomes through the use of Community Benefit clauses within contracting activity. The Procurement Reform (Scotland) act 2014, allows a contractual requirement to be imposed relating to: training and recruitment; and availability of subcontracts which is intended to improve the economic, social or environmental wellbeing of the area.

The Council's Community Benefits Policy was approved by the Strategic Commissioning Committee in November 2018. When the Council is procuring on behalf of the IJB, the Community Benefits Policy will be followed. The Community Benefits Policy consciously establishes links to national outcomes and local priorities. The Council's approach to community benefits is consistent with the 16 national outcomes in place since 2007 and is aligned with the National Performance Framework introduced in the Summer of 2018.

The Community Benefits Policy is also conscious of emerging socio-economic considerations under the "Fairer Scotland Duty" and is designed to be sufficiently agile to adapt to emerging or shifting local priorities ultimately linked towards measures designed to ensure the increased prosperity of citizens and communities.

A full listing of all community benefits delivered will be reported to the Strategic Commissioning Committee in November 2019.

SECTION 4: ROLES AND RESPONSIBILITIES WITHIN A STRATEGIC COMMISSIONING

This section describes the roles and responsibilities related to a joint commissioning approach both in terms of overall leadership and governance and for each of the elements of the commissioning approach previously described.

The roles and responsibilities are:

1. Joint Commissioning Leadership and Governance

Strong and clear leadership of the joint commissioning approach is required in order to:

- Maintain an overview of the commissioning system, what outcomes it is trying to achieve and what risks need to be managed.
- Lead the development of joint commissioning plans and securing partners commitment to them.
- Ensure that all partners engage with the implementation of agreed plans.
- Ensure the delivery of strategic service change and improvement across the system.
- Review the strategic impact of services and getting partners to change direction when needed.

We need to place responsibility for this leadership within our existing partnership structures in order to ensure the joint approach. Therefore, we envisage the following playing a role:

- The Aberdeen Community Planning Partnership board and the management group and its supporting outcome groups.
- Aberdeen City Council's committees, as set out in the Scheme of Governance
- The proposed IJB strategic commissioning board.

2. Whole System Needs Assessment

Increasingly joint needs assessment is being developed and undertaken by the intelligence and performance teams in ACHSCP; the Council and NHS Grampian. This is being systematically aligned with Community Planning, through the PNA, ensuring that shared outcomes are defined, demand is understood and described across the whole system and resources are reviewed holistically.

A common, multi-agency approach to managing demand has been agreed and has begun to be implemented jointly. Review and communication of changing legislative duties is being conducted by the Council's Governance cluster.

Leadership and development of this element of the joint commissioning approach lies with Business Intelligence and Performance Management within the Council; Health Intelligence within NHS Grampian; and Strategy and Performance within the ACHSCP.

Outputs from this element (e.g. PNA; legislative reviews, etc) are reported to the Council's Strategic Commissioning Committee; the IJB, as well as the Community Planning Partnership.

3. Whole System Design

Building on joint assessment of needs, the activities of this stage are to undertake a gap analysis and to design services to meet needs. There is joint responsibility for these activities, between shared intelligence professionals across the partners and the lead commissioners at a service level.

The groups and structures which will be used to support this stage of the cycle include:

- The Aberdeen city multi agency transformation groups.
- The North East IJB Transformation CEO Group and the North East IJB Chairs Group.
- Within the Council as a single system, it is the role of the Extended Corporate Management Team to oversee service redesign proposals.

4. Whole System Facilitation

Market facilitation comprises three key components: market intelligence; market structuring and market intervention. The Chief Officer Commercial and Procurement is responsible for coordinating market facilitation across all service areas within the Council and in partnership with the Lead Commissioner, IJB for adult social care.

The IJB is required to produce and publish an annual Market Position Statement and the Lead Commissioner within the IJB is responsible for this. The Council is not required to publish a market position statement, however an Annual Procurement Strategy is required and the content of this strategy includes the commissioning intentions for each financial year. The Chief Officer Commercial and Procurement is responsible for producing the Annual Procurement Strategy.

5. Whole System Performance

The establishment of an Outcome Based Performance Framework which reviews and analyses performance in the delivery, through planned commissioning and procurements, of shared outcomes is the responsibility of Business Intelligence and Performance Management within the Council; Health Intelligence within NHS Grampian; and Strategy and Performance within ACHSCP.

Outputs from the Outcome Based Performance Framework will be reported to the Council's Strategic Commissioning Committee; the IJB; as well as the Community Planning Partnership.

SECTION 5: WORKFORCE CAPABILITY AND DEVELOPMENT TO SUPPORT STRATEGIC COMMISSIONING

The Scottish Government produced a learning development framework ³ to assist all those involved in the strategic commissioning process and highlighted the following areas to develop expertise in:

- Joint commissioning for better outcomes.

There is agreement about the importance of outcomes as drivers for good health and care services. In joint commissioning this means something very practical but often difficult to achieve - that services are designed, developed and delivered in a way which secures the best possible overall impact or result. This challenges services which are designed for professional or administrative convenience, which focus only on one aspect of a person's overall care needs, or without evidence that they are successfully improving outcomes for those who use them.

Outcome-based commissioning means starting from the needs of the population and configuring resources across social care, community and acute health, housing, welfare benefits, and community development (whoever owns them), to best meet those needs.

- Commissioning based on co-production.

Commissioning is not about simplistic marketisation or privatisation of health and social care. It is not only about procurement of services from external suppliers. It is about a mature relationship between different partners from across the public, private and voluntary sectors in a way which will help to achieve the best services for the population.

Every partner has a role to play in joint commissioning and that is why it is important that local arrangements promote mature relationships and constructive dialogue. Those involved in the joint commissioning task need to develop their skills in working with a range of partners including the public, private, 3rd sector and with service users, patients and carers to build and implement commissioning priorities.

- Maximising service user and patient engagement in commissioning.

Co-production involves the effective engagement of service users, patients, carers and the wider public in decisions about the future of services. Developing effective dialogue between commissioning organisations and the public can be strengthened through effective engagement in understanding need, reviewing resources and planning evidence-based services.

- Commissioning for self-directed support.

There is a commitment to promote greater choice and control for individual service users and patients through self-directed support and person-centred care. Joint commissioning has a key role in ensuring that services delivered or funded by the

³ Joint Strategic commissioning – a learning development framework IPC November 2012

Council and the NHS are designed to make sure that their users are fully able to direct their care service and get the support they need when they need it.

- Market facilitation.

Health, social care and wellbeing support for older people is not funded by any means entirely through publicly funded sources or always managed directly by public agencies. Many people buy some of their own health and social care, or make use of family, informal voluntary and community services, or use self-directed support.

It is increasingly important that the Council and NHS colleagues understand the contribution that these services make, ensure that they are taken into account when planning new developments, and that they are helped to make the best possible contribution to achieving good outcomes for older people - even if they are not funded directly.

In building our joint commissioning and procurement skills and capacity we start from a position of already having many people already involved to some degree in the commissioning and procurement tasks. Sufficient capability exists within the specialist procurement function, which will be further enhanced by the development plans produced as a result of the Council's new capability framework. The priority must be the development of the commissioning skills as set out in the Scottish Government development framework.

APPENDIX 2

1. PROGRESS TO DATE AND NEXT STEPS IN THE SEQUENCING OF THE ADOPTION OF A COMMISSIONING APPROACH WITHIN ABERDEEN CITY COUNCIL

1.1 Embedding the commissioning cycle

In a report to the Strategic Commissioning Committee on the 20th November, 2018, the high-level macro stages required to embed a commissioning cycle within the Council were set out. The report identified 5 stages and progress against each stage is noted below.

Stages 1 and 2: (1) Develop a Population Needs Assessment (PNA) and (2) Refresh the Local Outcome Improvement Plan (LOIP), and various multi agency plans considering the findings of the Population Needs Assessment.

The refresh of PNA was approved by the Strategic Commissioning Committee in November 2018. This underpinned the refresh of the following multi-agency plans:

- LOIP
- Council Delivery Plan
- ACHSCP Strategic Plan
- Alcohol and Drugs Partnership Delivery Plan, which is currently being updated and due to be approved by the IJB in November 2019.
- Integrated Children Services Plan
- Community Justice Plan

Stage 3: Defining the contribution to the LOIP by the Council and partners

The Council Delivery Plan included the Council's first iteration of "commissioning intentions" which framed the ask of our in-house services, the services delivered by our ALEO's as well as those services we commission from external providers. The Council's Delivery Plan was approved in March 2019 and reflected the delivery plans associated with:

- Priorities set out in the policy statement
- Activities arising from regional strategies
- Preparations for new statutory duties being placed on council
- Transformation activities designed to enable the council to do its business in a different way

In addition, the IJB's strategic plan was revised and approved in March 2019.

Stage 4: Expressing the Council's commissioning intentions as service specifications

The report to Committee in November 2018 signalled that the work to develop service specifications based on funding envelopes would span the financial year 2019/20 and include ALEOs and third-party organisations, as well as the Council's in-house services.

Following detailed analysis, review and redesign of services, it is intended that updated commissioning intentions will be reported in 2020, which reflect specifications and bring clarity for staff, providers and customers about the level of service being commissioned and provided.

Stage 5: Moving to Outcomes based performance management

The Strategic Commissioning Committee approved a revised Performance Management Framework at its meeting in March 2019. This specifically tied Council delivery and performance arrangements to the Council Delivery Plan and the expressed outcomes and commissioning intentions within it. Further work is ongoing to integrate this fully with the community planning partnership approach to an outcome based performance framework.

It is clear that significant progress has been made within the Council in managing the transition to becoming a commissioning led council.

1.2 Robust leadership and governance

As we move from the commissioning cycle into the procurement cycle, it is important that the approach, includes a test of affordability, given the financial environment working within. In order to facilitate this test of affordability and to further test alignment of proposals for commissioning external services with desired outcomes, a Demand Management Control Board (DMCB) has been established.

The DMCB's remit is to scrutinise and support proposals, in advance of such proposals being considered by the Council's Strategic Commissioning Committee or City Growth and Resources Committee (for capital procurements). This is being achieved through the use of 6 gateway points for all external spend, including the awards of grants to external bodies from General Fund and Common Good Fund. The 6 gateways contained (Business Case attached as Appendix 3) are:

- Gateway 1: Is the spend from a national or regional framework and if not, what is the justification for the spend to be off contract?
- Gateway 2: Is this spend connected with an identified budget option/service redesign?
- Gateway 3: Does the spend support outcomes associated with the LOIP and/or the Council's associated commissioning intentions?
- Gateway 4: Have officers concluded all processes to avoid the demand associated with the external spend?
- Gateway 5: Are the performance measures to assess the impact of the associated external spend robust and appropriate?
- Gateway 6: Are the managerial and governance reporting arrangements against these performance measures robust and appropriate?

The DMCB is co-chaired by the Council's Chief Officer (Early Intervention and Community Empowerment) and the Chief Officer (Business Intelligence and Performance Management). The DMCB helps test that we are delivering the intention to adopt a more deliberative preventative approach and that the alignment to outcomes is clear.

The Procurement Regulations state "Each individual contract will also require a Business Case (conforming to a template approved by the Chief Officer Commercial and Procurement Services) to be submitted by the relevant Chief Officer to the Strategic Commissioning Committee or the City Growth and Resources Committee as appropriate. Such business cases may only be submitted to the relevant committee on the approval of the Chief Officer Commercial and Procurement Services. The approval of the applicable Committee is required prior to the procurement being undertaken. This process is designed to strengthen the assurance being provided to both the Council's Strategic Commissioning Committee and the IJB, that the proposed spend is affordable.

1.3 Strengthened workforce capability and development

The Scottish Government published a procurement competency framework in October 2018 which sets out the skills and competency levels required by public sector staff involved in the procurement process. The framework reflects the Scottish procurement context and aligns to the Chartered Institute of Procurement and Supply standards. All Category Managers within the Council's Commercial and Procurement Team have completed this assessment meeting the required standards set out in the framework.

Within the Council, the following is in place and aligned appropriately to the national commissioning and procurement frameworks:

- For the specialist staff within the commissioning and procurement function.

A commissioning and procurement skills audit has been undertaken across every team within the Commissioning Function, which was concluded in April 2019. The audit focussed on all commissioning activities within the commissioning cycle with initial analysis on commissioning processes and procedures, internal regulations and external legislation. 73 competencies were assessed in total and these have been fed into a subsequent training plan to address skills gaps.

- For the generalist staff.

Following the approval of the Council's capability framework, procurement and commissioning training modules have been developed and will be launched in September 2019. These modules are tailored to meet the needs of staff involved in the commissioning and procurement cycle process primarily dependant on the level of expenditure, complexity and risk they are involved with.

2. NEXT STEPS IN THE HIGH-LEVEL SEQUENCING OF THE ADOPTION OF THE COMMISSIONING APPROACH WITHIN THE COUNCIL

In the continuation of the required phasing and sequencing in order to fully embed a commissioning approach, the following is required:

- Stage 1: *Develop a PNA.*

The population needs assessment is being continually updated to inform dynamic improvement towards the LOIP stretch outcomes, as well as to underpin future planned refreshes of the LOIP on the agreed 2-year basis. Closer multi-agency working on data, information, research and analysis will be developed taking advantage of new digital technology and building on existing collaboration. An “Office of Data Analytics” model is being pursued. Increasingly systematic collection and analysis of data relating to qualitative user / customer experiences and views will be embedded through an Outcome Based Performance Framework and will have increased significance in the PNA.

- Stage 2: *Refresh the LOIP, and various multi agency plans considering the findings of the PNA.*

As stated above, Community Planning Aberdeen has agreed a recurring 2 year review period for the current LOIP (2016 - 2026) and the Council takes a lead role in these reviews. The timeline for these planned reviews is set out in the table below.

	PNA refresh	Review of LOIP
1 st scheduled review of LOIP (2016 - 2026). COMPLETED	November 2018 COMPLETED	March 2019 COMPLETED
2 nd scheduled review of LOIP (2016 - 2026)	September 2020	March 2021
3 rd scheduled review of LOIP (2016 – 2016)	September 2022	March 2023

The Council, with its partners, will continue to review and refresh various multi-agency strategies and plans to take account of both the findings of the PNA and the priorities agreed in biennial iterations of the LOIP. Consideration will be given to whether the Locality Plans of the Community Planning Partnership also need to be refreshed, in line with the LOIP and potentially

aligning locality planning across the Community Planning Partnership and the IJB.

- Stage 3: Defining the contribution to the LOIP by the Council and its partners.

The next significant piece of work for the Council (and the ACHSCP) will be to review all existing approved strategies and establish whether they are sufficiently aligned to the LOIP. Phase 1 of this piece of work is underway. Once concluded, it is anticipated this will result in proposals, potentially, for decommissioning and recommissioning some of the strategies. These proposals will be brought forward to the Strategic Commissioning Committee and the IJB.

Recommendation: Instruct the Chief Officer Governance to bring forward the results, including any proposals for decommissioning and recommissioning strategies, of the review of Council and IJB strategies to the Strategic Commissioning Committee (and the IJB).

- Stage 4: Expressing commissioning intentions by the council into a series of service specifications based on available resource.

The Council's services are currently being reviewed with a view to implementing redesigns which will support the delivery of the LOIP, within the existing, and projected, local, regional, national and global operating environment. These redesigns are taking account of the Council's existing commissioning intentions (agreed March 2019), and will, in addition, identify where potential amendment to those commissioning intentions is required. Such changes may result from changing demand or significant changes in the operating environment. Any changes to the commissioning intentions will be reported to elected members for approval.

- Stage 5: Moving to outcomes based performance management.

The first iteration of an outcome based performance framework is substantially in place through the LOIP and Community Planning Aberdeen's structures, governance and reporting arrangements.

The next step is to more closely connect partners' own performance management arrangements to a single whole system outcome based performance framework at all levels. This will produce a branded outcome based performance framework which combines intelligence from across partners (initially the Council and NHS Grampian) to continually track contributions to and delivery of agreed outcomes.


The ongoing development of the PNA will also align outcome performance data more systematically to the agreed LOIP outcomes and the Council's

commissioning intentions in order to complete the cycle of analyse, plan, do and review at the level of strategic outcomes.

The commissioning approach forms a key element of the service redesign process which is being undertaken across the Council. Service redesigns will shape the 2020/21 budget and outline budget proposals will be taken to the City Growth and Resources Committee in November 2019 in advance of budget decisions in March 2020.

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PROCUREMENT BUSINESS CASE

 <p>ABERDEEN CITY COUNCIL</p>	For proposed procurements where the total estimated expenditure exceeds £50,000 (supplies/services) or £250,000 (works)
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Procurement / Contract Title and start date			
Procurement Ref No.			
Current contract in place?			
Function		Cluster	
Lead Officer		Date prepared:	
1. Recommendation			
2. Compliance with Demand Management Gateways			
<u>Gateway 1:</u> Is the spend from a national or regional framework and if not, what is the justification for the spend to be off contract?	<p>What is the proposed route to market and why?</p> <p>What alternative models have been explored? ; i.e. partnerships for example across the public sector, with voluntary sector, joint ventures, insourcing.</p> <p>What benchmarking / market sourcing has been undertaken?</p>		
<u>Gateway 2:</u> Is this spend connected with an identified budget option/service redesign? If not what is the justification for the contract?			
<u>Gateway 3:</u> Does the spend support outcomes associated with the LOIP and/or the Council's associated commissioning intentions?	Describe any community benefit to be derived from the spend. What are the drivers behind these? How these will mitigate cost? How does delivery support the LOIP?		
<u>Gateway 4:</u> Have officers concluded all processes to avoid the demand associated with the external spend?	<p>Describe the response to mitigating demand:-</p> <ul style="list-style-type: none"> i. What options to reduce / consolidate / rationalise / standardise have been considered to manage demand? ii. What options are there to generate income through the contract? iii. What digital options have been explored? 		

<p>Gateway 5: Are the performance measures to assess the impact of the associated external spend robust and appropriate?</p>	<p>How will community benefits be monitored?</p> <p>How will the benefits be sustained at the end of the contract?</p> <p>How will reduction in demand be measured?</p>
<p>Gateway 6: Are the managerial and governance reporting arrangements against these performance measures robust and appropriate?</p>	<p>What contract management procedures will be put in place?</p>
<p>3. Risk</p>	
<p>What risks are associated with this procurement?</p>	<p>Describe risks of proceeding with the recommendation and how these can be mitigated.</p> <p>Describe risks / implications of not agreeing spend and how these can be mitigated.</p>
<p>4. Consultation</p>	
<p>Details of consultation undertaken</p>	<p>List key stakeholders, which may include other Council services, staff / TUs, and state whether/how they have been consulted.</p>
<p>5. Legal</p>	
<p>Does the proposal comply with all relevant legal provisions?</p>	<p>Yes / No</p> <p>Commentary:</p> <p>Name:</p> <p>Date:</p>
<p>6. Finance</p>	
<p>Budget including all revenue and on costs</p>	<p>£</p>
<p>Budget Type</p>	<p><input type="checkbox"/> Revenue</p> <p><input type="checkbox"/> Capital</p> <p><input type="checkbox"/> Housing Revenue</p> <p><input type="checkbox"/> Common Good</p>
<p>Budget Code(s)</p>	
<p>Estimated Spend</p>	<p>Annual contract value: £</p> <p>Total contract value: £</p>
<p>Reviewed by</p>	<p>Name of Finance Officer:</p> <p>Date of review:</p>
<p>Is budget sufficient for procurement?</p>	<p>Yes / no</p>
<p>7. Governance</p>	

Approved by Director / Chief Officer	Name / date:
Approved by Legal:	Name / date:
Approved by Finance:	Name / date:
Approved by Commercial and Procurement:	Name / date:
Approval by Demand Management Control Board	Date:
Presented to Committee:	Name of Committee:
	Date:

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	29 August 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Options for changing the delivery model for services provided by the Beach Ballroom.
REPORT NUMBER	PLA/19/366
DIRECTOR	
CHIEF OFFICER	Richard Sweetnam
REPORT AUTHOR	Richard Sweetnam
TERMS OF REFERENCE	Remit 2.3 and 4.3

1. PURPOSE OF REPORT

This purpose of this report is to provide Committee with the findings of an appraisal of options to deliver services provided by the Beach Ballroom.

2. RECOMMENDATION(S)

That the Committee: -

- 2.1 Instructs the Chief Officer City Growth to progress the development of Option 2 and submit it for inclusion in the Council's budget setting process.

3. BACKGROUND

- 3.1 The Beach Ballroom was built in 1929 and is a unique art deco, Category B listed building under the ownership and management of Aberdeen City Council. The key services are food production/service, bar service, event management and technical support and civic catering services.
- 3.2 Sales are derived from three main sources: external events (entertainment, corporate, weddings, funerals), internal Council events and Civic events. In general, sales are generated from ticketed events promoted by the service, around 4,000 in the year to date (4,500 in 2018/19), catering/ bar and venue hire. For ticketed events attracting the biggest footfall, for example, concerts, they are promoted by other providers, and the benefit to the venue is hire/ bar takings. 34% of sales comes from licensed sales, 44% from food and catering activity, including at the Townhouse; and 22% from venue hire.

- 3.2 There are 11 full time, 6 part time and approximately 70 casual staff.
- 3.3 At the Council's Budget meeting in March 2019, the Chief Officer of City Growth was instructed to explore options for changing the delivery model for services provided by the Beach Ballroom...providing all staff would be protected through a TUPE transfer and/or secondment where applicable.
- 3.5 Since then, officers have been exploring the options in more detail looking at the various options that meet the overall objectives of the project to:
- Ensure that the Beach Ballroom continues to operate and provide an iconic venue in the city;
 - Ensure that the venue is financially sustainable in the long term in the context of changes to the Council's revenue budget;
 - Ensure that the appraisal reflects the Target Operating Model aims of reducing cost and increasing efficiencies; and
 - Ensure that the wellbeing of all permanent staff is maintained.
- 3.6 The approach involved analysis of operational information on the Beach Ballroom, consultation with staff and trade unions and a 'market testing exercise'.

4. OPTIONS

- 4.1 HM Treasury Guidance recommends that appraisal options are compared to a 'do nothing' or 'business as usual' option in order to reflect the difference of any change proposals. The options therefore are:
- **Option 1 – 'Do nothing' – the Beach Ballroom operates within its existing budget and resource;**
 - **Option 2 – 'Council Invests' – an improvement plan is implemented, complemented by further investment to support the overall financial performance of the business, sales and marketing activity; and**
 - **Option 3 – 'Service is Tendered' – an external operator runs the Beach Ballroom under a contract with the Council.**
- 4.2 Under Option 1, it is assumed that the operation would continue to be challenged in covering its costs, potentially resulting in a lack of reinvestment in the management and operation of the business and the building.
- 4.3 While staff and other costs savings have been delivered as part of the 2019/20 budget, continuing to rely on savings from this source and keeping the Beach Ballroom competitive while growing the business is unlikely to be sustained in future years. Therefore Option 2 assumes that the Beach Ballroom continues to operate within the Council, but an improvement plan is put in place that seeks to improve financial performance – focused on both increasing sales/ turnover and a reduction in costs. Within the City Growth service redesign, commercial support to the Beach Ballroom would be provided in order to support turnover and sales' margins.
- 4.4 Option 3 assumes that the Council could seek to procure the delivery of the Beach Ballroom and its services from a third-party supplier. The Council would seek to contract management and operation of the Beach Ballroom, with the

contractor assuming all the operating risk under the terms of its contract. If this option were progressed, all staff would be protected by TUPE transfer. As part of the work for this appraisal, in May 2019, the Council's Procurement Services issued a market engagement Request for Information on potential providers willing to respond to the offer to provide public and event catering at the Beach Ballroom. Two initial notes of interest were received through this exercise.

4.5 In the course of this work, consultation has been carried out with Beach Ballroom staff, Trade Unions, city growth, corporate landlord, finance, procurement and legal officers. In the March to June period, six meetings have occurred with staff and trade union representatives. Comments and feedback from these meetings were that the Council should retain the operation of the Beach Ballroom and invest in its improvement and that this should be reflected in the options appraisal.

5. OPTIONS APPRAISAL

5.1 Table 1 below summarises the likely costs and benefits of each option.

COSTS:	Option 1	Option 2	Option 3
Revenue	Loss of £187k forecast in 2019/20 mitigated by cost reduction to date Assumes cost pressures remain in 2020/21 and beyond	Reinvestment needed in commercial, sales and marketing expertise and at the same time continued cost reduction exercise required in order to become more competitive in the face of stronger local competition. In addition, reducing operational subsidy to £100k in year 1.	The Council would seek to appoint an operator under a concession arrangement or under a fee arrangement depending on the best option for the Council.
Capital	£200k committed in 2019/20 for essential repairs and maintenance This would not include a long-term liability for a new roof, indicatively estimated at around £2m	£200k planned in 2019/20 for essential investment This does not include the potential need to fund a replacement roof, indicatively estimated at around £2m	Either arrangement would need to consider investment in the building, probably funded by the Council
Non Monetary	Threat of closure and loss of an	Risk remains with the Council and there is	Reputational mitigated by TUPE

COSTS:	Option 1	Option 2	Option 3
	iconic attraction to the city with staff displaced	still a threat to its operation. Competitiveness of a Council run venue in light of market providers – existing venues, hotels etc	
BENEFIT	Option 1	Option 2	Option 3
Viability	Viability in question as operation does not cover its cost on an annual basis	Investment in commercial management and increased sales and marketing activity and at the same time implementing cost reduction measures delivers a more sustainable financial performance. There is still a risk to the Council if this turnaround is not delivered, mitigated by a reducing operational subsidy.	Risk of non-performance assumed by a new operator
Capital costs	No change	No change	Depending on the nature of the contract, investment in the building would need to be considered However likely that the potential longer term requirement to fund a replacement roof would remain with the Council
Non Monetary	Reputational, albeit with a significant risk that the business cannot be sustained	Reputational as the Council increases the resource to improve the financial performance of the business while maintaining and enhancing operation	Risk passed to an operator, and business on a sounder operational basis than 'do nothing'

COSTS:	Option 1	Option 2	Option 3
		of the asset	

6. FINANCIAL IMPLICATIONS

- 6.1 Work undertaken on the appraisal indicates that the Beach Ballroom has not been covering its costs over previous financial periods. In 2019/20, officers have delivered the approved budget saving of £146,000 through a combination of staff and cost reduction.
- 6.2 However that cannot be relied on going forward in to operate the business, compete in the current Aberdeen market and deliver a sustainable financial performance. As well as the revenue pressures on growing the business and improving its competitiveness, the Council's capital investment and building repairs budgets are used for external building maintenance to keep the building wind and watertight and to prioritise essential building maintenance. Since 2013/14, the Council has invested £1.1m on capital works on the building, with works to the value of an additional £200,000 anticipated in 2019/20. Recent condition surveys have started to suggest that major refurbishment of the Star Ballroom roof may be necessary, and indicative estimates suggest a capital cost of at least £2m.
- 6.3 If Option 1 is delivered, there is a significant financial risk to the Council in terms of the financial performance of the business over the medium to long term
- 6.4 If Option 2 is agreed, then it would incur a cost to the Council to implement an improvement plan for 2020/21 which would aim to improve margins in the business, and in particular for the catering activities undertaken on and off site. The costs of this additional support would be included within the City Growth service redesign. As well as the investment in improvement by the Ballroom and its services, under option 2 the Council may consider a level of reducing operational subsidy in 2020/21, 2021/22 and 2022/23 to support the improvement plan – e.g. £150,000, £75,000 and £25,000 respectively for each of the three years.
- 6.5 If Option 3 is progressed further legal, finance, procurement advice would be needed on the nature of any procurement – for example, a fixed fee or a concession arrangement.
- 6.6 For all options, responsibility for sustaining the Beach Ballroom as an asset of Council, would remain the responsibility of the Council. Under option 3, officers do not anticipate that this liability would be assumed within the negotiation of a new operational contract.

7. LEGAL IMPLICATIONS

- 7.1 There are no legal implications arising from Options 1 and 2. The Council does have the legal powers to change the delivery model for services provided by the Beach Ballroom.

7.2 Assistance has been provided by finance, procurement and HR on the implication of entering into a such agreement under Option 3. TUPE will apply for the permanent staff members, only for option 3.

8. MANAGEMENT OF RISK

8.1 Depending on the decision of the Committee, each option could present a number of risks.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Financial	<p>Under Options 1 and 2, the Council would carry all the financial risks which are not sustainable indefinitely.</p> <p>Option 3 - contract management risks. The provider cannot deliver the anticipated benefits.</p>	High (H)	<p>Option 2 would mitigate the financial risk.</p> <p>If an external service provider (option 3) was instructed, and depending on the nature of a contract, all financial risks would be moved to the provider.</p> <p>The market testing response was restricted to two initial notes of interest and there is risk that no, or unfavourable, agreement could be reached.</p> <p>Robust contract management would be essential with regular updates and meetings agreed.</p>
Legal	The Council has the legal powers to change the delivery model.	Low (L)	TUPE would apply for option 3 only.
Employee	Uncertainty a potential risk in terms of staff.	High (H)	<p>Option 2 provides great assurance as it focuses on growing the business</p> <p>Under Option 3, the permanent staff would be transferred over by TUPE.</p>

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
			Staff meetings are held at key points in time – the process has been explained and support offered.
Customer	<p>There has been some uncertainty amongst the customer base during the options appraisal</p> <p>The competitive environment has changed as a result of increased supply of services within the private sector – there is increasing choice for catering and venues and ‘value for money’. This has presented challenges in sales and marketing activity</p>	Medium (M)	Under Option 2 and 3, there would be an opportunity to improve the commercial performance of the operation.
Technology	There is limited technology in use. There is an online booking system and website.	Low (L)	Work is underway to enhance the website. Greater use of social media/google search and cross promoting through partners would be expected to help generate more income. The Beach Ballroom would have access to the promotional resource and expertise of an external provider in option 3.
Reputational	Should the commercial performance not be improved, there will be further pressure on the Council in relation to	Medium (M)	Continued engagement with staff, and customers

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
	delivering the Beach Ballroom. This may result in a negative reputational impact for the Council.		

9. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The Beach Ballroom supports the tourism and events sector, and the potential to contribute to the growing tourism employment. <i>The proposals within this report support the delivery of LOIP Stretch Outcome 1 – 10% increase in employment across priority and volume growth sectors by 2026 – food and drink, tourism. 2) 90% of working people in Living Wage employment by 2026. The wage level of the staff employed by the Beach Ballroom is in line with the living wage level and this is part of the growth sector.</i>
Prosperous Place	Aberdeen’s competitiveness as a destination – both for visitors and investors – is supported by a vibrant scene. Maintaining a successful Beach Ballroom is an important contributor to the place agenda in terms of the beach area and Aberdeen365 delivery that is also a key programme area of the CCMP.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The improvement of the Beach Ballroom’s performance, in response to shifting demand is an important part of the TOM and maximising income opportunities
Organisational Design	The link to the TOM is by redesigning the service to be more efficient – improve income generation and reduce costs

Governance	Reduction in costs and opportunities to link to the wider city Events 365 agenda and operators
Workforce	The link to the TOM is in improving overall productivity of the business and staff wellbeing
Technology	Minimal impact through an updated website.
Partnerships and Alliances	Depending on what option is agreed, the link to the TOM will be to improve greater partnership and collaboration across the sector and maximising links to the Council's tourism and events activity – Cruise activity, Aberdeen Art Gallery and Museums, inward delegations

10. 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 – the event programme is diverse and inclusive.

11. BACKGROUND PAPERS

11.1 Council Budget March 5 2019 (RES/ 19/ 201)

12. APPENDICES

None

13. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	28 May 2019
EXEMPT	<p>Not exempt:</p> <p>Covering Report; Appendix 1 – Workplan, Summary of business cases and Appendix 2 – Summary of 3:10 memos</p> <p>Exempt: Yes – Paragraph 8</p> <p>Appendices 3 onwards.</p> <p>The report refers 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.</p>
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	Purpose 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, Resources and Place 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, Resources and Place Functions as detailed in the Appendices;
- 2.2 approve each of the individual procurement business cases, including 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,
- 2.3 approve the direct awards of contract where there are special circumstances outlined in each of the respective procurement business cases which justify not issuing a tender or calling off a framework agreement, and
- 2.4 notes that Business Cases for procurements exercises to be commenced after 21 November 19 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, Resources and Place Function's workplans and to approve the expenditure detailed in each Procurement Business Case appended to the report.
- 3.3 There are no business cases for the Governance or Commissioning Functions this cycle.

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	L	Engagement sessions with all Council Functions to

	process of workplans and business cases.		ensure an understanding of the benefits of forward-planning and the value that strategic commissioning brings to the delivery of outcomes.
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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

Appendix 1 Summary Workplan of business cases
Appendix 2 3:10 Memo summary

Private

Appendix 3 Operations Workplan, and business cases
Appendix 4 Customer Workplan, and business cases
Appendix 5 Place Workplan, and business cases
Appendix 6 Resources Workplan, and business cases

11. REPORT AUTHOR CONTACT DETAILS

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Operations Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 29th August 19						
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
OPS056	Integrated Children and Family Services	Children and Family Services	Residential Care - Linksfield Residential Children's Home	Revenue	01/10/2019	30/09/2024	24mths	The provision of services for the residential care of young people at Linksfield children' home.
OPS061	Integrated Children and Family Services	Children and Family Services	Residential Care - 311 Clifton Rd	Revenue	29/01/2020	28/01/2025	24mths	The provision of services for the residential care of young people at Clifton Road children's home.
OPS064	Integrated Children and Family Services	Education	Northern Star Workers (Health and social wellbeing)	Revenue - PEF funding	01/09/2019	31/08/2021	12mths	Service to focus on the child's health and social wellbeing curriculum; to be school based primarily, with work within the family and home and including school holiday periods.
OPS065	Integrated Children and Family Services	Education	Student Counselling Services	Revenue - PEF funding	01/09/2019	31/08/2021	12mths	Student Counselling Services to improve the resilience of young people, improve attendance and the health and wellbeing of pupils.
OPS066	Integrated Children and Family Services	Education	Sports based support for Schools	Revenue - PEF funding	01/09/2019	31/08/2021	12mths	Provision of physical activity programmes, which will allow schools within Aberdeen City to utilise Pupil Equity Funding to close the attainment gap.
OPS067	Integrated Children and Family Services	Education	Outdoor Learning based support for Schools	Revenue - PEF funding	01/09/2019	31/08/2021	12mths	Outdoor Learning based activity programmes which include sessions with Adventure Aberdeen, which will allow schools within Aberdeen City to utilise Pupil Equity Funding to close the attainment gap.
OPS068	Integrated Children and Family Services	Education	Mental Health Services for Schools	Revenue - PEF funding	01/09/2019	31/08/2021	12mths	Provision of services to support mental health within Aberdeen City schools, which will allow schools to utilise Pupil Equity Funding to close the attainment gap.
OPS069	Integrated Children and Family Services	Education	Visible Learning Teacher Training Services	Revenue - PEF funding	01/09/2019	31/08/2021	12mths	To develop bespoke teacher training programmes to improve learning Funded by Pupil Equity Funding to close the attainment gap.
OPS070	Integrated Children and Family Services	Education	Educational ICT Software – Curriculum Tools	Revenue - PEF funding	01/09/2019	31/08/2021	12mths	Access to online curriculum tool; engaging educational resources and games for students aged 3-12 years, as well as time-saving tools that support teachers in the classroom and at home.
OPS071	Integrated Children and Family Services	Education	Educational ICT Software – Numeracy & Literacy Tools	Revenue - PEF funding	01/09/2019	31/08/2021	12mths	To provide access to programmes aimed at improving Numeracy & Literacy with the overall aim being to accelerate learning through the use of online tools.
OPS072	Operations & AHSCP	Integrated Children's and Family Services	CareFirst Replacement Health & Social Care System (includes extension of existing system)	Revenue	01/04/2020	31/03/2023	Nil	Replacement of social care caseload and financial management tool.
OPS073	Operations	Protective Services	Approval to use the Building Trades Agency Staff Framework Agreement	HRA	01/09/2020		24mths	To provide the service with the mechanism to engage support at peak times when unavoidable demand exceeds in-house capacity to deliver. This affords flexibility to respond to urgent and / or statutory works.

Place Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 29th August 19						
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
PLA014	City Growth	Place	No One Left Behind – Employability Service Delivery	Revenue	01/11/2019	31/03/2020	Nil	Delivery clause of employability programmes that can support participants to overcome barriers to employment and develop confidence to prepare for, secure and sustain employment or other positive destination, including education.

Resources Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 29th August 19
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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
RES027	Corporate Landlord	Energy team	Energy efficiency information, support & Advice Service	HRA - Revenue	01/10/2019	30/09/2021	Nil	To provide Aberdeen Citizens with free impartial information, advice and support service on all aspects of fuel poverty and energy efficiency to help alleviate fuel poverty, improve the energy efficiency of housing, maximise residents' income and reduce carbon emissions.
RES027	Corporate Landlord	Energy team	HEEPS:ABS back-to-back agreement for managing agent	Revenue - fully provided / reimbursed by Scottish Govt.	Ongoing funding - provided July 19	30/06/20 - last date for claims	Nil	Appointment of managing agent for Solid Wall Insulation work carried out under our Scottish Government funded HEEPS:ABS scheme. The management agent will promote the scheme, engage with eligible householders, manage the works contract ensuring work is provided in a timely manner, quality assurance, health and safety standards are being met, customer service standards are high, complaints are dealt with appropriately and efficiently. As part of the contract they will also monitor and report the energy efficiency savings achieved.

Customer Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 29th August 19						
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
CUS012	Early Intervention & Community Empowerment	Culture - Libraries	Large Print and Talking Books	Revenue; partly use of bequest	07/12/2019	06/12/2023	24mths	Supply of large print books and talking books audio books) in the format of CD, MP3 or Playaway digital recordings)
CUS013	Digital & Technology	Digital & Technology	Public WIFI Support Contract	Revenue	01/11/2019	31/10/2022	Nil	To manage support service portals to as a part of the ACC redesign of the current fully managed WIFI service model into one that will allow our Digital and Technology team to insource responsibility for managing the underpinning network infrastructure and associated equipment.

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 (including all options and extensions) £	SUMMARY OF EXPLANATION OF WHY THE CONTRACT WAS URGENTLY REQUIRED TO MEET THE EXIGENCES OF THE SERVICE AND THEREFORE JUSTIFYING THE SUSPENSION OF PROCUREMENT REGULATIONS, IN WHOLE OR IN PART:
Customer	Digital and Technology	Oracle Licensing- Licencing for our estate of Oracle databases which are attached to a number of essential systems, including key critical business systems: iWorld (housing management) o Carefirst (Social Work) o eFinancials (Finance) o Non Domestic Rates (Business Rates) o PSE (HR system) o TotalMobile/Consilium (workforce management) o Corporate Address Gazetteer o GIS Mapping	01/04/2019	30/04/2020	25,666	This is essential spend to ensure the estate of Oracle databases, which support a large proportion of key business critical systems receive vendor support when required. This unlimited licensing model is managed by the Scottish Government, in agreement with Oracle, to provide a pool of licenses at a significantly reduced price.
Customer	Early Intervention and Community Empowerment	Community Foods Initiatives North East (CFINE)- From August 2018 all Local Authorities in Scotland were provided with funding to introduce access to free sanitary products in schools. The Scottish Government made a new commitment in the 2018 Programme for Government to go further than this, and "aim to increase the number and range of places where sanitary products are available for those who need them. We will do this through working with a range of public and private sector organisations and with additional third sector partners to expand the geographical spread of support.	01/07/2019	31/03/2020	90,495	The Scottish Government has provided funding to the Council to deliver free sanitary products extensively in the city. This will benefit people living with most severe poverty. With no resource within the Council to deliver this project commissioning CFINE is the most efficient means of delivery because CFINE are already delivering services to the areas/facilities that will be targeted for provision of free products. CFINE worked with us to reach agreement to avoid risk to future delivery. Further there is significant unmet need for this service that we must address urgently.
Customer	Customer Experience	Infosmart- Provision and support of a corporate system (Infosmart) to manage the invoices the Council receives from suppliers who provide services to us. This system enables us to view current work levels, have appropriate approval routing in place to ensure the authorisation and timely payment of invoices is done in accordance with our financial policies and corporate Standing Orders.	01/04/2019	31/03/2020	65,952	Committee approval had not been sought in sufficient time after notification from the supplier that the current agreement was due to expire. As this contract is for the support of an existing core corporate application, they are by default the only supplier who can provide this service, therefore, we have directly awarded to this supplier. Review of the contract will be undertaken, and Committee approval will be sought during 19/20 if the decision is to continue with this supplier in 20/21.
Resources	Corporate Landlord	Insurance for The Event Complex Aberdeen ("TECA") including two hotels, the arena and the subterranean space. Not to exceed £400,000 in total. £300-£350k (this is an estimate at present, the exact cost will be known once the placement is finalised. The additional Business Interruption work will, once completed, increase this figure however it is not anticipated that it will exceed £400,000).	01/07/2019	30/06/2020	400,000	ACC have agreed a phased handover of TECA. A Broker has been appointed to assist ACC in obtaining insurance coverage however the urgency is driven by the need to cover various elements on a phased basis. The broker was appointed on 18th March and has engaged with the Market for this type of risk however due to the specialist nature of the risk. Limited options are available.
Operations	Integrated Children's and Family Services	SCHOLAR-SCHOLAR offer a three-year membership subscription agreement. This provides access to the SCHOLAR materials and online platform from July 2019 to June 2022. SCHOLAR is a unique resource developed with funding from Scottish Government and Local Authorities.	01/07/2019	30/06/2022	88,566	SCHOLAR is an essential resource for schools, allowing access to online and offline teaching resources to support senior phase qualifications. Without this service, there will be a significant increase in workload for teachers delivering these courses as they will need to develop their own support materials at short notice to meet the needs of pupils. This will have a direct effect on the ability of staff to undertake other improvement activities in school and will impact on current school working time agreements. Pupils will be disadvantaged because they will not have access to high quality learning resources produced by SCHOLAR or to the library of online resources and webinars to support SQA National Qualifications. This will have an impact on many of our City Campus courses which rely on the SCHOLAR materials. Ultimately, not having SCHOLAR available for pupils may lead to a decline in performance in SQA examinations and impact on the performance of our schools.

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