

# Public Document Pack



To: Councillor Laing, Convener; Councillor John, Vice Convener; and Councillors Donnelly, Duncan, Flynn, Hutchison, Nicoll, Wheeler and Yuill.

Town House,  
ABERDEEN, 14 November 2019

## **STRATEGIC COMMISSIONING COMMITTEE**

The Members of the **STRATEGIC COMMISSIONING COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **THURSDAY, 21 NOVEMBER 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 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 29 August 2019 - for approval (Pages 7 - 14)

## **COMMITTEE PLANNER**

- 6.1 Committee Business Planner (Pages 15 - 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 Aberdeen Performing Arts Annual Report - COM/19/437 (Pages 19 - 56)
- 9.2 Aberdeen Sports Village Annual Report - COM/19/441 (Pages 57 - 82)
- 9.3 Bon Accord Care Annual Report - COM/19/440 (Pages 83 - 96)
- 9.4 Annual Procurement Performance Report - COM/19/442 (Pages 97 - 140)
- 9.5 Cluster Risk Registers - COM/19/431 (Pages 141 - 152)
- 9.6 Strategy Framework - COM/19/413 (Pages 153 - 162)
- 9.7 Workplans and Business Cases - Revenue - COM/19/433 (Pages 163 - 174)

## **EXEMPT / CONFIDENTIAL BUSINESS**

- 10.1 Workplans and Business Cases - Revenue - Exempt Appendices in relation to Item 9.7 on the agenda (Pages 175 - 204)

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

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

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Should you require any further information about this agenda, please contact Stephanie Dunsmuir, [sdunsmuir@aberdeencity.gov.uk](mailto:sdunsmuir@aberdeencity.gov.uk) or 01224 522503

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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, 29 August 2019. Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE. Present:- Councillor Laing, Convener; and Councillors Allan (as a substitute for Councillor John, Vice Convener), Cameron, Jackie Dunbar, Duncan, Flynn, Graham (as a substitute for Councillor Donnelly), Yuill and Malik (as a substitute for Councillor Wheeler).

**The agenda and reports associated with this minute can be found here <https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=616&MId=6818&Ver=4>**

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

### EXEMPT BUSINESS

1. The 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. The Committee noted the following declarations of interest intimated at this stage:
  - (i) Councillor Duncan declared an interest in item 9.2 (APA Memorandum of Understanding) by virtue of her position as a Council appointed Board Member of Aberdeen Performing Arts and considered that the nature of her interest required her to leave the meeting during consideration of that item on the agenda;
  - (ii) Councillor Graham declared an interest in item 9.1 (Sport Aberdeen) by virtue of his position as a Council appointed Board Member of Sport Aberdeen and considered that the nature of his interest did not require him to leave the meeting during consideration of that item on the agenda; and
  - (iii) Councillor Cameron declared an interest in item 10.1 (Workplans and Business Cases – Revenue – Exempt Appendices), specifically Procurement Business Cases (1) OPS065 by virtue of his wife's employment with the potential contractor and (2) RES027 by virtue of his daughter being the project lead. Councillor Cameron considered that the nature of his interest in both cases required him to leave the meeting during consideration of the aforementioned Business Cases.

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**MINUTE OF PREVIOUS MEETING OF 28 MAY 2019**

3. The Committee had before it the minute of its meeting of 28 May 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:-**

- (i) to note that item 6 (Aberdeen Sports Village Annual Report) had been delayed to the next meeting of the Committee to enable a full 12 month period of performance data to be reported;
- (ii) to agree that item 7 (Update on Customer / Citizen Review) be removed as no decision was required by Committee at this time and to note that a Service Update had been circulated; and
- (iii) to otherwise note the business planner.

**SPORT ABERDEEN ANNUAL REPORT - COM/19/328**

5. With reference to article 9 of the minute of the meeting of the Strategic Commissioning Committee of 13 September 2018, the Committee had before it a report by the Director of Operations which presented the Sport Aberdeen annual review report in order to provide Committee with an overview of performance of service delivery by Sport Aberdeen.

**The report recommended:-**

That the Committee approve the Sport Aberdeen Annual review report as appended to the report.

Ms Franks and Mr Mackie, Sport Aberdeen, were in attendance and answered questions from Members.

**The Committee resolved:**

- (i) to approve the recommendation as contained in the report;
- (ii) to instruct Sport Aberdeen to provide the Committee, by way of email, with information on any changes to operating hours made to date in the current financial year;



## **STRATEGIC COMMISSIONING COMMITTEE**

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- (iii) to request that Sport Aberdeen work towards the inclusion of data on the diversity of its customers within the next annual performance report;
- (iv) to instruct the Chief Officer – Finance to advise the Committee, by way of email, if it was normal practice for an ALEO to set a balanced budget; and
- (v) to instruct the Chief Officer – Corporate Landlord, to advise local members, by way of email, once the costs for the proposed building modifications at Lochside Academy had been confirmed.

### **DECLARATION OF INTEREST**

**In accordance with article 2 of this minute, Councillor Duncan left the meeting prior to consideration of the following item of business.**

### **APA MEMORANDUM AND ARTICLES OF ASSOCIATION - COM/19/319**

6. The Committee had before it a report by the Head of Commercial and Procurement Services which advised 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.

#### **The report recommended:-**

That the Committee consider and take a decision on APA's request to amend its Memorandum and Articles of Association.

#### **The Committee resolved:**

- (i) to approve the request from the Board of Aberdeen Performing Arts to amend its Memorandum and Articles of Association, to increase the maximum number of Board members from 12 to 16; and
- (ii) to request the Chief Officer – City Growth to advise the Committee, by way of email, of the outcome of the appointment of the additional APA Board members and the additional skill set added to the Board.

### **STRATEGIC COMMISSIONING APPROACH - COM/19/329**

7. With reference to article 10 of the minute of the meeting of the Strategic Commissioning Committee of 20 November 2018, the Committee had before it a report by the Director of Operations which (a) outlined the activities that had 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; and (b) described and sought the agreement of a joint strategic commissioning approach to be taken by both Aberdeen City Council and Aberdeen Integrated Joint Board.

## STRATEGIC COMMISSIONING COMMITTEE

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### **The report recommended:-**

that the Committee -

- (a) approve the joint commissioning approach, described in Appendix 1, to be adopted by the Council, noting that the approach would be submitted to the Aberdeen City Integration Joint Board (IJB);
- (b) note progress in the development and implementation of the commissioning approach as described in Appendix 2; and
- (c) 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.

### **The Committee resolved:**

to approve the recommendations.

### **OPTIONS FOR CHANGING THE DELIVERY MODEL FOR SERVICES PROVIDED BY THE BEACH BALLROOM - PLA/19/366**

8. With reference to article 3 of the minute of the meeting of Full Council of 5 March 2019, the Committee had before it a report by the Chief Officer – City Growth which presented the findings of an appraisal of options to deliver services provided by the Beach Ballroom.

### **The report recommended:-**

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

### **The Committee resolved:**

to approve the recommendation.

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

9. With reference to article 7 of the minute of the meeting of the Strategic Commissioning Committee of 28 May 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, Resources and Place ] Functions to Committee for review; (2) sought approval of each of the Procurement Business Cases (listed below), including the total estimated revenue expenditure for each proposed contract, as contained at item 10.1 of today's agenda (article 10 refers); and (3) presented a summary of 3.10 memos approved since the last meeting.

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The list of Procurement Business Cases were:

OPS056	Integrated Children and Family Services	Residential Care - Linksfield Residential Children's Home
OPS061	Integrated Children and Family Services	Residential Care - 311 Clifton Rd
OPS064	Integrated Children and Family Services	Northern Star Workers (Health and social wellbeing)
OPS065	Integrated Children and Family Services	Student Counselling Services
OPS066	Integrated Children and Family Services	Sports based support for Schools
OPS067	Integrated Children and Family Services	Outdoor Learning based support for Schools
OPS068	Integrated Children and Family Services	Mental Health Services for Schools
OPS069	Integrated Children and Family Services	Visible Learning Teacher Training Services
OPS070	Integrated Children and Family Services	Educational ICT Software – Curriculum Tools
OPS071	Integrated Children and Family Services	Educational ICT Software – Numeracy & Literacy Tools
OPS072	Operations & AHSCP	CareFirst Replacement Health & Social Care System (includes extension of existing system)
OPS073	Operations	Approval to use the Building Trades Agency Staff Framework Agreement
PLA014	City Growth	No One Left Behind – Employability Service Delivery
RES027	Corporate Landlord	Energy efficiency information, support & Advice Service
RES027	Corporate Landlord	HEEPS:ABS back-to-back agreement for managing agent
CUS012	Early Intervention & Community Empowerment	Large Print and Talking Books
CUS013	Digital & Technology	Public WIFI Support Contract

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**The report recommended:-**

that the Committee –

- (a) review the workplans of the Operations, Customer, Resources and Place Functions as detailed in the Appendices;
- (b) approve each of the following individual procurement business cases, including the total estimated revenue expenditure for each proposed contract and to delegate 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,
- (c) approve the direct awards of contract where there were special circumstances outlined in each of the respective procurement business cases which justified not issuing a tender or calling off a framework agreement; and
- (d) note that Business Cases for procurements exercises to be commenced after 21 November 2019 would be submitted on a phased basis to future meetings of the Strategic Commissioning Committee.

**The Committee resolved:**

- (i) to approve the recommendations;
- (ii) in respect of Business Case OPS056 to instruct the Chief Officer – Integrated Children and Family Services, to advise the Committee, by way of email, of the pay structure of the service provider in comparison with the Council pay grades for the same posts; and
- (iii) in relation to Business Case CUS013, to instruct the Chief Officer – Digital and Technology, to advise the Committee, by way of email, of the number of people who have used the public wifi since it had been introduced.

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

**DECLARATION OF INTEREST**

**In accordance with article 2 of this minute, Councillor Cameron left the meeting during consideration of Procurement Business Cases OPS065 and RES027 contained in the exempt appendices to the following item of business. Councillor Townson substituted for Councillor Cameron for consideration of the two aforementioned Business Cases only.**

**STRATEGIC COMMISSIONING COMMITTEE**  
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**WORKPLANS AND BUSINESS CASES - REVENUE - EXEMPT APPENDICES IN RELATION TO ITEM 9.5 ON THE AGENDA**

**10.** The Committee had before it exempt appendices relating to the Workplans and Business Cases – Revenue report on today's agenda (article 9 of this minute refers).

**The Committee resolved:-**  
to note the exempt appendices.

**- COUNCILLOR LAING, Convener**

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	A	B	C	D	E	F	G	H	I
1	<b>STRATEGIC COMMISSIONING BUSINESS PLANNER</b> 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	<b>21 November 2019</b>								
4	Review of Sustainable Procurement and Community Benefits Policy	SCC 20/11/18 - 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.	To be covered in the Annual Performance report (item 5 below)	Craig Innes	Commercial and Procurement	Commissioning	GD7.1 and Remit 5.3		
5	Annual Performance Report	To present the annual performance report for review		Craig Innes	Commercial and Procurement	Commissioning	General Delegation 7.6		
6	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		
7	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		
8	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		
9	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.	In August 2019, SCC noted that this had been delayed and would now be reported to the November 2019 meeting to enable a full 12 month period of performance data to be reported.	Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5 and 5.5		
10	Collaboration with Businesses Regarding Community Involvement programmes provided by businesses	Council Budget 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.	Information has been included in the Annual Procurement Performance report on the agenda, and a further report will be presented to Committee in January 2020 with further detail of work undertaken	Craig Innes	Commercial and Procurement	Commissioning	Remit 1.1 and 2.3		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
11	Aberdeen Christmas Village 2020 onwards	SCC 28/05/19 - 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.	Will be presented as part of the procurement business cases item	Stephen O'Neill	City Growth	City Growth	Remit 2.3, 4.1, and 4.2		
12	Commissioning Risk Register	To present the risk register.		Craig Innes/Martin Murchie	Commercial and Procurement and Business Intelligence and Performance	Commissioning	GD 7.4		
13	Strategy Framework	SCC 29/08/19 - In respect of the Strategic Commissioning Approach report, to 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)		David Leslie	Governance	Governance	Purpose 6 and remit 4.3		
14			<b>30 January 2020</b>						
15	Procurement Workplans	To present the procurement workplans for 2020/2021 for review		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		
16	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		
17			<b>02 April 2020</b>						
18	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		
19			<b>11 June 2020</b>						
20	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									
21			27 August 2020						
22	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		
23	Annual Procurement Performance Report	To present the annual procurement performance report.		Craig Innes	Commercial and Procurement	Commissioning	Remit 5.2		
24	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
25			12 November 2020						
26	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		
27	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
28	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
29	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	Remit 4.5		
30	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		
31	Commissioning Risk Register	To present the risk register.		Craig Innes/Martin Murchie	Commercial and Procurement and Business Intelligence and Performance	Commissioning	GD 7.4		
32			Date TBC						
33	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

<b>COMMITTEE</b>	Strategic Commissioning
<b>DATE</b>	21 November 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Aberdeen Performing Arts - ALEO Annual Report 2018/19
<b>REPORT NUMBER</b>	COM/19/437
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	Mark Bremner
<b>TERMS OF REFERENCE</b>	Purpose 5 and remit 4.5

### 1. PURPOSE OF REPORT

- 1.1 This report seeks Committee approval of the Aberdeen Performing Arts (“APA”) ALEO Annual Report for 2018/19.

### 2. RECOMMENDATION

That the Committee:-

- 2.1 approves the Aberdeen Performing Arts ALEO Annual Report appended to this report for the Council’s interests.

### 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 the Box Office for 20+ venues in the region. APA delivers a diverse programme of performing arts at small, mid and large scale including touring drama, musical theatre, children’s theatre, opera, ballet, dance, comedy and music across the venues. Alongside this programme, APA produces and commissions new work under the banner of Freshly Squeezed Productions, supports and provides a platform for emerging talent in the North-east, runs an associate artist programme in schools and communities, curates two festivals, runs a youth theatre and youth music programme, offers creative learning activity for all ages and abilities and supports the local amateur arts scene. APA is an active member of ‘Culture Aberdeen’, the city’s cultural network and a leading partner in the development of the ten-year cultural strategy and action plan for the city which was endorsed by The Council in 2018. APA also deliver

3 festivals; True North music festival, crime writing festival Granite Noir and Light the Blue, a youth arts festival celebrating the talent and creativity of young people across the region.

- 3.2 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. It should be noted in the majority of cases they have not just met the targets but exceeded them significantly. The report provides evidence of APA's delivery against their business plan objectives but also contributions to the City's cultural strategy, the Regional Economic Strategy and the LOIP. Some notable performance achievements and accolades over 2018/19 include:

#### **Performance**

- 685 shows and performances
- 320,612 audiences across 3 venues (Music Hall 37,712 since December)
- £5,716,533 ticket sales across the venues
- 750,000 visitors across venues
- 5,000 True North Festival attendance
- 3,500 Granite Noir Festival attendance
- 24,450 participants taking part in Music Hall 'Stepping Out' Outreach programme
- 2,900 free tickets allocated to schools' charitable causes
- 220 Young People with disabilities: Orchard Brae music project participations
- 306 People with Parkinson's: Dance for Parkinson's Participations
- 93% Customer Service survey response (rating as good or excellent)

#### **Awards and Accreditations**

- Chartered Institute of Public Relations (CIPR) 19: Music Hall Stepping In Campaign: Arts and Sports Campaign of the Year: Winner
- AGCC Northern Star Business Award 18: Making A Difference in Communities: Winner
- Area Tourism Award 18: Best Festival or Event for True North: Winner
- Honorary Fellow of the Royal Incorporation of Architects in Scotland: Lifetime Award to Chief Executive for contribution to arts and architecture in Scotland
- Customer Service Excellence (CSE) - Government Standard: Compliant in all 57 criteria and Compliant Plus in 17

- 3.3 2018 also marked the completion of the major transformation of the Aberdeen Music Hall following a £9m refurbishment. The redevelopment has seen the auditorium restored, two new studios, a café bar, restaurant as well as completing work to make the whole building wheelchair accessible. The Music Hall was reopened with a performance by Travis frontman Fran Healy singing with the APA community choir as part of 'Stepping In', the community opening celebration. In total 10 Music Hall inspired community projects took part involving 320 participants in performance and 11,000 people attended the

celebrations on the day. The redevelopment has garnered APA numerous local and national awards and accolades, including ‘Business of the Year’ and Lifetime Achievement Award for Chief Executive Jane Spiers at the AGCC Northern Star Awards.

#### **4. FINANCIAL IMPLICATIONS**

4.1 There are no direct financial implications arising from this report. The Council provides core funding of £875,000 per a year to APA. The core funding is inclusive of £575,000 revenue funding and a further £300,000 contribution through the Common Good Fund, which includes £75,000 match funding in relation to a grant award by Creative Scotland to subsidise the associated costs of attracting large scale productions to Aberdeen (Stage 1 Funding).

4.2 The Council has contributed £3m capital to the £9m refurbishment of the Aberdeen Music Hall. In December 2017 the Finance, Policy & Resources Committee agreed to allocate £75,000 from the Common Good for the external cleaning of the Music Hall. APA confirmed in July 2019 that they can carry out external cleaning within a budget of £40,000 per the Conservation requirements, therefore were able to release £35,000 back to the Common Good.

4.3 In addition, the following funding is also provided: -

<b>Activity</b>	<b>Funding Source</b>	<b>Amount</b>
True North Festival	Culture Programme/ Revenue	£50,000
Granite Noir Festival	Culture Programme/Revenue	£60,000
Rent on the Lemon Tree	Common Good Fund	£36,000
Rent on the Lemon Tree Office	Common Good Fund	£10,000

4.5 APA is a regular funded organisation of Creative Scotland for 2018-21, bringing in £1m over the 3 years of the funding agreement.

4.6 APA has a turnover of over £10m per year, and as one of Scotland’s biggest performing arts companies, manages some of the city’s most iconic buildings.

#### **5. LEGAL IMPLICATIONS**

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

## 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	Not applicable to this report, funding agreement is set as per the Council annual budget setting process.	N/A	APA financial performance and risk is monitored through service contract manager and ALEO hub assurance framework.
<b>Legal</b>	N/A	N/A	N/A
<b>Employee</b>	APA staff not being supported.	L	The annual report and ALEO hub monitoring process ensures and demonstrates good practice.
<b>Customer</b>	APA providing poor services to customers.	L	The annual report demonstrates to the Committee APA's committee to customer service.
<b>Environment</b>	APA activity negatively impacts on the Councils environmental priorities.	L	The annual report sets out APA's commitment to environmental good practice and reducing carbon footprint.
<b>Technology</b>	Box office services failure, APA provides service to a number of organisations.	L	Any risk is mitigated by effective maintenance of the system,
<b>Reputational</b>	Poor performance and programme by APA could impact the Council's reputation.	L	The annual report enables the Committee to review the service performance and note the high level of activity and accolades achieved.

## 7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
<b>Prosperous Economy</b>	APA contributes significantly to the Economy of the North East of Scotland and this is articulated in the Business Plan.
<b>Prosperous People</b>	Audience development, talent development, succession planning and staff development are articulated in the business plan. APA strives to increase the diversity of its board members.

<b>Prosperous Place</b>	The Music Hall redevelopment is a key deliverable of the CCMP (City Centre Masterplan) and APA manages three of the city's most iconic venues, and festivals with a growing reputation enhancing the perception of the city. APA are represented on the 365 Events group and the Culture network.
<b>Enabling Technology</b>	APA's organisational goals include: to Continue to exploit digital technologies to drive organisational transformation.

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

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Not required for this report.
<b>Data Protection Impact Assessment</b>	Not required for this report.
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not required for this report.

## 9. BACKGROUND PAPERS

None.

## 10. APPENDICES

**Appendix 1** – Aberdeen Performing Arts ALEO Annual Report 2018/19  
[Appendix 2 - Music Hall Programme Spring 2019](#)

## 11. REPORT AUTHOR CONTACT DETAILS

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# **ALEO Annual Report 2018/19 Aberdeen Performing Arts**



## ALEO ANNUAL MONITORING REPORT



*Deadline for submission 18<sup>th</sup> October 2019*

<b>Organisation: Aberdeen Performing Arts</b>	
Year Covered:	<b>2018-2019</b>
Report completed by:	Jane Spiers
Position:	Chief Executive

### About the organisation

Aberdeen Performing Arts is the arts charity that runs three city centre venues – the Music Hall, His Majesty’s Theatre and the Lemon Tree and three festivals - True North, Granite Noir and Light the Blue youth arts festival. We also provide a box office service for 30+ venues in the North-east, run a production company, Freshly Squeezed Productions, for young and emerging talent, and a creative learning programme Engage! in schools and communities across the city.

Our vision is to be a creative hub at the heart of city life, inspiring, exploring and engaging through live performance and creative projects. Our mission is ‘Creating A Spark’, taking our inspiration from the sparkle in the granite.

Organisation Information	
Organisation legal structure	Company limited by guarantee with charitable status
Number of years operating	15
Name of Director/ Chief Executive	Jane Spiers
Number of venues operated	3
Number of festivals operated	3
Number of Board Members	11
Number of Full time staff	51 (average head count over the year)
Number of part time/casual staff	200 (average head count over the year)

## SECTION 1 - Outcomes and outputs

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

### Key Achievements

**AMBITION 1: City Vision: provide cultural leadership to shape city vision and a creative Scotland**

**Achievement 1: Business of the Year at the Northern Star Business Awards**

This was announced at the Aberdeen and Grampian Chamber of Commerce Northern Star Business Awards in September 2019. It's the first time a cultural organisation has received the award and it recognises businesses which have demonstrated excellent practice and inspire others by being a market leader.

### **Awards and Accreditations received during 18/19**

- Chartered Institute of Public Relations (CIPR) 19: **Music Hall Stepping In Campaign: Arts and Sports Campaign of the Year: Winner**
- AGCC Northern Star Business Award 18: **Making A Difference in Communities: Winner**
- AGCC Northern Star Business Award 18: **Marketing Magic for Granite Noir: Finalist**
- Trend Life with Style Awards 17+18: **Lasting Contribution to the North-east's Lifestyle Scene: Winner**
- Area Tourism Award 18: **Best Festival or Event for True North: Winner**
- Royal Incorporation of Chartered Surveyors (RICS)19: **Music Hall Community Benefit – Scottish Winner and UK Finalist**
- Royal Incorporation of Architects in Scotland 19: **Conservation and Climate Change Award Music Hall: Finalist**
- Herald Scottish Culture Awards 19: **Granite Noir for Outstanding Cultural Event: Finalist**
- Herald Scottish Culture Awards 19: **Music Hall for Outstanding Venue: Finalist**
- Herald Scottish Culture Awards 18: **True North for Outstanding Cultural Event: Finalist**
- Herald Scottish Culture Awards 18: **Lemon Tree for Outstanding Venue: Finalist**
- AGCC Northern Star Awards 19: **Eco Hero: Finalist**
- SEPA Vibes Award 19: **Engaging Scotland: Finalist**
- Scottish Design Awards 19: **Corporate Identity Rebrand: Finalist**
- Society Awards 19: **Best Contribution to Entertainment in the North-east: Finalist**
- AGCC Northern Star Awards 19: **Business of the Year: Winner**
- AGCC Northern Star Awards 19: **Lifetime Achievement Award to Chief Executive**
- Honorary Fellow of the Royal Incorporation of Architects in Scotland: **Lifetime Award to Chief Executive for contribution to arts and architecture in Scotland**

### **Accreditations**

- Customer Service Excellence (CSE) - Government Standard: **Compliant in all 57 criteria and Compliant Plus in 17**. Aberdeen Performing Arts was the first cultural organisation in Scotland to achieve corporate compliance in this standard. *"APA remains a truly outstanding organisation and should continue to be upheld as an example of customer service excellence delivery in the NE of Scotland"*. CSE Assessor
- Healthy Working Lives: Silver Award
- Certificate of School Engagement DYWNES

### **Compliances**

- ESOS compliance
- GDPR compliance
- PCI-DSS (cardholder data security) compliance

### **Achievement 2: Music Hall Transformation**

The multi award winning Music Hall redevelopment has made a significant contribution to the continued investment in the city's infrastructure. We have delivered a more accessible, sustainable, environmentally friendly, customer focussed environment and experience for audiences and artists. The Music Hall now has street to seat access into and through the building to all levels for the first time in its history, a new performance studio, creative learning studio, a restored and conserved auditorium with new seating, staging, flooring and a technical refit, upgraded back of house and repairs and renewal to roofs, windows, plumbing and electrics.

All aspects of the project were managed in-house by Aberdeen Performing Arts: the architectural competition, the construction project, fit out, fundraising campaign, award winning community engagement programme, the press and pr campaign and the launch programme. There were 71 face to face opportunities for public consultation and engagement with the project – presentations, workshops, focus groups, open meetings, attended by 1,640 people.

The project was delivered on time and the Final Account was settled with the contractor within 5 weeks of completion.

In the first full Music Hall season between December 18 and 31 March 19 we sold 37,000 tickets, achieved 900+ school attendances, had 12,000 new (first time) bookers to Aberdeen Performing Arts. Visitor footfall close to 100,000.

### **Achievement 3: Partnerships**

We are active partners, networkers and collaborators across the city, Scotland and the UK, ambassadors not just for Aberdeen Performing Arts but for Aberdeen and the arts in the city.

**Chief Executive:** Aberdeen and Grampian Chamber of Commerce Policy Council member, Events 365 member, Culture Aberdeen Executive member, member of the Nighttime Commission Panel, Board member of sound festival, Board member of the Sage Gateshead, Director of the UK Touring Partnership, UK Theatre member, International Society for the Performing Arts (ISPA) member, Honorary Fellow of the Royal Incorporation of Architects in Scotland, Fellow of the Royal Society of Arts (RSA)

**Director of Programming and Creative Projects:** Federation of Scottish Theatre board member, Creative Scotland Touring Fund assessment panel member, Aberdeen Festivals board member, Edinburgh Fringe Society Arts Industry accredited

**Director of Marketing and Communications:** Member of the Chartered Institute of Marketing (MCIM), Member of Creative Business Network, Arts Marketing Association (AMA) Member, Member of Aberdeen marketing focus group. Participating in knowledge sharing working group with V&A Dundee, Visit Scotland.

In 2018 we developed partnerships to expand our work with people with physical and learning disabilities. These included a project with Drake Music Scotland and pupils from Orchard Brae ASN School, and Dance with Parkinsons in partnership with Scottish Ballet, Dance Base and Citymoves. We also staged performances for and by people with disabilities with Va Va Voom, Independ-dance and Frozen Light.

Through our partnership work with Orchard Brae School and Gilcomstoun Primary School, in 2018, we were recognised by Developing the Young Workforce North East Scotland as a school partner with our certificate of School Engagement. We have subsequently developed this work further across a variety of schools, colleges and universities in the north east providing work experience opportunities, work shadowing, attending careers fairs and delivering CV workshops and advice to young people.

### **Achievement 4: Development and implementation of new company identity**

Devised through public consultation, focus groups and research to improve our brand architecture, give us a more contemporary, flexible brand and contribute to place making/positioning Aberdeen as a vibrant, creative city.

We ran a brand development project alongside the reopening of the Music Hall, ensuring the refreshed brand identity was ready for application across the Music Hall, including brand assets and interior design such as exterior and wayfinding signage, café and bar identities, interior design aspects such as graphic wallpaper and glass manifestations and all print and digital communications.

The refreshed brand identity was launched in December 2018, across Aberdeen Performing Arts corporate identity, HMT, The Music Hall and The Lemon Tree, across all print and digital channels, including social and web channels. The refreshed brand was shortlisted for the Scottish Design Awards 2019: Corporate Identity Rebrand, Finalist.

### **Achievement 5: Think Digital**

Investment in our communications, server and security infrastructure has laid the foundations for digital transformation across the organisation. Gigabit fibre connectivity has been installed at all three venues, with failover OpenReach circuits offering additional resilience. A new SAN has been installed and firewalls/next-gen AV are in place to strengthen the company's security posture and mitigate against threats such as ransomware. We've rolled out a secure FTP solution through NextCloud and set up VPN access for secure remote network access - all as part of our GDPR action plan.

As part of the Music Hall redevelopment, we **installed a 4.5 x 2.5m high-resolution LED wall, the Stepping In Screen**, at the entrance of the venue. Several commissions have been exhibited on the screen, including ISO Design's 'Meet Me at the Music Hall', Cliona Harmeys's 'Aberdeen Ships', 'Spinning Bits' by Andy Law and Mil Stricevic, Design and Code's 'Glisk', Bright Side Studio's 'Invisible Landscapes of Music', Ray Interactive's 'You are Here' and Charles Young's 'Assembly' - as well as in-house commissions to accompany our festival programme. In addition, Aberdeen Performing Arts worked with heritage interpretation consultant Lyndsey Clark and software developer Surface Impression to install **'The Walls Have Ears'**, a collection of stories recounting the rich history of the Music Hall using digital assets curated by archivist Alan Rennie on a new digital asset management system, Resource Space. The content can be accessed on a website and on **three touchscreen kiosks** within the venue. Aberdeen Performing Arts continues to push digital transformation through the 'Think Digital' programme of work, which is closely aligned with our 'Imagining New Futures' business plan (2018/21).

### **Achievement 6: People**

Investing in our workforce and the future workforce of Aberdeen is key to our success. This year we were awarded the Certificate of School Engagement by Developing the Young Workforce of the North East. We continue to invest in development for our staff, with almost 200 of our staff participating in opportunities for training, learning and development throughout the year. Our team have supported numerous work experience opportunities for young people and students from across Aberdeen city/shire. Our investment in training, internal communications and in areas such as Healthy Working Lives has provided a variety of means to engage our diverse and varied workforce, showing our keen desire to retain and develop our people for the benefit of them and the organisation.

### **AMBITION 2: Programme: Delivering a distinctive and diverse artistic programme**

#### **Achievement 1: Festivals - True North and Granite Noir**

True North was named best festival in the North-east at the Northern Star Business Awards in 2017 and went on to be a national finalist. Granite Noir was shortlisted for a Northern Star Business Award for best marketing campaign in the North-east in 2017 and 2018.

Collectively, both festivals achieved audience figures of more than 9,000 paying attenders this year spending more than £150,000 on tickets and an additional 4,000 visitors to free events and exhibitions, doubling audiences from

the previous year. 28% of the aggregated audience for both festivals comes from out-with Aberdeen and 14% stay over one or more nights in the city.

There were 51 Granite Noir events, 38 authors participated from 7 different countries and the festival was supported by the Icelandic and Norwegian Consulates.

True North welcomed 70 acts participating in 27 events including free fringe gigs, a talent programme for young bands, panels on mental health and wellbeing for artists and a fundraising panel

Both festivals are rooted in the North-east and have a strong sense of place. Both Granite Noir and True North have generated iconic images of Aberdeen which have been viewed around the world and both have acquired fantastic high-profile celebrity ambassadors who have loved the city and the festival. Both festivals are also all about developing talent in the city and community engagement. Local, aspiring artists perform alongside professionals in initiatives like 'Locals in the Limelight' and 'My First Gig' and we offer internships, volunteering opportunities, workshops and masterclasses. Both festivals run creative learning programmes for all ages. They are also about great partnerships across the city with business, with communities and with the arts and cultural sector.

### **Achievement 2: Music Hall Opening Season**

In addition to the building transformation and the extensive community outreach work undertaken, we also saw the reopening as an opportunity to refresh and reimagine the programme at the Music Hall. We attracted signature concerts from some of the industry's biggest names, introduced new programming strands and curated work, staged worked designed to attract new and younger audiences, and responded to the new spaces within the building.

Further to opening concerts with BBC Scottish Symphony Orchestra (with conductor Alpesh Chauhan and soloist Freddy Kempff) and legendary Scottish pop band Texas, we staged signature concerts by Sir Bryn Terfel, Dame Evelyn Glennie, KT Tunstall, Heather Small, Beverley Knight, Capercaillie with Xabier Diaz, and Lau-Land. There were concerts aimed at attracting new audiences including the club night with 2manyDJs, classical concerts with the RSNO playing the music from Harry Potter and the Children's Classic Concerts playing Peter and the Wolf, plus three early years productions in the Big Sky Studio including by disabled dance company Indepen-dance. We curated a weekend of concerts, talks and workshops inspired by musical impressionism featuring pianists Bertrand Chamayou, Javier Perianes and Lucy Parham, actors Tim McInnerney and Alistair McGowan, and ensembles BBC SSO, Scottish Ensemble and Scottish Opera. The Big Sky Studio hosted writers talks, cross-art form sessions, early years performances and classical curtain-raisers from young musicians.

The transformed Music Hall also gave us a platform to commission and exhibit non-performance work, including *In Love in the Music Hall*, an exhibition of illustrated poetry created by Gray's School of Art graduate Andrew Cranston and twelve of the UK's leading poets; and a digital commission called *Meet Me at the Music Hall* created by ISO Design featuring an animated display of artefacts from the Music Hall archive.

### **Achievement 3: Programme Highlights**

The range and calibre of our cultural programme in 2018/19 across all three of our venues embraces cultural diversity, new talent, youth, children and family - from popular entertainment to adventurous and experimental, from Fringe Firsts at The Lemon Tree to the West End in the North East at His Majesty's Theatre. Highlights in 2018/19 included:

Matthew Bourne's iconic *Swan Lake*, Scottish Ballet's *Cinderella*, the stage adaptation of *The Kite Runner*, West End hits *Beautiful*, *Jersey Boys*, *The Band*, *Calendar Girls* and *Evita*, the National Theatre's *Hedda Gabler* and *Macbeth*, North Atlantic Fiddle Convention gala concert, *Russell Brand* and Sarah Millican, our Panto *Snow White* attended by 66,000 people. We are enthusiastic festival partners with Aberdeen International Comedy Festival, Aberdeen Jazz Festival, Look Again, Dance Live and sound offering not just our venues but co-commissioning work

and programming with festival partners. At the Lemon Tree, our alternative and indie programming included – the Bollywood Brass Band, Heidi Talbot and Vasen, Yolanda Brown, Hollie McNish and our regularly sold out A Play, A Pie and A Pint seasons.

In 2019, the Lemon Tree and the Music Hall have been long-listed in the Live UK Music Industry Awards for Best Venue (Arts Centre and Concert Hall categories respectively) - nominations for these awards come from within the music industry only.



## **AMBITION 3: Creative Learning: Providing inspirational community engagement and participation**

### **Achievement 1: Stepping Out and In**

The Music Stepping Out project won 3 national awards: the AGCC Northern Star Award 2018 in the category 'Making A Difference', the RICS Award for Community Benefit and the CIPR award for Arts and Sports Campaign of the Year. The Music Hall Stepping Out programme during closure kept the profile of the Music Hall positive during closure with high levels of community engagement. 1,300 people of all ages and abilities took part in 10 creative projects inspired by the Music Hall equating to 24,450 participations and led by 14 artists: projects like our 60 Music Hall Babies, early years' music and drama projects, community choirs, intergenerational projects, projects for young people with disabilities, for refugees, reminiscence projects and 30 Young Ambassadors. During closure we also kept the Music Hall concert programme going. Concerts and events that would otherwise have taken place at the Music Hall were staged in 14 different venues around the city. We staged 115 events, equating to 90,043 attendances. We built a Music Hall archive from scratch and catalogued 3,500 heritage assets in a digital database and accessible to the public online. Throughout the project, in partnership with our contractor, 24 apprenticeships and 25 work placements were delivered, presentations and tours were made to 110 college and university students and 250 school pupils and we clocked up 235 volunteer hours.

Stepping In, our community opening celebration, took place on 8 December 2018 – the Music Hall reopened with a performance by Travis frontman Fran Healy singing with our community choir. In total 10 Music Hall inspired community projects took part involving 320 participants in sharings and performances on the day and 11,000 people attended the celebrations on the day. The Stepping In day had 850,000 social media hits and over the weekend in PR terms we had 145,080,092 opportunities to be seen.

See Case Studies.

### **Achievement 2: Creative Learning**

Over the course of 2018/19, we have significantly expanded our creative learning, engagement and participatory activity and deepened our partnerships in regeneration areas and with more vulnerable and underrepresented individuals and communities. Activities have included:

- Our Music Hall Babies project, a free year long programme of arts activities for babies and their parents/carers (see case study)
- We have introduced additional early years music classes with new Imagine Tiny, Imagine Tots, Mini Maestros and Mega Maestros based in the new Tutti Studio at the Music Hall.
- Outreach classes took place with groups in SIMD areas in Aberdeen – these included our children's choir in Middlefield, classes with young mothers in Seaton and a project with the Tillydrone Boys' Club. We also undertook a project with a group of Syrian Refugees.
- Our Young Company for 18-25 year olds was formed which bridges the gap between youth theatre and further study, towards a career in the profession.
- All of our creative learning work led to a showcase at our new Light the Blue Festival, produced by Aberdeen Performing Arts and co-designed with young people– it included performances from other youth performance groups from the city, workshops and panel discussions about pursuing a career in the arts.

### **Achievement 3: Improvements in access to venues and services**

We have achieved step change in significantly improving access to our venues and services in 18/19.

- The Music Hall is now fully accessible from street to seat with lifts and ramps installed, new reception desk, animated entrance with digital screen, new and improved social spaces, performance and exhibition spaces.
- Ramp installed at Stage Door at His Majesty's Theatre and Stage Door area remodelled to make it more welcoming and accessible.
- Introduced a state-of-the-art Wi-Fi based hearing system, Mobile Connect, in all of our venues that allows users to access a boosted sound or listen in to audio description via an app that can be downloaded on smartphones. This will sit along our current infra-red system in HMT and will be a standalone system in the Lemon Tree.
- Worked with our ticketing and CRM provider towards identifying customers with accessibility needs and to develop a booking journey for any customer wanting to book accessible seats/accessible performances in person, on the phone and online.

## **AMBITION 4: Talent: Be an incubator for artists and talent development in the Northeast**

### **Achievement 1: Artistic Pathways and Professional Development**

Under the banner of our producing company Freshly Squeezed Productions, we developed and delivered a range of opportunities for artists to improve their practice, develop new ideas and projects, as well as facilitating the delivery of work to full production in the city. In addition, artists and projects which we have supported in the earliest stages of development were taken on to full production elsewhere. This is an important part of the producing and talent development infrastructure in the city, offering support and avenues to artists to develop their practice and work, both locally and elsewhere. Achievements in 2018/19 included:

- A total of 284 artists were supported through our produced programme, curated programme and festivals.
- Two artist exchange residencies – *Half Way Rock* by writer Neil Cargill and sound artist Simon James is a multimedia play based on stories from the North-east and a sharing was held in August 2018. We also hosted a residency project in which an artist, Frances Davis, was embedded in the Hutton Institute to explore a creative response to environmental issues.
- One of our previous artist exchange projects, *Heroine* by Sarah Jane Graber, was developed further and a full production played at the Fringe.
- Two scratch nights were staged featured pieces of new writing alongside performances of new music, poetry and comedy.
- We worked with producer Red Bridge Arts to restage Andy Manley's early years production ***Night Light*** for a festive season run at the Lemon Tree. Our 2017 production ***Flutter***, produced with Tortoise in a Nutshell was presented again in a short Scottish tour with performances in Edinburgh, Glasgow, Dundee and Caithness.
- Seven productions of *A Play, A Pie & A Pint* were co-produced by us with Oran Mor in Glasgow and the Traverse Theatre in Edinburgh, and staged at the Lemon Tree.
- Coaching and advice was provided to 11 artists.
- The introduction of a young company for 18-25 year olds bridging the gap between youth theatre and further study/professional career.

### **Achievement 2: Young Ambassador Programme**

30 young ambassadors over a period of six months were mentored individually and in groups by Aberdeen Performing Arts employees about all aspects of working in a venue, about what's involved in a capital project, heritage interpretation, marketing, press and pr, programming, event co-ordination, social media training and leadership. The group participated actively in the development of the Stepping In day, contributing ideas and suggestions for the content of the day. On the day, they were present throughout assisting with customer queries

and providing support to the staff team – one of the group unlocked the front door at the start of the day to mark the official opening.

### **Achievement 3: Associate Artists and Emerging Artist Mentoring Programme**

We paired three young emerging artists - a film maker, a writer and a sound artist - with three experienced established artists. The emerging artists were mentored over a three month period. Each of the artists – experienced and emerging – created new works which were inspired by the Music Hall redevelopment. These commissions included two compositions, several short films, a walking tour, a digital film carousel, and several pieces of prose and poetry. The artists delivered workshops with local school children, and provided resources and activities for use in school.

### **Key Performance Indicators**

INDICATOR	TARGET 18/19	ACHIEVED 18/19
<b>Programme: Delivering a distinctive and diverse artistic programme</b>		
Number of shows	650	685
Audience numbers across venues HMT/Lemon Tree + 3 months Music Hall (tickets sold)	320,000	320,612
Total visits	650,000	750,000
<b>Talent: an incubator for artists and talent development in the North-east</b>		
Number of artists participating in talent initiatives (produced, curated, commissioned and festivals development)	150	284
Number of Associate Artists (in residence in the city)	3	6
Number of emerging Artists participating in mentoring programmes	3	3
Number of local, emerging artists participating in Scratch Nights	10	10
Number of new works commissioned	5	10
Number of exhibitions commissioned	2	2
Number of sharings	6	11
<b>Creative Learning: Providing inspirational community engagement &amp; participation</b>		
Stepping out - Music Hall outreach lead up programme (no. performances)	20	29
Stepping out - Music Hall outreach lead up programme (participant numbers)	20,000	24,450
Delivering 5 Youth Theatre groups Age 1-19yrs (participants)	270	468
Delivering 5 Youth Theatre groups (no. of participations)	2,700	4,680

Delivering 5 Youth Music groups Age 1-19yrs (participants)	162	196
Delivering 5 Youth Music groups Age 1-19yrs (no. of participations)	1,620	1,960
Creative Learning talks tours and school workshops (no. of participations)	200	233
Teachers Network events – No of teacher participants	10	10
No. of School Work Placements	10	12
Number of internships (students)	4	7
Number of free tickets allocated to schools charitable causes	2500	2900
<b>Equality, Diversity and Inclusion:</b>		
Dance For Parkinson's Participations		43 participants 306 participations
Young People with disabilities: Orchard Brae music project participations		20 participants 220 participations
Young Syrian Refugees	6 participants 18 participations	12 participants 36 participations
Intergenerational: Gilcomstoun School and Fergus House and Rosewell House Care Homes	26 participants 442 participations	46 participants 782 participations
Number of BSL signed performances	20	25
Number of captioned performances	20	20
Number of audio described performances	20	24
Number of Touch Tours	20	24
Number of relaxed performances for people on autism spectrum	2	2
<b>City Vision: provide cultural leadership to shape city vision and a creative Scotland</b>		
Number of awards and nominations	10	8 wins and 10 finalists
Customer Service Excellence Standard accreditations	57 compliant 15 compliant plus	57 compliant 17 compliant plus
Customer Service survey response as excellent or very good		
His Majesty's Theatre	93%	93%
The Lemon Tree	93%	93%

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

Have met targets.

**Please provide a summary of particular successes or case studies:**

#### **Four Case Studies**

##### **Case Study One: Music Hall Babies**

The Music Hall Babies project was a ground-breaking arts project for babies and their parents/carers to help improve health and wellbeing. In total 60 new-born babies, born in Aberdeen in December 2017 were signed up to the project, identified with the assistance of social work services, GP practices, community workers and health visitors. The babies participated in a free, year-long programme of arts activities, equating to 30 weekly sessions between January and December 2018. They danced with Scottish Ballet, sung with Scottish Opera and painted with the Geronimo Project. The average attendance over the course of the project was 37 babies per session

equating to 1,500 participations. The outcomes of the project for babies and families were to improve health and well-being, aid cognitive development and creativity, develop child/parent bonds, assist socialisation, provide positive experiences for babies and families, actively create a community through the project and foster long term relationships with the babies and their families in line with our aim to create a new hall for a new generation, accessible to everyone.

One year on in December 2018, 47 of our babies were first through the door into the transformed Music Hall for the Stepping In celebrations.

*“The program was exactly what I needed as a young, first time mum. It has given me a support network and I have made friends for life. Thank you for this wonderful opportunity for me and my baby.”*

*“It has helped me learn to play and sing with my baby which is all good for his development.”*

*“My wee girl has had so many different, amazing opportunities and is learning new skills every week thanks to these experiences.”*

*“Thank you for everything, for the treasured memories and for letting our children be part of Music Hall history”*

### **Case Study Two: Orchard Brae Music Project**

This was a uniquely created music project for young people with additional and complex support needs at Orchard Brae School. We worked intensively over 6 months with 20 young people, in two groups, one group of young people with complex physical support needs and the other group with young people with autism. We set out to enable the young people to write, play and perform music using specially adapted instruments, new technologies and specialist teaching experience. There were a total of 11 sessions equating to 220 participations. All the children participating in the project performed live at the re-opening of the Music Hall in December 2018.

*“Each and every youngster developed skills, gained confidence and took pleasure in being part of a group performance. In addition, the adults sporting the the pupils developed their skills and understanding of how to challenge our youngsters further.”*

Orchard Brae Teacher

*“So many things! Having the chance to develop inclusive music practice and to show the public our pupils' abilities (rather than their disabilities) was an amazing experience for all of us, teachers, pupils and families.”* Orchard Brae Teacher

*“On behalf of Orchard Brae can I thank you very much for inviting us to take part in this project – it amazed us on so many levels!”* Orchard Brae Teacher

*“The impact on the pupils has been considerable and the staff have also been motivated. AS the name of our piece suggests, this is ‘our time’ I look forward to further collaborative work.”* Orchard Brae Teacher

### **Case Study Three: Spinning Songs Intergenerational Project**

Spinning Songs was an **intergenerational project in regeneration areas** delivered by Aberdeen Performing Arts and Scottish Opera with pupils from Gilcomstoun School (nursery and primary) and older people resident in Fergus House and Rosewell House care homes. The aim of the project was to connect the generations through music, foster understanding across the ages and improve physical and emotional health and wellbeing through participation in the arts. 46 participants were involved in the project – 10 nursery school children, 26 primary school children and 10 care home residents. There were a total of 17 sessions, equating to 782 participations, culminating in all participants performing at the opening of the Music Hall. A film was created to document the project, and this can be seen [here](#).

*"[Care Home Residents] very much enjoyed the project. They loved interacting with the children, sharing memories and singing and getting out! They benefitted from the feeling of happiness, worth, sharing, talking about their experiences and enjoyed engaging with others, listening and singing songs"* Fergus House Care Home Staff Member

#### **Case Study Four: Environmental Impacts**

**Mission: to be a socially responsible, environmentally sustainable, creative organisation committed to protecting people and the planet.**

Over the course of 2018/19 we achieved step change to reduce our environmental impacts and to be sector leading in the arts in the city and nationally as advocates and champions for climate change. We are working closely with environmental consultancy Beyond Green to undertake mandatory ESOS compliance work. In addition, Beyond Green is analysing our energy consumption and waste production to provide an accurate baseline figure against which to monitor our KPI to reduce each by 5% year-on-year during our current business plan. The aim is to contextualise these figures against data such as weather conditions and attendance at our venues and provide a more accurate benchmark to chart our performance. The initial work will be completed in December 2019 and progress published in January 2020.

This has led to us being finalists for two environmental awards, the Northern Star Business Awards in the Eco Hero category and the National SEPA Vibes Awards. We also achieved ESOS compliance in 18/19. Sector leading initiatives have included:

- Embedded artist residency with the Hutton Institute to engage with environmentalists working on innovative and transformative science for sustainable living. The aim of the project is to find ways in which the cultural sector can address climate change, give voice and adapt.
- Brought the arts sector together in the North-east to engage with climate change through our Green Tease events supported by Creative Carbon Scotland.
- Curated a programme for Climate Week North East in March 2018 including a Scratch Night of new work and a performance of *Everything I Bought and How it Made Me Feel* with post-show discussion.
- Undertook energy audits of all three venues.
- Production of a carbon management plan.
- Introduced a programme to change all tungsten filament light fittings with LED fittings in our venues (65% complete)
- Digitised recruitment and HR functions through our new PeopleHR system.
- Introduced staff intranet page, regularly updated with news on projects and initiatives.
- Created a Responsible Visitors Charter.
- Promoted the physical well-being of staff: cycle-to-work; walk-to-the-workplace schemes; yoga sessions; subsidised eyewear; healthy food choices; participation in sporting activities - Baker Hughes 10K, Great Aberdeen Run, Ride the North; nature walking groups; book club sessions.
- Introduced a bee garden at His Majesty's Theatre growing herbs for use in 1906 restaurant.
- Engaged with local community projects such as the Marine Conservation Society's BeachWatch beach cleans on Aberdeen beach and Friends of Seaton Park litter picks.
- Provided live public transport information at His Majesty's Theatre, the Music Hall and the Lemon Tree.

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

2018/19 was an exceptional year for Aberdeen Performing Arts due to the completion of the major transformation of the Music Hall. It was a huge undertaking on top of the day job. Our team directly managed the project including the construction contract, the fit out, the community engagement, press and pr, fundraising.

Our award winning, values led, positive company culture got us through to deliver a fantastic cultural asset for the city. Our business model is reliant on being able to attract the best work to the city and to meet our audience targets.

Aberdeen Performing Arts was hugely proud to be awarded Business of the Year at the 2019 Aberdeen and Grampian Chamber of Commerce Northern Star Business Awards. The award recognises the valuable economic, social and cultural contribution we make in the city, and businesses which have demonstrated excellent practice and inspire others by being a market leader.



<b>Delivering on Key Strategic Priorities</b>			
Please provide a summary of how your activities have delivered against key local (and national) strategic priorities relevant to your organisation			
<b>Culture Aberdeen 2018-2028 Action Plan Ambitions</b>	<b>Regional Economic Strategy 2018-2023 Action Plan</b>	<b>Creative Scotland Priorities 'Unlocking potential, embracing ambition'</b>	<b>Aberdeen Performing Arts Delivered Actions (a summary of achievements – more detail is located elsewhere in this report)</b>
<p><b>Releasing our Creativity</b> - <i>Our vision for Aberdeen is a city opening doors, where everyone can be transformed and inspired through engagement in the arts and culture.</i></p>		<p>Everyone can access and enjoy artistic and creative experiences</p>	<p>Distinctive and varied cultural programme; unique curated events and festivals; inspiration engagement and participation opportunities:</p> <ul style="list-style-type: none"> <li>• 685 performances attended by 320,000+ people in our three venues and across the city, covering music, theatre, dance, opera, comedy and spoken word, literature, family.</li> <li>• 30,027 participations across our creative learning activity from ages 0-90 covering music and theatre (Music Hall Stepping Out/In and our yer round youth music and youth theatre programme)</li> <li>• 3 festivals – music, literature and youth arts, 9,000 paying attenders and 4000 to free events</li> </ul> <p>Expanding our reach to engage with under-represented groups; transforming accessibility; championing work for and by people with protected characteristics:</p> <ul style="list-style-type: none"> <li>• 95 accessible performances (BSL interpreted, audio described, captioned, relaxed)</li> <li>• Projects with ethnic groups including Syrian refugees.</li> <li>• Projects with young people with disabilities with Orchard Brae and Drake Music Scotland.</li> <li>• Working with looked after children and care experienced young people with Craigielea Children's Centre</li> <li>• Music Hall fully accessible for first time in history; new passenger lift and access ramp at HMT</li> <li>• Internal Equalities, Diversity and Inclusion group formed.</li> </ul>

<p><b>Becoming Scotland's Creative Lab</b> - <i>Our vision for Aberdeen is a city to experiment in, a home, a</i></p>		<p>Excellence and experimentation across the arts, screen and</p>	<p>Be an incubator for artists and talent development in the North-east; providing pathways to careers in the arts; create work, develop ideas and improve artistic practice in the city:</p>
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<p><i>place, a destination and testing ground for artists, creative enterprises and new ideas</i></p>		<p>creative industries is recognised and valued</p>	<ul style="list-style-type: none"> <li>• Supported 284 artists through produced programme, curated programme and festivals.</li> <li>• Two artist exchange residences including partnership with Creative Carbon Scotland and the James Hutton Institute.</li> <li>• Two scratch nights staged during featuring local writers, actors, directors, musicians and comedians.</li> <li>• Associate artist programme and emerging artist mentoring programme.</li> <li>• Music Hall Commissions programme – new worked commissioned including exhibitions, digital art, compositions, films, walking tours.</li> <li>• New young company formed bridging the gap from youth theatre to further study and professional career.</li> </ul>
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<p><b>Making All the City a Stage</b> - <i>Our vision for Aberdeen is a city which inspires, where exciting cultural experiences are around each and every corner and where there are no creative boundaries.</i></p>	<p>Delivery &amp; marketing of cultural, heritage and tourism attractions of national significance, and of international standard (existing and new assets) and maximising tourism potential of accredited archives.</p> <p>Support and attract events that will be of international and national significance as part of the delivery of the Aberdeen 365 events and festivals plan.</p>	<p>Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity</p>	<p>Refreshing and re-imagining spaces: Capital projects; Music Hall development completed and reopened in 2018.</p> <ul style="list-style-type: none"> <li>• New performance space, new creative learning space, new digital art space, new exhibition space.</li> <li>• Transformed auditorium and artist/customer experience.</li> <li>• Extensive archive and cultural heritage projects including interactive touch screens throughout building.</li> </ul> <p>Unique and diverse curated programmes and festivals utilising spaces across the city, developing partnerships and attracting work of global significance:</p> <ul style="list-style-type: none"> <li>• True North – 70 artists, 27 events, 5,500+ attendances in 14 venues across the city</li> <li>• Granite Noir – 51 events, 3,600+ attendances in 7 venues across the city</li> <li>• Programming partnerships with local and national festivals including Aberdeen Jazz Festival, sound, DanceLive, Look Again, manipulate, Luminare, Puppet Animation Festival, Imagnate.</li> </ul>
			<ul style="list-style-type: none"> <li>• Curated programmes including Northern Arc, Big Sky programme, Reverie weekend of musical impressionism.</li> </ul>

<p><b>Connecting Us to the World-</b> <i>Our vision for Aberdeen is a city like no other, where we celebrate and promote our culture and heritage, the things we make and create.</i></p>	<p>Support and promote the arts and cultural venues of the North East to attract and promote national and international exhibitions and programmes.</p>	<p>Scotland is a distinctive creative nation connected to the world.</p>	<p>Attracting international artists and artists of global significance to our festivals and programme:</p> <ul style="list-style-type: none"> <li>• Granite Noir featured 7 international artists from Iceland, Norway, New Zealand, USA and Canada</li> <li>• Two Northern Arc Sessions featuring artists from Sweden, Finland and Norway collaborating with Scottish roots musicians</li> <li>• A total of 28 non-British artists participated in our curated, produced and festival programmes.</li> <li>• Globally significant artists performed in the Music Hall opening season including Sir Bryn Terfel and Dame Evelyn Glennie.</li> <li>• Three productions from the National Theatre and New Adventures.</li> </ul>
<p><b>Shaping our Future-</b> <i>Our vision for Aberdeen is a city whose cultural sector is growing in ambition and confidence with a strong collective of cultural leaders collaborating to realise the city's potential.</i></p>	<p>Support development of projects and delivery of Culture Aberdeen Plan and the Aberdeen Culture Strategy.</p>	<p>Ideas are brought to life by a diverse, skilled and connected leadership and workforce</p>	<p>Active participation in city-wide initiatives; development of the cultural strategy for the city:</p> <ul style="list-style-type: none"> <li>• Significantly contributed to the creation of the cultural strategy for the city</li> <li>• Membership of city-wide groups including Culture Aberdeen, Culture Aberdeen Executive, Events 365, Aberdeen Festivals, AGCC Policy Council, Absolutely marketing group, VisitAberdeenshire Tourism group</li> </ul> <p>Staff learning and development programmes; cross-departmental working groups:</p> <ul style="list-style-type: none"> <li>• Extensive training and development programme available for all staff.</li> <li>• Individual training plans which are set at annual appraisals and monitored throughout the year.</li> <li>• Company-wide training priorities delivered.</li> <li>• Big Fat Goal for the year – reopen the Music Hall – delivered!</li> </ul>

			<ul style="list-style-type: none"> <li>• Working groups include Green Team, Healthy Working Lives, Health, Safety &amp; Security, Equalities, Diversity &amp; Inclusion.</li> </ul> <p>Future proofing:</p> <ul style="list-style-type: none"> <li>• Established and delivered an ambitious, creative environmental sustainability plan.</li> <li>• Developed a business continuity plan and rolled out across the organisation</li> <li>• Continually review and update business readiness including infrastructure, information and data security, GDPR adherence, cyber security audit.</li> </ul>
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**Local Priorities:**

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

Aberdeen Performing Arts is not currently a statutory community planning partner but contributes and aligns to the LOIP stretch outcomes as follows (pre-revised LOIP Priorities 2018-9)

APA are also a member of Culture Aberdeen, who currently sit on the Outcome Improvement Group 'Aberdeen Prospers'.

LOIP Stretch Outcome	Key Driver	Aberdeen Performing Art Actions
Aberdeen Prospers		
Investment in Infrastructure Aberdeen City is a robust and resilient economy providing a vibrant built environment and attractive place for residents, students, business and tourists	We will regenerate our city centre to become a vibrant and attractive place to live, work and invest in	Music Hall redevelopment investment. <ul style="list-style-type: none"> <li>• New programming opportunities for young talent, local work in new Big Sky Studio, curate exclusive signature events</li> <li>• Footfall evenings and weekends in city centre BID area footfall evenings, impacting positively on local business</li> <li>• Increase in income generation impacting positively on business sustainability.</li> <li>• Increase in reach and impact regionally and nationally. Positive impact on tourism development and place making</li> </ul>
Innovation Aberdeen City has a reputation for enterprise, innovation and world class solutions	We will accelerate the transition to a more balanced economy	<ul style="list-style-type: none"> <li>• Accelerating, balancing, growing and diversifying the economy through the cultural and creative industries. APA currently makes a major contribution to the cultural and creative industries in the city employing 250+ permanent and casual staff.</li> <li>• Leadership (Northern Star business of the year winners)</li> <li>• Bringing in funding to the city from a wider range of sources inc £1m over three years we receive from Creative Scotland</li> </ul>

<p>Inclusive economic growth - A skilled workforce for the future that provides opportunities for all our people</p>	<p>We will develop the people and skills necessary to deliver economic development and, as a result, support diversification of businesses and economy</p>	<ul style="list-style-type: none"> <li>•Talent development programme. APA provided work opportunities and training and learning opportunities to 100+ artists and musicians in the city in 2018/19 Projects such as Locals in the Limelight, Curtain Raisers, Scratch Nights</li> <li>•Supporting the young workforce</li> <li>•APA young ambassador programme</li> <li>•Offering APA on the job training, work placements to students and school pupils (20 in 18/19)</li> <li>•APA internship programme.</li> </ul>
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		<ul style="list-style-type: none"> <li>•Supporting the creative and cultural sector in Aberdeen – APA currently plays a significant role as a creative hub and strategic partner</li> </ul>
<p>Internationalisation - Aberdeen City is a location of choice for investment, high value business activity and skills</p>	<p>We will attract the best possible range of incoming exhibitions and events and showcase the city’s internationally recognised sports, arts and culture offer</p>	<p>APA programmes and signature events, festivals and unique programmes of work play a major part in the promotion and marketing of place bringing visitors to the region, contributing to quality of life, attracting a skilled workforce and attracting inward investment.</p> <ul style="list-style-type: none"> <li>•Signature events and festivals and diverse programmes</li> <li>•Contributing to the offer for incoming vessels in the new Harbour</li> <li>•Freshly Squeezed Productions, APA producing and talent development company responsible for original work generated in Aberdeen, (ie Christmas show for under 7’s, A Play, A Pie and A Pint,, artist exchanges, festivals) and talent development (youth programmes and support to young creatives).</li> <li>•Contributing to city-wide partnerships developing place making projects and destination marketing for the North East of Scotland</li> </ul>
<p>Prosperous People – Children are our future</p>		

<p>Children are our future and people are resilient, included and supported when in need</p>	<ul style="list-style-type: none"> <li>Children have the best start in life – children in Aberdeen City are healthy, happy and safe, and enjoy the best possible childhood</li> </ul>	<p>Providing free and subsidised <b>early years' programmes</b> including for deprived and marginalised communities and families.</p> <ul style="list-style-type: none"> <li>New Big Sky : Little Stars programme in the Music Hall</li> <li>Mini Maestros music programme</li> <li>Imagine Tiny and Imagine Tots</li> <li>Music Hall Babies (60 babies born in December 17 we are providing free and subsidised programmes to and had intended to continue to work with babies and families through early years</li> </ul> <p>education programmes, activities and resources that contribute to the <b>Curriculum for Excellence</b> and <b>improving attainment</b></p> <ul style="list-style-type: none"> <li>Free and subsidised cultural programmes in schools –intergenerational project in priority area with Scottish Opera and project with Drake Music at Orchard Brae</li> <li>Teachers network, incl. training and development opportunities for teachers</li> <li>Providing education and training for school children ( work shadowing programme)</li> </ul>
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		<ul style="list-style-type: none"> <li>Providing pre and post show talks for schools</li> <li>Subsidised tickets to school groups</li> <li>Providing heritage and cultural educational resources and toolkits online</li> <li>Providing educational tours at HMT and the Music Hall</li> <li>Programming subsidised work on our stages that have a direct link to the CfE</li> </ul>
	<p><b>Children are safe and responsible</b> – from all forms of harm</p>	<p>Contributing to multi agency support for vulnerable children and young people. We provide positive destinations and diversionary activity through our creative learning programmes. In 2018/9 programmes in Seaton, Torry, Woodside, Middlefield, Northfield</p>



	<p><b>Children are respected, included and achieving</b> – children and young people are listened to, respected, valued and involved in the decision-making process</p>	<p>Subsidised APA creative learning programme which contributes to innovative and inclusive practice that enhances the experience of Aberdeen’s young people, involves them in decision making, co-design of services, contributes to wellbeing, helps them reach their potential, achieve positive destinations and makes them responsible and contributing citizens</p> <ul style="list-style-type: none"> <li>• young ambassador programme which supports youth democracy and which for example played a role in the co-design of the Music Hall, the provision of services and the online campaign to promote Aberdeen as a great place for young people to live and visit.</li> <li>• youth theatre activity. Increased provision in 19/20 with the introduction of a new young company</li> <li>• youth music programme. Choirs project in regeneration areas. Imagine, Mini and Mega Maestros for early years’ and primary to Project Band for under 25’s</li> <li>• Free and subsidised arts and cultural projects and activities for young people with additional and complex support needs: <ul style="list-style-type: none"> <li>• Programmes at Orchard Brae which have been so valued and appreciated by the young people, families and staff. See our Project with Drake Music and Orchard Brae in 18/19</li> <li>• Access services for young people ie relaxed performances for children on an autism spectrum and touch tours</li> </ul> </li> <li>• Free and subsidised arts and cultural projects and activities that contribute to promoting equality and diversity in the city – for</li> </ul>
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		<p>example projects in 2018/19 with the Polish community and young Syrian refugees.</p>
<p>Prosperous People – People Are Resilient, Included and supported when in need</p>		
<p>People and communities are protected from harm – Individuals and communities are made aware of the risk of harm and supported appropriately to reduce this risk.</p>	<p>We will develop systems and approaches that raise awareness of harm</p>	<p>Cultural programmes aimed at vulnerable adults and deprived communities that improve resilience, health and wellbeing and empower citizens to have choice and control over their lives</p> <ul style="list-style-type: none"> <li>• Intergenerational project in care homes and primary schools</li> <li>• Your Hall Your Story living memory project in sheltered housing and care homes.</li> </ul>

<p>People are supported to live as independently as possible – able to sustain an independent quality of life for as long as possible, take responsibility for their own health and wellbeing</p>	<p>We will empower citizens to feel they have real and meaningful choice and control over their own lives.</p>	<p>Supporting, growing and developing as a Healthy Working lives workplace for our 250+ employees.</p> <ul style="list-style-type: none"> <li>• Continuing and increasing Dance for Parkinsons project</li> <li>• Two projects working with people with dementia-Dementia-Friendly opera and training to enable our community choir to become Dementia-Inclusive.</li> </ul>
<p>Prosperous People - EMPOWERED, RESILIENT AND SUSTAINABLE COMMUNITIES</p>		
<p>People friendly city – a city where people to choose to invest, live and visit</p>	<p>Build a child friendly city to ensure that the best interests of the child is a primary consideration</p>	<p>Contributing towards achieving UNICEF Child Friendly City and Community status to community led regeneration in the city and to a diverse, vibrant economy</p> <p>Providing resource, capacity, leadership and expertise to generate the significant investment and momentum required to maintain and improve our three historic venues to ensure that the city remains an attractive and connected place to invest, live and visit and to maintain the region’s competitive advantage in the Future Cities era. The Music Hall construction project and the Stepping Out and Stepping In programme</p> <ul style="list-style-type: none"> <li>• involving communities in shaping, reimagining and reinventing the city</li> <li>• encouraging community empowerment</li> <li>• giving young people and communities influence over the built environment</li> <li>• contributing to health and wellbeing.</li> </ul>
	<p>We will be a city whose built environment is fit for keeping an ageing population safe and healthy</p>	<p>Contribution to Agenda 21 and sustainable development. APA has played a sector leading role over the last two years in raising awareness around sustainable development with projects such as our multi agency project on climate</p>
	<p>and puts the child at the centre of design</p>	<p>change with Creative Carbon Scotland, The Fierce Urgency of Now and commissions such as our youth theatre play on sustainable development co-created by young people. Eco Hero finalists 2019 Northern Star Business Awards</p>

**Education:**

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

We provide an extensive creative learning and participation programme which has education at its heart. We run five youth theatre groups, five youth music groups, a community choir, host workshops, masterclasses, panel discussions, educational tours, outreach projects and more.

We run a teachers' network which meets three times a year to see show and to work with us to shape our engagement with schools. We have regularly provided bespoke CPD sessions for teachers to enable the use of artistic and participatory practice in their teaching.

During 18/19 there were 10,639 attendances from school groups in our venues. This includes nurseries, primary and secondary schools, as well as specialist music and dance schools.

Work experience/shadowing provided for pupils/students from 9 schools, Aberdeen University and North East Scotland College.

**Employment**

**Please give us a bit more information about your volunteers, if you have any:**

**What roles do your volunteers undertake within the organisation?**

Fundraising, advocacy, administration, legal advice, social media content creation, marketing, events coordination

**Training and Policy in action**

Example of volunteer success stories such as transition to employment?

Two examples of transition to employment are:

#### **Granite Noir Intern**

We funded a paid 6 week internship in the run up to and during Granite Noir 2019 working between our marketing and production teams. This was very successful and will be repeated for GN 2020

*"My role as Granite Noir intern was varied, creative and exciting. I learned new skills while also growing my experience in a number of areas which have hugely enhanced my CV: implementing creative ideas; networking and building working relationships; organising events within a larger programme; and developing my IT skills with event platforming and marketing programmes. It was fantastic to be part of a large, city-wide organisation that is valuable not just to Aberdeen, but to Scotland more widely. Within a month of the festival, I have been hired by into a competitive role in my dram field. I know the experience I gained at Granite Noir made a large contribution to securing this position and has equipped me well for starting the role!"*

#### **Young Ambassador**

Following their participation and development through the Music Hall Young Ambassadors programme, two of our young ambassadors are now working with us as Front of House assistants.

*"I saw the Young Ambassador Scheme advertised on Twitter and thought it would be a great opportunity for young people to be involved in the re-opening of the Music Hall. I've worked front of house for seven months now and really enjoying it. The best thing about my job is interacting with the public, getting to work with an excellent team and of course getting to see some of the brilliant acts that come to Aberdeen!"*

*"I saw an advert in the paper for the young ambassadors. I have always loved all things theatre-related so felt it was a perfect opportunity for me, and something a bit different. The best bit about my job is getting to see lots of different shows, all while doing a job I love. We deal a lot with customers and have various jobs to do before, during and after a show. Working between all three venues means that I get to see a wide range of different productions."*

#### **Artists/ Creative practitioners Opportunities:**

Please provide further detail on examples of projects or programmes which have created employment opportunities for local residents, artists and or creative practitioners.

The following projects and programmes have created employment opportunities for local residents, artists or creative practitioners:

- Artist exchange – local writer supported to develop new work.
- Scratch nights – local actors and directed engaged for each.
- Music Hall commissions – local poet, local visual artist • Associate artists - local film-maker, local emerging artists.
- True North – local support acts and fringe artists.
- Granite Noir – locals in the limelight.
- General programme – supports local productions, support acts etc.
- Creative learning programme – local tutors, creative assistants.

## SECTION 2 – 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		24,450 Stepping Out/In participants 5,577 participants in our year round music and drama programmes Total 30,027  10,639 school audiences
<b>Number of participatory opportunities targeted for priority groups</b>		
Early years 0-4yrs		350 participants 1,340 participations 685 school audiences
Children 5-12yrs		6,004 participants 9,120 participations 5,158 school audiences
Children 13-17yrs		10,400 participants 12,956 participations 4,796 school audiences
Young People 18-25yrs		2,200 participants 2,740 participations
Adults 26yrs+		11,018 participants 13,313 participations
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)		43 participants 306 participations
Ethnic minority communities including Gypsy/ Travellers		12 participations 48 participations
Residents of regeneration areas within Aberdeen City		

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

Audiences	Target	Total 201819
Total Audience Numbers	320,000	320,612
Total Visitor Numbers	650,000	750,000
Audience number from Aberdeen City		173,130
Audience number from the wider region or further		147,482
% of audience survey rating experience as 'excellent' or 'good'		

### 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

Please note that any material submitted may be included within an annual Cultural Investment report and/or material promoting the Creative Funding programme. 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:	Spinning Songs Video: <a href="https://www.dropbox.com/s/aukzjgwtvsxo7aq/Spinning%20Songs_FINAL.mov?dl=0">https://www.dropbox.com/s/aukzjgwtvsxo7aq/Spinning%20Songs_FINAL.mov?dl=0</a>
Support Material 2:	<a href="#">Music Hall opening season brochure</a>
Support Material 3:	<a href="#">Music Hall Stepping In Video</a> <a href="https://www.youtube.com/watch?v=6gtRE6pmJ6g">https://www.youtube.com/watch?v=6gtRE6pmJ6g</a>
Support Material 4:	<a href="#">AGCC Business of the Year winners photo</a>
Support Material 5:	

### 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](http://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:** Jane Spiers  
**Date:** 18<sup>th</sup> October 2019



AGCC Northern Star Awards 2019

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning
<b>DATE</b>	21 November 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Aberdeen Sports Village Annual Report
<b>REPORT NUMBER</b>	COM/19/441
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	Craig Innes
<b>TERMS OF REFERENCE</b>	Purpose 5 and Remit 4.5

### 1. PURPOSE OF REPORT

- 1.1 This report seeks Committee approval of the Aberdeen Sports Village (ASV) Annual Report for 2018/19.

### 2. RECOMMENDATION

That the Committee:-

- 2.1 approves the Aberdeen Sports Village Annual Report appended to this report.

### 3. BACKGROUND

- 3.1 Aberdeen Sports Village Limited is a company limited by guarantee with charitable status. Established in 2009, ASV is a joint venture with Aberdeen City Council and the University of Aberdeen.
- 3.2 Although a joint venture, ASV is considered a Tier 1, Arm's Length External Organisation ("ALEO") of the Council.
- 3.3 ASV was the first joint venture of its kind in the United Kingdom and remains an example of best practice in the Sport and Physical Activity sector. Aberdeen Sports Village is Scotland's premier sports, fitness and lifestyle venue. It hosts international sports event and offers multiple sports facilities, including an IAAF accredited 400m athletics track and UKA indoor athletics facility, an Olympic standard aquatics centre, a state of the art gym, exercise and lifestyle classes. The village offers a truly inspirational space for all.
- 3.4 This ASV performance information provides a summary of the progress against their 3 year strategy and supporting business objectives. The ASV Business Key Performance Indicators (KPIs) are summarised in Appendix 1.

### 3.5 Awards and Recognitions

- AGCC Northern Star Business Award 2019: Making A Difference in Communities: Winner
- Visit Scotland Top 10 tourist attraction.
- Visit Scotland 5 Star Rating
- 2018 Scotland Thistle Awards Best Event: Scottish National Age Group Swimming Championships
- 2017 Quest Stretch: First Scottish organisation to achieve this level of quality accreditation and one of only ten organisations within the United Kingdom.
- Aberdeen City and Tourism awards: Best Sporting Event
- 2017 Elevator Awards: Winner of Business Success over three years category.
- Scottish Swimming: Service Provider of the year
- Aberdeen Sports Awards, Sport Scotland and national governing body awards: numerous coach, athlete, programme, community award winners.

### 3.6 Investment in Infrastructure

- £2.8 million will be reinvested in ASV facilities over the 10 year investment programme.
- £270,000 invested in operational facility maintenance.
- £105,000 invested in enhancing the “dry diving” facilities.
- £300,000 investment in the replacement of the indoor 3G pitch.
- £450,000 investment in new state of the art gym.
- £430,000 investment in a world-class swimming performance camera analysis system, which is only possible through significant partner investment from Aberdeen City Council (ACC), Scottish Swimming, ASV and the UOA.

## 4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from this report. The Council currently provides £869,000 of annual revenue funding to ASV toward the operation of the Sports Centre and Aquatics Centre. In addition, the Council makes an annual contribution of £94,000 toward the delivery of the City’s performance swimming programme.
- 4.2 As per the terms of the Joint Venture Agreement, the University of Aberdeen provides the same level of revenue funding to ASV toward the operation of the Sports Centre and Aquatics Centre.
- 4.3 It should be noted that ASV’s financial year is different to the Council. It runs from 1<sup>st</sup> August to the 31<sup>st</sup> July and is referred to as the “contract” year.
- 4.4 ASV has a turnover of over £5.8m per year.

## 5. LEGAL IMPLICATIONS

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

## 6. MANAGEMENT OF RISK

<b>Financial</b>	Not applicable to this report, funding agreement is set as per the Council annual budget setting process.	N/A	ASV financial performance and risk is monitored through service contract management and ALEO hub assurance framework.
<b>Legal</b>	N/A	N/A	N/A
<b>Employee</b>	ASV staff not being supported.	L	The annual report and ALEO hub monitoring process ensures and demonstrates good practice.
<b>Customer</b>	ASV providing poor services to customers.	L	The annual report demonstrates to the Committee ASV's commitment to customer service.
<b>Environment</b>	ASV activity negatively impacts on the Councils environmental priorities.	L	The annual report appendix sets out ASV's commitment to environmental good practice and reducing carbon footprint.
<b>Technology</b>	ASV does not maximise digital technology opportunity	L	ICT and Technology support is provided by the University of Aberdeen
<b>Reputational</b>	Poor performance and programme management by ASV could impact the Council's reputation.	L	The annual report enables the Committee to review the service performance and note the high level of activity and accolades achieved.

## 7. LOCAL OUTCOME IMPROVEMENT PLAN THEMES

### 7.1 Prosperous People - Children are our future

#### 7.1.1 Best start in life; children are happy and healthy

- 74 activity sessions each week for pre-school children.
- 171 activity sessions each week for school-age children.
- 17,500 participations last year across our kids and teens sports and activities.
- 1,500 registrations for ASV holiday sports camps.
- 1,450 enrolled in the ASV Aquatics programme.
- 1,100 children in the Learn to Swim programme.

- ASV engaged with 98% of Aberdeen City primary schools.
- Works in partnership to deliver Saltire schools programme (curriculum PE to 5 primary schools from high SIMD areas).

#### 7.1.2 Post-school learning and employment opportunities

- High proportion of ASV workforce under the age of 25 with many still in further and higher education.
- ASV Aquatics Academy secured funding to deliver training to young people, who in turn will then be teaching swimming to local children who haven't had the opportunity to learn to swim.

### **7.2 Prosperous People – People are Resilient, Included and Supported when needed**

#### 7.2.1 Reduce the number of inactive people in Aberdeen

- 1 million visits to ASV annually
- On average there were 7,400 individuals with membership at ASV
- 231,444 workouts in the gym
- 114,671 participations in exercise classes
- 132,448 swims in the aquatics centre
- 19,703 participations in athletics
- 10,515 games of squash

#### 7.2.2 Able to sustain an independent quality of life for as long as possible

- Evergreens membership (for over 60s) increased this year by 30%, with 714 Evergreen members
- 30 specialised sessions of sport and physical activity each week for Evergreens
- 34,000 Evergreen participations, an increase of 24%

#### 7.2.3 Integrate the improvement of health and well-being of our local population

- 3,000 health referral participations
- 2 Cardiac Rehabilitation and 2 Stable & Able classes each week in conjunction with the NHS

### **7.3 Prosperous Place - Empowered, Resilient and Sustainable Communities**

#### 7.3.1 Access to opportunities for everyone in our communities

- Providing Health and Fitness Opportunities for the whole community.
- Home to 150 local, regional and national clubs and groups.
- Performance swimming: retains local athletes and attracts the best to our city; a squad of 74 young athletes; 3rd at Scottish National Team Championships; 4 European, Commonwealth and World athletes.
- Other key sports invested in and supported by ASV include athletics, diving, and table tennis, with teams achieving on the national and international stage.

### 7.3.2 Safe and Resilient Communities

Examples of ASV community initiatives this year include:

- Seaton Sheltered Housing Project: ASV delivered regular physical activity to sheltered housing residents in the Seaton area.
- Eat, Play, Learn! Families from Seaton participated in a healthy eating and fitness project, improving their low activity levels and eating habits.

## 7.4 Prosperous Economy – Aberdeen Prospers

### 7.4.1 Investment in a skilled workforce

- ASV employs 253 individuals; the majority of whom are young people under 25 years of age.
- 3% of staff costs invested into training and development; amounting to over 200 hours of training.
- ASV Training Academy: 360 people gained qualifications, from 26 accredited courses.
- ASV supports 6 modern apprenticeships.

### 7.4.2 Internationalisation: Increase the number of national and international events

- ASV hosted 189 events; including 16 national and 2 international events.
- Work in partnership with key sporting governing bodies and local organisations to attract events to the city.
- Hosted multi-activity participation events including the Golden Games, the Granite City Challenge and the Youth Games.
- Golden Games: 425 participants, 89 activity sessions and the oldest participant was 95 and took part in the care home pentathlon.
- Youth Games: Over 1,700 Aberdeen City school children participated.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Not required for this report.
<b>Data Protection Impact Assessment</b>	Not required for this report.
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not required for this report.

## **9. BACKGROUND PAPERS**

None.

## **10. APPENDICES**

**Appendix 1** – Aberdeen Sports Village Annual Report 2017/18

## **11. REPORT AUTHOR CONTACT DETAILS**

Name	Craig Innes
Title	Chief Officer – Commercial & Procurement Services
Email Address	cinnes@aberdeencity.gov.uk

**ABERDEEN CITY COUNCIL**

**ALEO – ANNUAL REPORT**

<b>ORGANISATION:</b>	Aberdeen Sports Village
<b>REPORT COMPLETED BY:</b>	Jan Griffiths (Head of Sport & Physical Activity) Ludi Metelski (Head of Operations)
<b>DATE:</b>	6 <sup>th</sup> November 2019

**SECTION 1 - Outcomes and outputs**

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

**Awards and Recognitions**

- AGCC Northern Star Business Award 2019: Making A Difference in Communities: Winner
- Visit Scotland Top 10 tourist attraction.
- Visit Scotland 5 Star Rating
- 2018 Scotland Thistle Awards Best Event: Scottish National Age Group Swimming Championships
- 2017 Quest Stretch: First Scottish organisation to achieve this level of quality accreditation and one of only ten organisations within the United Kingdom.
- Aberdeen City and Tourism awards: Best Sporting Event
- 2017 Elevator Awards: Winner of Business Success over three years category.
- Scottish Swimming: Service Provider of the year
- Aberdeen Sports Awards, Sport Scotland and national governing body awards: numerous coach, athlete, programme, community award winners.

Full information on ASV outcomes and outputs are included in further sections of the annual report.

**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
See below			

<b>"We exist as a home for sport, creating inspirational opportunities for everyone to realise their potential"</b>			
<b>We do this by.....</b>			
			RAG
There are significant issues with this objective and it requires corrective action to meet business needs. This will include viability on time, cost, scope and if they have exceeded tolerances			Red
This objective is being watched and monitored and may require action or decision to resolve the problem. One or more aspect of project viability — time, cost, scope — is at risk			Yellow
No action is required. Progress is well within times, cost and scope tolerances or the objective is complete			Green
<b>Providing an outstanding customer experience, always</b>	<b>Measure</b>	<b>Actual</b>	
Attaining an annual average score of 80% or above from the quarterly mystery visit reports	80%	74%	Yellow
Have less than 0.5 complaints per 1000 customers	0.5	0.4	Green
Conduct annual customer survey with an average satisfaction rating of 80% or above	80%	83%	Green
To have an annual net promoter score of 8 or above	8	9	Green
<b>Having the highest standard of safety and quality in our facilities</b>	<b>Measure</b>	<b>Actual</b>	
To attain Quest stretch	Award	Achieved	Green
Quest internal auditing programme - IV assessments	4 per year	Achieved	Green
Achieve top banding in Leisure Safe accreditation	Award	Achieved	Green
Meet all HASAW targets detailed in the quarterly report	Report	Achieved	Green
Asset Plan (Lifecycle reserve) Report to the ASV Board annually	Report	Achieved	Green
Achieve Pool water management best practice - Quality standard	Award	Not achieved	Yellow
<b>Encouraging healthy and active lifestyle choices</b>	<b>Measure</b>	<b>Actual</b>	
Increase participation across all structured activity programmes by 5%	5%	7.5%	Green
Increase general participation by 3% (linked to 1m visits per year)	3%	1%	Yellow
Deliver two sustainable health initiatives in partnership	2	2	Green
Improve the performance of the membership offer as identified in supporting KPI's			Green
<i>Total number of members</i>	7,074	7,400	Green
<i>Yield (Average member income)</i>	£19.12	£21.00	Green
<i>Average length of member</i>	12	14.2	Green
<i>Attrition</i>	10%	6.00%	Green
<i>Joiner Rate</i>	5%	5.53%	Green
<i>Total income</i>	£1,623,100	£1,687,959	Green
<b>Loving sport and promoting as a force for good</b>	<b>Measure</b>	<b>Actual</b>	
Establish reporting measures for focus sports and establish data driven performance reports	Perf Reports	Partially achieved	Yellow
Establish a clear understanding and agreement with University Sports strategy (UoA SS)	UoA SS	Partially achieved	Yellow
Provide all Aberdeen primary school children with the opportunity to experience ASV, creating an entire Aberdeen generation who have used our facilities (rolling target and objective)	33%	35%	Green
<b>Investing in the development of our people</b>	<b>Measure</b>	<b>Actual</b>	
Create a resource for training Academy and invest in the training and development of our people	3%	3%	Green
Develop the HR software system and provide solutions for time sheets and rota management	HR System	Partially achieved	Yellow
Deliver a staff recognition event, recognising the contribution of our people	Event	Delivered	Green
Establish and improve levels of staff engagement at ASV	Staff Survey	Delivered	Green
Grow volunteer workforce by 2% (from 1650 hours)	2%	2%	Green
<b>Developing and nurturing athletes at all levels</b>	<b>Measure</b>	<b>Actual</b>	
Install underwater cameras in partnership with sportscotland, British Swimming, Scottish Swimming and cement ASV's and the city's place as a centre of excellence	Camera System	Partially achieved	Yellow
Establish performance pathways across each focus sport	Pathways Established	Partially achieved	Yellow
To have a partnership agreement with each focus sport NGB/association and/or strong club	Partner Agreements	Partially achieved	Yellow
<b>Attracting and retaining international, national and regional sporting events</b>	<b>Measure</b>	<b>Actual</b>	
Host 1 International event per annum	1	1	Green
Host 8 National events per annum	8	9	Green
Host 5 University events per annum	5	7	Green
<b>Delivering best value for our shareholders</b>	<b>Measure</b>	<b>Actual</b>	
Produce and develop investment statement for both shareholders (annual statement, quarterly	2	2	Green
Produce an options appraisal and supporting business case for a fourth phase in ASV's development	Business Case	Partially achieved	Yellow
<b>Continually growing our business in a responsible and sustainable way</b>	<b>Target</b>	<b>Actual</b>	
Reduce our reliance on partner funding	33%	30%	Green
<i>Become more efficient as a company as identified in supporting KPI's</i>			Green
<i>Recovery rate (Net income/expenditure)</i>	70%	70%	Green
<i>Staff costs as a % of gross income</i>	60%	54%	Green
<i>Staff costs as a % of gross expenditure</i>	60%	55%	Green
<i>Subsidy per admission</i>	£2.10	£2.05	Green
<i>Annual Operating Costs (£/82,401m2)</i>	£5.50	£5.41	Green
Produce a Environmental strategy for ASV	Strategy	Not achieved	Red
Generate a surplus of 3% of net income for reinvestment in the business	7%	8%	Green
<i>Improve financial performance across identified KPI's</i>			Green
<i>Income per marketing spend</i>	£24.22	£22.21	Yellow
<i>Marketing expenditure ratio</i>	3%	3%	Green
<i>Spend per admission (net income/admission)</i>	£4.30	£4.85	Green
Produce an IT strategy and allocate appropriate resource	Strategy	Not achieved	Red



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

ASV have created steering groups for both IT and Environment. These groups will lead the process for creating strategies within these areas.

**Please provide a summary of particular successes or case studies:**

**THE “EVERGREENS” PROGRAMME**

When ASV opened in 2009, the ‘Evergreens’ classes – aimed at individuals over the age of 60, or those returning to exercise – transferred from the University to ASV’s main group exercise timetable. Since then the programme has expanded considerably, offering even more opportunities for this population to engage in physical activity. Regular physical activity in this population has been widely evidenced as providing significant physiological, psychological and social benefits.

**Participation Levels**

- In 2009, there were 3 Evergreens classes per week, with a monthly average attendance of 319
- In 2019, there are now 35 Evergreens sessions each week, with a monthly average attendance of 3,700

**The Evergreens Programme now includes:**

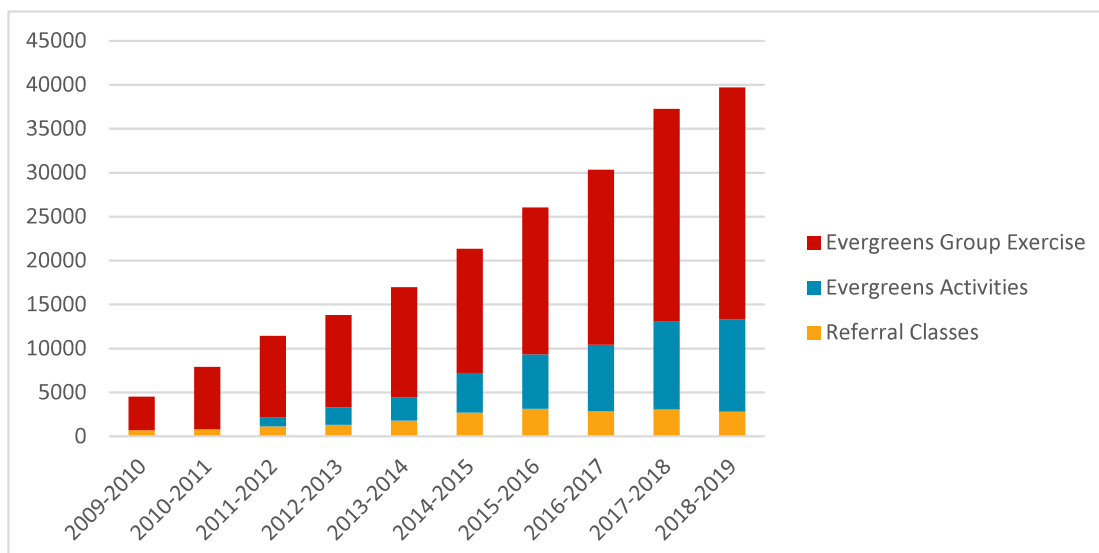
Group Exercise Classes: Exercise to Music / Energise / Fitness Pilates / Well-being Exercise / Aquafun / Well-being Fitness Pilates / Zumba Gold

Activity Sessions: Table Tennis / Badminton / Walking Football (men & ladies) / Pickleball / Weight-lifting / Walking Netball / Learn to Swim

This table below charts the total annual attendances in the programme.

Note: these figures include all attendances in the structured, programmed Evergreens activity sessions, and do not include unstructured participation, such as recreational swimming, or using the gym.

**Participation in Structured Activities (Evergreens) per year:**



## Walking Netball

Initially an 8 week trial was set up in partnership with Netball Scotland. The sessions, coached by the Grampian Development Officer, included learning skills, fun match play and an introduction to umpiring, all followed by a tea or coffee with the group. A Q&A session was also set up to inform participants about the Evergreens Lifestyle membership, and details regarding the continuation after the trial period.

Walking Netball is now a weekly activity on the ASV Evergreens programme.

The pilot attracted a lot of external attention, and was widely shared on social media by Netball Scotland, Netball Samoa and the International Netball Federation.

Following the success we experienced in Aberdeen, the Emirates in Glasgow have now offered taster sessions, based on a similar model.

## Evergreens Weight Lifting

Evergreens Weight-lifting was introduced in January of this year and even in this very early stage, it is already a very popular programme for seniors at ASV. Joe Harris, ASV Fitness Consultant, was a key initiator of the class:

*“The class looks to challenge the normal prescribed exercises that would traditionally be given to a more senior population. The content delivered is very similar to what would be prescribed within a ‘strength and conditioning programme’ for athletes – the difference is that the level is targeted and tailored to the older adult in a progressive, safe and controlled manner. The main outcome of the class is to ensure that the participants age well and to reduce the risk of conditions such as sarcopenia, diabetes, falls (through improved co-ordination and balance), high cholesterol and blood pressure.”*

The class is already operating at near capacity and Joe is now looking to expand the sessions to allow greater participation and improvements, from 1 to 3 times per week.



Recent feedback from the class participants include:

*“I’m feeling stronger every time I go to Joe’s sessions. The benefits I’m feeling are quite exciting”*

*“The Evergreens membership is great value for money and offers an extensive array of classes and activities – this class is perfect for me and I can still go to my Zumba Gold in the morning”.*

*“I am beginning to feel so much more confident in myself – I am now going upstairs and using the gym platforms where all the big boys lift!”*

## THE SEATON SHELTERED HOUSING PROJECT

### Overview

Following the 2017 Golden Games, the follow-up report identified that there were a high number of first time participants in the Games from the Seaton area. In light of this a partnership working group was established with Aberdeen Health & Social Care Partnership (AH&SCP), Aberdeen Football Club Community Trust (AFCCT), and Aberdeen Sports Village (ASV). The aim of the partnership was to offer the opportunity to participate in regular physical activity and exercise, to sheltered housing residents in the Seaton area.

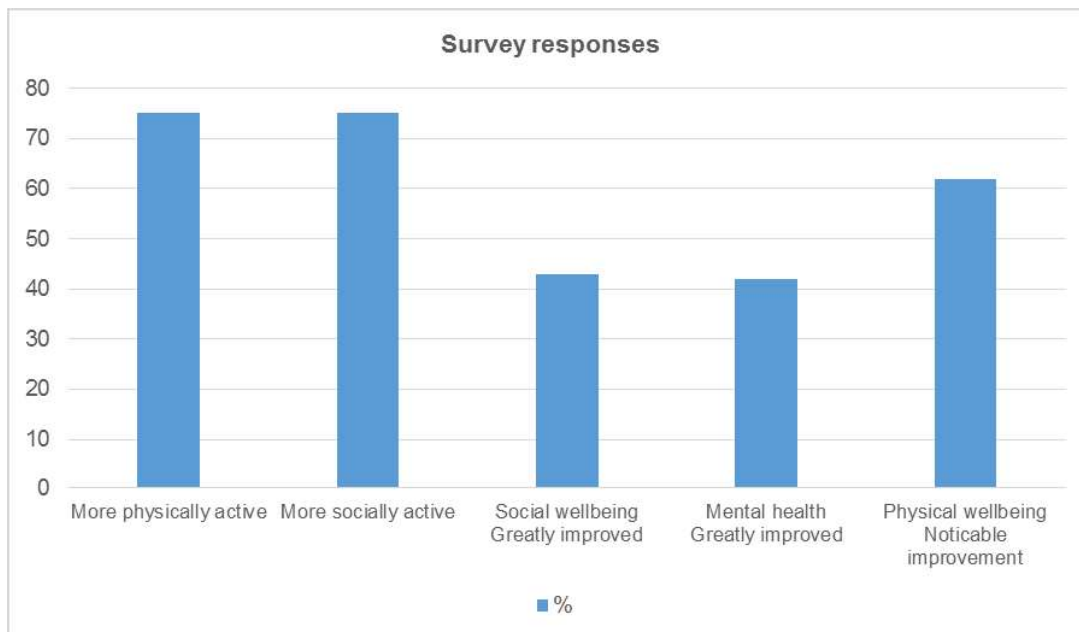
Following consultation with the Seaton residents, many expressed an interest in trying out some structured activities and based on their feedback a programme was established.

Initially the programme included a weekly Technogym class at Pittodrie delivered by AFCCT, and a fortnightly activity session delivered by ASV. This fortnightly session is a chair-based exercise class (including aerobic, strength and Qi Gong exercises), which takes place in the Donview House common room, for residents of the Donview, Seaton and Seaview sheltered houses. The sessions have been running since May 2017 and have been regularly attended by 22 tenants.

### Participant Feedback and Reported Impact

A survey was conducted by the Well-being Co-ordinator from the AH&SCP to gather feedback from the participants, in the form of a well-being / activity evaluation form.

Participants were asked to rate how much impact this regular activity had on aspects of their health and well-being. The percentage of participants who reported the highest possible improvement on the questionnaire scale can be seen in the table below:



### A selection of participant quotes are noted below:

*"Best thing that has happened to me. My life has improved tenfold, met new friends and we connect."*

*"I struggled with walking and my movement, but I and my family notice an improvement."*

*"Since my heart attack and 6 years of depression, my life has improved 100%, I have a new focus."*

*"I see more people to speak to. My family said I am walking better, mixing better with people and am a happier person who looks forward to the Wednesday and Thursday activities."*

*"Tracy and Alex [ASV instructors] are very good. They explain every exercise very well and are there to help me if I need any kind of instruction."*

*"I have met a lot of friends and get on so well. The chair exercises are so good. I can't find any fault; my only regret is I wish we had all these classes years ago."*

Participant's daughter: *"Since my mum has started these groups, myself and my family have all noticed a change in her confidence, fitness and general well-being, always speaking of how good her time was that day and what she had done. Great work from both groups she attends and a big thanks to the staff for helping her change."*

### **Future Plans**

The feedback received after the initial 6 months has been incredibly encouraging, not only in terms of enhanced physical and physiological fitness, but in terms of psychological and emotional well-being, social inclusion and confidence.

The partnership will continue to work with the Well-being Co-ordinator to encourage more residents to join the classes. In addition, funding has been secured for the Seaton Project through the Postcode Community Trust, which will enable ASV to provide free memberships to participants of the programme.

### **GRAMPIAN PARASPORT FESTIVAL**

Organised by Scottish Disability Sport, the Parasport Festival is the flagship event in the Grampian Schools Disability Sport calendar and encompasses a series of taster sessions in multiple sports, which are carefully selected and adapted specifically for school-aged pupils with physical, visual and hearing impairments. The overall aim of the Festivals is to help these young people, who often face challenges when participating in sport, realise their potential and find a sport that they love.

ASV is thrilled to host this event each year, and many of our coaches volunteer their time to deliver quality experiences for the children throughout the day. It's a great opportunity to gain an insight into inclusive sport, the barriers that children face in taking part in mainstream school PE, and to be inspired by the determination, skills and courage of the children taking part on the day.

A number of children have been signposted and are now participating in the ASV EnAble programme.

## “ASV FAMILIES” Eat | Play | Learn

ASV was successful in receiving a small amount of funding through the NHS Health Improvement Fund to deliver a new project in the Seaton area. The project is designed to promote healthy eating and increase fitness for families with low activity levels or who have eating habits that could be improved.

Over the course of the 12 week project, we will work together with the families, finding out what they would like to achieve and learn, and what skills they would like to develop, through continual feedback and a fluid programme of activities. Families will be educated on nutrition and cooking preparation skills, and participate in sports together, developing positive family relationships whilst learning new skills.

A whole ASV Team partnership approach has been applied to the project – nutritional advice from the Health and Fitness Team, cooking advice from the Catering Team, and sport & activity advice and delivery by the Sports Development Team.

At the end of the programme there will be additional support for the participants, to encourage them to continue to be active as a family.



## **THE ASV AQUATICS ACADEMY**

### **Project Summary**

The ASV Aquatics Academy will provide senior school pupils and young people not in education, employment or training with free accredited sports industry training and experience in a bid to fast track them into employment within the sport and leisure industry. Candidates will be provided with hands-on work experience and mentorship within Aberdeen Sports Village, as well as undertaking qualifications including UKCC Level 1 Swimming Teaching, RLSS National Pool Lifeguard Qualification, RLSS Lifesaving Instructor Qualification, and Safeguarding & Protecting Children training. In return, these newly-qualified volunteers will teach non-swimming children in P6 and P7 from the city's state schools to learn to swim, as well as teaching lifesaving sessions to more competent swimmers from local primary and secondary schools.

### **Project Outcomes**

- Through developing personal and social skills, contributing to society and gaining recognised qualifications, participants are helping themselves to increase their chances of gaining further education qualifications or paid employment not only within sport but across all industries
- The project allows potential employers across the city to tackle skill shortages within the industry, enabling more provision of aquatics programmes across the city to meet demand
- Through providing free swimming and lifesaving lessons, more children will develop vital skills in the water, as well as enable youngsters to swim independently, increasing participation in regular physical activity and thus, health across the city
- Successful involvement in the proposed non-traditional sports and physical activity programme, will have a positive impact not only on the long term health and well-being of each participant, but contribute to the reduction of deprivation across wider society

### **Project Funding**

The project has already successfully secured £5,000 from Aberdeen Harbour Board and £4,000 from the Active Aberdeen Partnership.

## **DENIS LAW COMMUNITY FOOTBALL FESTIVAL**

The Festival partnered with the Scottish Football Association, Aberdeen Football Club Community Trust, North Region Juvenile Football Association, Streetsport and the Kim Little Football Centre. Taking place over the 3 summer months, the Festival reached a total of 1,857 participants, with a 94% capacity attendance at the concluding sports day.



## GREAT BRITAIN DIVING TRAINING CAMP

During the 5 day camp, the GB junior athletes and management team stayed at Hillhead Student Accommodation and trained in the ASV diving pool and dryland facilities.



## ASV EnAble PROGRAMME

- All ASV Tots, Kids and Teens programmes are inclusive for young people with disabilities.
- In addition, ASV now offers a small programme of activity sessions designed specifically for individuals with a disability; EnAble Athletics (which includes a race-running session), EnAble Dance, EnAble Sports, and a Body and Mind Wellbeing Class.

## **sportscotland DIRECT CLUB INVESTMENT (DCI)**

### **1.0 Background Information**

As part of their corporate plan, sportscotland offer funding opportunity applications for sports clubs; with the main headline impact outcomes being growth in participation, and enhancing the performance environment. ASV has been successful in securing DCI funding across three of their focus sports, with a new business plan currently being created for a fourth submission this year.

#### **1.1 Table Tennis**

##### **1.2 DCI Offer**

In 2014, the ASV Table Tennis Club and Academy was awarded DCI funding of £34,000 over 4 years. This enabled ASV to employ a part-time Table Tennis Co-ordinator and Coach. The programme delivered on all 8 of the project outcomes, and the Coach continues to be employed by ASV and develop the Academy further still.

##### **1.3 Key Outcome: Growth**

Participation in table tennis at ASV (and across other satellite sites across the city) grew from a baseline of 64 juniors players, to a year 4 figure of 194 juniors and 130 adults.

The coaching workforce grew from an initial 13 coaches, to 71 coaches and volunteers.

##### **1.4 Key Outcome: Performance Development**

By the end of year 4, there were 30 young players in the ASV Table Tennis Academy. The Academy players continue to achieve significant successes on the national stage.

At the recent Scottish National Table Tennis Championships, ASV players continued to impress across all age categories:

U13: Boys Gold

U15: Boys Gold; Boys Silver

U18: Boys Gold; Girls Silver; Boys doubles Silver; Girls doubles Gold

Senior: Mixed doubles Silver

### **2.0 Athletics**

#### **2.1 DCI Offer**

In 2016, Aberdeen Amateur Athletics Club was awarded DCI funding of £10,000 over 4 years. However the funding bid was produced collaboratively by a partnership between the club, ASV and Scottish Athletics. This enabled Scottish Athletics to employ 2 part-time staff, based at ASV: a Pathways Development Officer and a Club Manager. As the 4 year cycle for this funding arrangement ends in 2020, discussions have already begun to find sustainability for the model.



## **2.2 Key Outcome: Growth**

The club itself continues to grow in membership. ASV's specific interest in the pathway however, lies in offering opportunities for young children to try the sport.

ASV now offers 10 athletics sessions each week across the full pathway for recreational participants: pre-school, primary age, secondary age, adults (all fully inclusive), plus dedicated EnAble Athletics and Race Running sessions for young people with disabilities.

## **2.3 Key Outcome: Performance Development**

The partnership also supports the Athletics Academy; a group of young athletes who are performing at National standards as set by the British Athletics UK Rankings, for their age group.

## **3.0 Diving**

### **3.1 DCI Offer**

In 2016, the ASV Diving Club was awarded DCI funding of £40,000 over 4 years, with additional support from Scottish Swimming. This enabled ASV to employ a full-time Diving Co-ordinator and Coach. Our year 3 report was submitted to sportscotland, with the headline information on our impact outcomes including the following:

### **3.2 Key Outcome: Growth**

Participation across the programme has increased from a baseline of 128, to 287 in year 3.

The coaching workforce has grown from an initial 8 coaches, to a current workforce of 21.

A third year of Talent Identification (TID) is now being carried out, to engage with more primary schools, and more young potential divers.

### **3.3 Key Outcome: Performance Development**

The programme continues to develop our talented youngsters through the TID programme and through the pathway of the junior learn to dive programme. The club divers continue to attend top level novice, age group and elite competitions both nationally and internationally; this increased exposure to a high performance environment has created an ambitious ethos at the club. In November 2018, 3 Aberdeen divers were selected to attend the Talent Games (for the best UK divers aged 13 and under), with one athlete gaining selection for the Talent Zone Squad; and the club also saw one of their divers becoming GB Junior Elite Champion in her age group on platform.

## **BODY AND MIND WELLBEING CLASS**

This targeted session was set up in partnership with the team at the Royal Cornhill Hospital to provide a class specifically for people suffering from mental health disorders. The class is taught by one of the ASV Fitness Consultants, who has significant experience of working with individuals with mental health concerns. Initially the class started with quite a fixed structure and the instructors choose the type of exercise the class would be doing, suitable for the participants' abilities each week.

After a few weeks gaining confidence, the participants now decide as a group what they would like to try for the following week. Options available are discussed and the instructor gives a quick demonstration and lets them have a try and they leave with the confidence that they can "have a go" next week. This gives them ownership of the group and also seems to have helped them form friendships with each other. The class always finished with time at the end to chat about what the participants thought of the session and to answer any fitness related questions they may have. The longer term aim is to eventually expand this, offering advice on nutrition and ideas on how to include fitness into their daily lives.

Some feedback received from the participants, along with comments from carers included:

Participant A - her family has commented that after the session she is in such a positive mood; "it lifts her mood so much that on the day of the session and also the following day she gets through many more tasks".

Participant B – "he has never participated in group setting exercise before and was convinced that he would hate it, but after just one session he was really surprised how well he was accepted by the group, and is now trying things like Step Aerobics and Yoga - things he would never have thought possible".

Participant C – she had previously tried our mainstream group exercise classes and had tried to persevere with them but unfortunately it brought on a variety of very upsetting symptoms. However she now feels very safe in our new group environment, has more confidence and has made new fitness friends!

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

### ACC Strategies and Action Plan Priorities:

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

#### Investment in Infrastructure

- £2.8 million will be reinvested in ASV facilities over the 10 year investment programme.
- £270,000 invested in operational facility maintenance.
- £105,000 invested in enhancing the “dry diving” facilities.
- £300,000 investment in the replacement of the indoor 3G pitch.
- £450,000 investment in new state of the art gym.
- £430,000 investment in a world-class swimming performance camera analysis system, which is only possible through significant partner investment from Aberdeen City Council (ACC), Scottish Swimming, ASV and the UOA.

See LOIP information included in next section of annual report.

### 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/>

#### LOCAL OUTCOME IMPROVEMENT PLAN THEMES

##### Prosperous People - Children are our future

Best start in life; children are happy and healthy

- 74 activity sessions each week for pre-school children.
- 171 activity sessions each week for school-age children.
- 17,500 participations last year across our kids and teens sports and activities.
- 1,500 registrations for ASV holiday sports camps.
- 1,450 enrolled in the ASV Aquatics programme.
- 1,100 children in the Learn to Swim programme.
- ASV engaged with 98% of Aberdeen City primary schools.

- Works in partnership to deliver Saltire schools programme (curriculum PE to 5 primary schools from high SIMD areas).

#### Post-school learning and employment opportunities

- High proportion of ASV workforce under the age of 25 with many still in further and higher education.
- ASV Aquatics Academy secured funding to deliver training to young people, who in turn will then be teaching swimming to local children who haven't had the opportunity to learn to swim.

### **Prosperous People – People are Resilient, Included and Supported when needed**

#### Reduce the number of inactive people in Aberdeen

- 1 million visits to ASV annually
- On average there were 7,400 individuals with membership at ASV
- 231,444 workouts in the gym
- 114,671 participations in exercise classes
- 132,448 swims in the aquatics centre
- 19,703 participations in athletics
- 10,515 games of squash

#### Able to sustain an independent quality of life for as long as possible

- Evergreens membership (for over 60s) increased this year by 30%, with 714 Evergreen members
- 30 specialised sessions of sport and physical activity each week for Evergreens
- 34,000 Evergreen participations, an increase of 24%

#### Integrate the improvement of health and well-being of our local population

- 3,000 health referral participations
- 2 Cardiac Rehabilitation and 2 Stable & Able classes each week in conjunction with the NHS

### **Prosperous Place - Empowered, Resilient and Sustainable Communities**

#### Access to opportunities for everyone in our communities

- Providing Health and Fitness Opportunities for the whole community.
- Home to 150 local, regional and national clubs and groups.

- Performance swimming: retains local athletes and attracts the best to our city; a squad of 74 young athletes; 3rd at Scottish National Team Championships; 4 European, Commonwealth and World athletes.
- Other key sports invested in and supported by ASV include athletics, diving, and table tennis, with teams achieving on the national and international stage.

#### Safe and Resilient Communities

Examples of ASV community initiatives this year include:

- Seaton Sheltered Housing Project: ASV delivered regular physical activity to sheltered housing residents in the Seaton area.

*“Best thing that has happened to me; my life has improved ten fold.”*

*“Since my heart attack and 6 years of depression, my life has improved 100%; I have a new focus.”*

- Eat, Play, Learn! Families from Seaton participated in a healthy eating and fitness project, improving their low activity levels and eating habits.

People friendly city; where people choose to invest, live and visit

*“I have been visiting Aberdeen Sports Village since it opened and can honestly say it has become a very important part of my life.”*

*“Wow! Fantastic venue. Wish we had something like it in North Wales! Every member of staff was friendly and helpful. I can’t wait for my next visit.”*

*“Aberdeen Sports Village is just amazing! There was no other consideration for which University i wanted to go to when i saw the facilities available at the Sports Village - just awesome!”*

#### **Prosperous Economy – Aberdeen Prospers**

Investment in a skilled workforce

- ASV employs 253 individuals; the majority of whom are young people under 25 years of age.
- 3% of staff costs invested into training and development; amounting to over 200 hours of training.
- ASV Training Academy: 360 people gained qualifications, from 26 accredited courses.

- ASV supports 6 modern apprenticeships.

Internationalisation: Increase the number of national and international events

- ASV hosted 189 events; including 16 national and 2 international events.
- Work in partnership with key sporting governing bodies and local organisations to attract events to the city.
- Hosted multi-activity participation events including the Golden Games, the Granite City Challenge and the Youth Games.
- Golden Games: 425 participants, 89 activity sessions and the oldest participant was 95 and took part in the care home pentathlon.
- Youth Games: Over 1,700 Aberdeen City school children participated.

**Education:**

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

**Please see Prosperous Economy – Aberdeen Prospers (Investment in a skilled workforce) in ‘Local Priorities’ section.**

**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?

ASV has over 40 volunteers. ASV volunteers help greatly in the delivery of our Sports Camps, Evergreens and kids programme.

There were over 3,000 volunteer hours recorded in 2018-19.

A number of volunteers are now paid employees of Aberdeen Sports Village.

A good case study of this can be found in the information on the ASV Aquatics Academy.

## 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		838,181 participations
<b>Number of participatory opportunities targeted for priority groups</b>		
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
Sexual orientation (LGBTQ)		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		838,181 participations
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'		
NPS (Net Promoter Score) Rating	Excellent	71 - Excellent

**What is a good NPS score?**

-100      0      30      70      100

NEEDS IMPROVEMENT      GOOD      GREAT      EXCELLENT  
(-100 - 0)      (0 - 30)      (30 - 70)      (70 - 100)

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.

<b>Income 2018-19</b>	<b>Total £</b>
Value of Grant(s) from Aberdeen City Council	869,250
<b>External Grant funding</b>	
External Grant funding	869,250
Sponsorship	47,786
Income	3,845,401
Other (please specify)      Other income	170,473
<b>Total add income</b>	<b>5,802,162</b>

### 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:	<p>Link to investment statement video</p> <p><a href="https://vimeo.com/315198284">https://vimeo.com/315198284</a></p> <p>Password: asv2018</p>
Support Material 2:	ACC Investment Statement Report
Support Material 3:	<p>Walking Netball Ladies</p> <p><a href="https://www.youtube.com/watch?v=oqcw9a_BzWg">https://www.youtube.com/watch?v=oqcw9a_BzWg</a></p>
Support Material 4:	<p>Glasgow Warriors use of ASV</p> <p><a href="https://we.tl/t-1xi4Hdp5Ao">https://we.tl/t-1xi4Hdp5Ao</a></p>
Support Material 5:	<p>Scottish Open Swimming Championships Video</p> <p><a href="https://we.tl/t-1xi4Hdp5Ao">https://we.tl/t-1xi4Hdp5Ao</a></p>



**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](http://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:** Ludwik Metelski

**Date:** 06.11.2019

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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Strategic Commissioning
<b>DATE</b>	21 November 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Bon Accord Care Business Plan – Annual Report
<b>REPORT NUMBER</b>	COM/19/440
<b>DIRECTOR</b>	Rob Polkinghorne
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	Craig Innes
<b>TERMS OF REFERENCE</b>	Purpose 5 and Remit 4.5

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### 1. PURPOSE OF REPORT

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

### 2. RECOMMENDATION

That the Committee:-

- 2.1 approves the Bon Accord Care Business Plan Annual Report appended to this report for the Council's interests.

### 3. BACKGROUND

- 3.1 Bon Accord Support Services (BASS) and Bon Accord Care (BAC) are Arm's Length External Organisations (ALEOs) owned by Aberdeen City Council (ACC). For operational purposes Bon Accord Care is used as a collective term to refer to both companies.
- 3.2 The Integrated Joint Board directed the Council to put in place arrangements for BAC to provide a range of services which are currently being delivered by them for a period of 6 years from 1 August 2018 until 31 July 2024.
- 3.3 A summary of the annual performance report which is appended to this report shows performance metrics in relation to efficiency and quality of service delivery. The Care Inspectorate, which is the scrutiny body which looks at ways to ensure that care in Scotland meets high standards has graded 79% of BAC's services as either good or very good.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising directly from the recommendations of this report. Core funding to Bon Accord Care for 2018/2019 paid under direction from the Integration Joint Board was £26,750,000. Funding for 2019/20 was increased to £30.302m to take into account the running of Kingswells Care Home.
- 4.2 Other services may be directly commissioned from Bon Accord Care, both under Direction from the Integration Joint Board or other Council services and would be met from within the appropriate existing budgets. Such purchases would remain outside the SLA that governs use of the Core funding.
- 4.3 The information from the annual report will be considered by officers in the budget setting process.

#### 5. LEGAL IMPLICATIONS

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

#### 6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	No risk arising from this report as annual budget is set by Council as part of the budget-setting process.	N/A	N/A
<b>Legal</b>	Risk of delay or no agreement as regards the implementation of the SLA.	L	A partnership approach was undertaken to re-design the SLA. This process is progressing well.
<b>Employee</b>	N/A	N/A	N/A
<b>Customer</b>	Risk of poor service provided to customers.	L	The amendment of the BAC SLA with revised outcomes and more robust contract management should contribute to customer satisfaction by ensuring delivery of a high standard of services to the customer.
<b>Environment</b>	N/A	N/A	N/A
<b>Technology</b>	N/A	N/A	N/A

<b>Reputational</b>	Poor performance by BAC/not performing in accordance with their business plan could impact on the Council's reputation.	L	Amendments to the BAC SLA with revised outcomes should ensure good performance by BAC.
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## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	The annual report evidences contribution by BAC towards the LOIP theme of prosperous economy.
	Existing SLA with BAC has been refreshed to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for a prosperous economy.
<b>Prosperous People</b>	The annual report evidences contribution by BAC towards the LOIP theme of prosperous people. Refresh of the existing SLA with BAC to ensure that it is now outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for prosperous people.
<b>Prosperous Place</b>	The annual report evidences contribution by BAC towards the LOIP theme of a prosperous place. As above with the refresh of the SLA.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Not required for this report.
<b>Data Protection Impact Assessment</b>	Not required for this report.
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not required for this report.

## **9. BACKGROUND PAPERS**

None.

## **10. APPENDIX**

Bon Accord Care Business Plan – Annual Report

## **11. REPORT AUTHOR CONTACT DETAILS**

Name	Craig Innes
Title	Chief Officer – Commercial & Procurement Services
Email	<a href="mailto:cinnes@aberdeencity.gov.uk">cinnes@aberdeencity.gov.uk</a>

## ABERDEEN CITY COUNCIL

### ALEO – ANNUAL REPORT PERIOD 2018 – 2019

<b>ORGANISATION:</b>	Bon Accord Care
<b>REPORT COMPLETED BY:</b>	Alexis Chappell, Managing Director
<b>DATE:</b>	1/11/19

#### SECTION 1 - Outcomes and outputs

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

In the year 2018 – 2019, Bon Accord Care (BAC) remained focused on our three strategic aims and delivered on our contractual arrangements, whilst working collaboratively with our key stakeholders to align ourselves with their priorities and to achieve positive outcomes for the people of Aberdeen.

As an organisation, we strive to maintain service provision, increase quality, reduce expenditure and make a difference in the lives of those we support.

During this period 2018 – 2019, Bon Accord Care was pleased to achieve: -

##### Awards

- NHS Healthy Working Lives – Gold Award
- CHeRries Awards – Winner 2018 – Exceptional Employee Engagement
- Healthy Living Award - Bon Accord Care successfully achieved this award at Balnagask House, Coronation Court, Denmore Court, Craigielea Gardens, Fergus House, Rosewell House and Victoria Grange. We were the first company here in the north-east and one of just a few across Scotland to gain this accolade in care homes and very sheltered housing.
- Finalist in the 'Staff Matter' category – Northern Star Business Awards 2018
- Finalist at the ACHSCP Heart Awards - 'The Team' category

##### Accreditations

- Investors in People Accreditation
- Investors in Young People, Good Practice Award
- Telecare Services Association accreditation
- ISO 9001:2015 accreditation for our Quality Management System
- Highfield Accreditation for Learning and Development Service.

##### Key Highlights

- Increased levels of engagement for service users.
- Rollout of the Housing Portal
- Changes to Housing Support Services which include and incorporate physical wellbeing activities as well as key working introduced
- Shift in focus to early intervention by introducing subtle changes to ways of working before the roll out of new SLA from April 2019.
- 21% increase in number of people supported by community alarm.
- Support Pool delivered on 85% of shifts requested by internal services (Jan 2019 to date).
- Bon Accord Care exceeded the financial targets by delivering surplus of £45,000 and savings of £602,000 against the contractual target of £600,000.

- 2018/19 was a period of consolidation with the big operational changes from the 2017/18 Holistic review all in place and bedding in. These new working practices and role changes transformed how we manage our activity within the company contributing greatly to greater efficiency through more improved utilisation of our staff resource. It should be noted that our savings targets were met despite a material increase in Care at Home activity over 2017/18, delivered from within our overall fixed contract sum. This means that that this additional activity did not have to be bought at additional cost from external suppliers in the city thus saving Aberdeen City Council / ACHSCP almost £500,000. This is a significant additional hidden benefit from Bon Accord's operations in 2018/19.

### 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	BASELINE PERIOD 2017 - 18	ACHIEVED 18 - 19
Contractual targets were set for efficiency savings and personal care hours delivered per week. All other KPIs have been measured against the period 2017 – 2018 to give a comparison for performance year on year.		
People supported with community alarm	2,659	3,211
Care Inspectorate Grades  The Care Inspectorate introduced new inspection criteria (in Residential Care), with inspections now being centered on the Health and Social Care Standards. The scoring criteria is set higher so maintaining grades, or increasing, indicates the hard work taken to achieve these.	4.4	4.3
Compliments	60%	62%
Complaints	40%	38%
Absence levels – Total days lost to absence  5% reduction; representing an overall 31% reduction in absence levels since 2014.	8, 317	7,869
Support Pool - number of hours delivered to our internal services	155, 000	158,620
Target of 6,000 hours of personal care per week (Integrated Care at Home, Very Sheltered Housing, Responder, Out of Hours).  6,303 hours of personal care delivered	Total hours per year  312,455	Total hours per year  327,798



Maintained service level provision for commissioned services, number of people supported with housing support		2,200	2,200
Maintained service level provision for commissioned services, weekly day care places		325	325
<p>Efficiency savings</p> <p>Since 2015, we can now report a total of £3,245,000 of savings delivered after accounting for unavoidable increases arising from pay award, pension costs and changes to Government legislation.</p>		Contractual Target £600,000	£602,000

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

**Please provide a summary of particular successes or case studies:**

**New Staff Wellbeing Hub Opened**

Bon Accord Care opened a dedicated staff wellbeing hub which provides a safe, discreet, welcoming and relaxed environment in which staff can visit the Wellbeing team for support and wellbeing advice. It is a less formal environment where we can offer information sessions and drop-in clinics to staff, around topics such as menopause, working parents, and in conjunction with our NHS colleagues.

Bon Accord Care takes the health, safety and wellbeing of its staff seriously and offers support to employees in the workplace through the 'Wellbeing at Work' team, ensuring that staff who experience health issues, both physical and mental, receive information and support to help prevent absence, or make an earlier return to the workplace. The support is provided by Reablement Facilitators who are clinical professionals qualified as nurses, physiotherapists or occupational therapists.

As a result, staff sickness absence has dropped dramatically, staff retention has improved, morale and motivation have risen and there has been a reduction in the number of incidents and accidents in the workplace.

Staff member's reflections:

"I was referred to the wellbeing team by my manager after receiving some difficult news. Usually I am a strong person, but I found this difficult and was struggling to come to terms with it and support my family. I met with Jane who spent time listening to me and referred me to a counsellor very quickly who I found helpful, but above all, the time Jane spent with me was a real comfort. She showed empathy and understanding towards me and took the time to come and see me and check how I was coping, which provided me with great support. I believe I would have been unable to attend work throughout this difficult time without her input and support."

External recognition: Finalist in 'Staff Matter' category in the Northern Star Business Awards, 2019, for the Wellbeing at Work team.

### **TSA Audit for Accreditation – Telecare Service**

Bon Accord Care has been awarded the Quality Standards Framework (QSF) accreditation, following the completion of an audit and certification by the independent organisation, TEC Quality, for their telecare service.

The Quality Standards Framework was developed as an independent audit and certification programme for the Technology Enabled Care Industry, and TEC Quality runs and further develops these standards to audit against.

The scope of the audit related to the 10 common standards and service delivery modules of the QSF and involved discussions with service users, senior management and staff, and key partners.

Bon Accord Care is the only organisation in the north east, and is amongst the few in all of Scotland, to hold this award. QSF certification is forward thinking and helps to further build robust services, reduce risk, improve service user outcomes and demonstrate a commitment to continuous quality improvement.

In the report, the auditor stated, "Overall, the Bon Accord Care Installation Service demonstrates that it is well managed, has staff who are well-trained and competent in their roles and who put the Service User at the heart of their decision-making."

### **The Scottish Fire and Rescue Service working in Partnership with Bon Accord Care**

In Scotland over 30% of fire fatalities occur in homes where the person receives provided care from the health and social care sector. As ever the Scottish Fire and Rescue Service are continually working to reduce fires within the home in order to protect the most vulnerable members of our community.

A pilot project was launched in Aberdeen City in September 2018 where SFRS joined up with care provider, Bon Accord Care who support thousands of people to live safely and independently in their own home.

Working in partnership, the Scottish Fire and Rescue Service have delivered fire risk awareness training to their Support Workers to assist them in identifying risks within the homes of those they visit.

This process provides a tailored support care plan incorporating a Fire Safety Assessment and referral pathway into SFRS resulting in a free home fire safety visit.

As of March 2019, over 40 Support Workers were trained and now complete regular Fire Safety Assessments when visiting people they care for. From this, over 240 assessments have been completed generating 75 referrals for Home Fire Safety Visits for the Scottish Fire and Rescue Service.

As this partnership develops more training will be delivered by SFRS resulting in more assessments and visits being carried out across the city.

Overall this partnership contributes to improved community safety whilst changing attitudes and understanding of fire prevention in the home.

### **BACShop@ Hillylands Opened**

The official opening took place in April 2019, led by the Lord Provost and the Bon Accord Care team.

At Hillylands Independent Living Centre, we provide a comprehensive screening, assessment and retail service. Our service user led delivery provides individuals with better choice and control over the management of their

own health and wellbeing and gives them better accessibility for early intervention, with multiple visits available, if required.

Members of the public can drop in for advice from Occupational Therapy and service users who have a need are offered clinic appointments where they receive a full assessment.

Early intervention and self-management are the key messages being delivered through identifying need for equipment and adaptations early on to improve safety and independence for daily living.

Further benefits include: promote availability of retail items not included within eligibility criteria, triaging of people's needs and priority, reduce waiting time for assessment, professional signposting to other services, for example telecare service.

As well as providing the latest equipment and specialist seating for sale, there is a profiling bed, stairlift, hoists and a wash/dry toilet for assessment purposes.

### **Bon Accord Care Launched Wellbeing and Healthy Eating Roadshows**

Bon Accord Care launched a pilot project for a series of Wellbeing and Healthy Eating Roadshows which were available to anyone 65 and over, along with their family, friends or carers. Thanks to funding received from the Food Train and Eat Well, Age Well Scotland, were able to bring together a lot of different resource under the one roof.

The roadshows were held on 12 dates, across the year, at various sheltered housing locations within Aberdeen City. The roadshows were designed so that older people can learn about alternative options available to them to eat well and live well. The live cooking demonstrations, by BAC Eating Well Advisor, meant attendees were able to get involved, sample the recipes on offer, take away recipe cards to try them at home and receive eat well guidance. There were various information stalls from partner organisations, such as Aberdeen City Council Wellbeing team, who gave advice, signposted and carried out a 'Functional Fitness MOT', for those that wished to participate; CFine, and representatives from our own services, telecare, BACShop, Occupational Therapy, City Home Helpers. People were able to participate in activities on the day, find out what was available to them in their local community and receive signposting to additional support.

The goal of these roadshows was to enable older people to recognise their needs, maintain healthy eating and their mental and physical health. The feedback received from all that attended has been very positive, and some further data analysis will help develop and inform any future events.

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

### **ACC Strategies and Action Plan Priorities:**

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

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

One such activity that links with ACC strategic priority, 'Smarter Living: Quality of Life', is the embedding of our Reablement Facilitator role across all our services. This role continues to build on our enablement ethos and works collaboratively with staff and service users to empower them to adopt a pro-active and preventative approach to independent and functional living. In upskilling Support Workers and Service Supervisors, they can support service users to be more active and help enable them more. The Reablement Facilitators also provide support to staff to embed a falls prevention approach and provide guidance on consent and capacity, in line with the 'Adults with Incapacity Act'.

Further training for BAC staff has included:

How to carry out a Functional Fitness MOT. This is an area that the Reablement Facilitators are taking forward to best utilise this resource.

Strength and Balance – Indoor Activity Leaders Training. Two of our staff members that completed this training have been identified as champions to further implement this across our services.

Aberdeen Football Club Community Trust, Active Ageing Programme. This was attended by Service Supervisors and Reablement Facilitators, with implementation being taken forward in all our buildings.

### **Enabling Service Users – Falls Prevention Programme**

The Reablement Facilitator role also works in partnership with a range of agencies and stakeholders to lead and develop services to maximise meaningful activities and functioning of service users. There is ongoing work with the Stepping Forward Group, who are a community owned group of volunteers – classed as Experts by experience (individuals who have had falls) and interested parties (individuals who have close friends or relatives who have had falls) who work in partnership with the Community Therapists from the CAARS team.

### **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/>

The new BAC SLA is fully aligned with the priorities of the Local Outcome Improvement Plan and is operational from April 2019. This report reflects previous contractual KPIs and outcomes for period 2018 – 2019, and next year's report, 2019 – 2020, will give full data analysis against new SLA. Key achievements to date for new SLA include:

- 0 delayed discharges to sheltered and very sheltered
- Increase in service user engagement in sheltered complexes
- Increase in early intervention work that has been carried out across services

**Education:**

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

Bon Accord Care is an SQA approved centre and gained Highfield accreditation in 2018. We provide a wide range of national qualifications across the business, delivering level 2–4 awards in the Health and Social Care framework. The experienced team, to include qualified assessors and internal verifiers, provide accredited training and blended learning opportunities to staff, both internally and externally.

12, 012 training hours delivered

120 SVQs completed, which includes:

- SVQ 2 and SVQ 3 in Business and Administration
- SVQ 2 and SVQ 3 in Social Services and Healthcare
- SVQ 3 Social Services (Children and Young People)
- SVQ 4 Leadership and Management
- SVQ 4 Care Services Leadership and Management
- SVQ4 Social Services and Healthcare - Units B2 and 434
- 

Bon Accord Care currently delivers an innovative Modern Apprentice programme across the social services and healthcare framework. We value the contribution that young people make to the success of our organisation, and part of our strategic intent is to embed the employability pipeline between Foundation Apprenticeship to Modern Apprenticeship and to full time permanent employment to provide positive destinations.

Our dedicated Young Person facilitator maintains a strong working relationship with the Developing the Young Workforce North East team, and actively engages with education providers and external stakeholders to discuss our organisation's expectations of young people to influence the way they are developed.

In the past 3 years we have developed strong regional partnerships with Aberdeen City Council Education Departments and, in particular, with St Machar Academy. This partnership supports the Scottish Government "Developing Young Workforce Strategy" and the associated team has assessed and awarded the collaboration as a Flagship Partnership. A flagship partnership is defined as a company that has engaged with a school to provide Inspiration, Experience, Third Party Initiatives, Vocational Learning and Jobs.

Our flagship partnership with Aberdeen City Council and St Machar Academy has been further strengthened through the development and implementation of the Developing Young Workforce strategic plan. In collaboration with the Deputy Head at St Machar, we have a positive partnership whereby our Learning and Development team are involved in curriculum planning meetings and offering development opportunities for young people at the school.

Building on the positive Modern Apprentice development within Bon Accord Care, we have strengthened links by utilising our current MAs in a formal peer support forum with St Machar Academy. Through the attendance of events and careers fairs other young people have met and discussed the programme with our MA Ambassadors.

We have formal links with Aberdeenshire Council, as we provide teaching and SVQ delivery for their National Progression Award (NPA) programme.

Our involvement with Career Ready, which links employers with schools and offers participants access to a two-year programme during which they are supported by business mentors and take part in a four-week paid internship, has meant we supported young people on this programme. This has led to them applying and working on our MA programme. One young person, Abbie, that was mentored by one of our managers and completed her internship at Bon Accord Care was awarded Aberdeenshire's Career Ready Student of the Year 2019 and was asked to attend the Council's Education and Children's Services Committee to mark her achievements. There was unanimous agreement on how her confidence has grown and how this programme has developed her skills for learning, life and work.

We continue to work collaboratively with the senior management team at St Machar Academy and are contributing and influencing young people development within the school.

BAC Learning and Development team delivered:

- 8 Foundation Apprenticeship school placements
- 1 school placement
- 1 university student placement
- 7 Modern Apprentices

#### **Bon Accord Care Parkinson's programme**

Following attendance at a facilitator's course on Understanding Parkinson's run by UK Parkinson's Excellence Network, and keen to support our service users living with Parkinson's, the Bon Accord Care Parkinson's Programme was developed and implemented by our Learning and Development team. Those participants, from BAC, successfully completing all elements of the programme are awarded an accredited certificate on behalf of Parkinson's UK and the SQA.

The first cohort of our Bon Accord Care Parkinson's Programme have successfully completed their award and the programme is now into its second cohort, divided into 6 sessions.

Sessions 1 – 4 builds on participant's understanding of Parkinson's and how it impacts on the person living with the condition and their families. These sessions help participants to develop their knowledge and practice in caring for a person with Parkinson's.

Session 5 gives participants the opportunity to review and reflect on what they have learned.

Session 6 is a closed book assessment and case study under exam conditions.

After completing the course with distinction, two of our members of staff have been identified as Parkinson's ambassadors for Bon Accord Care.

By upskilling our staff, we can provide more person led support for those that need it.

## **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?

Bon Accord Care tries to offer a range of volunteering opportunities and, in accordance with its equal opportunities and diversity policies, to ensure that the opportunity to volunteer is widely available. Bon Accord Care recognises the valuable contribution that the general public, friends and relatives can provide to the care and well-being of service users. We will encourage the involvement of individuals who wish to work in a service in a voluntary capacity, whilst ensuring that the health, safety and well-being of Volunteers, Service Users, Staff Members and Visitors is maintained at all times.

We are guided by our volunteer policy, and each volunteer is expected to adhere to our organisational policies and procedures when on the premises and or undertaking any of their volunteering duties. They are fully inducted and receive training, in accordance with the role they are carrying out.

We currently have 19 volunteers, who contribute by providing social activities within our care homes, such as singing and playing instruments, organising coffee mornings, trips out, companionship, and fundraising.

## **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 2019-20
<b>Number of participatory opportunities targeted for priority groups</b>		
Young People under 16	N/A	
Young People 16-25	N/A	
Older People (65+)	N/A	
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)	N/A	
Ethnic minority communities including Gypsy/ Travellers	N/A	
Sexual orientation (LGBTQ)	N/A	
Residents of regeneration areas within Aberdeen City	N/A	
Other (please specify)	N/A	
	N/A	

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

Users/Audiences	Target	Total 2019-20
Total user/Audience/visitor Number	N/A	
User/Audience number from Aberdeen City	N/A	
User/Audience number from the wider region or further	N/A	
% of user/audience survey rating experience as 'excellent' or 'good'	N/A	
	N/A	

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 2018-19	Total £
Value of Grant(s) from Aberdeen City Council	£26,750,000
External Grant funding	
Sponsorship	
Trading income	
Other (please specify)	
<b>Total add income</b>	

### 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:	Annual Report
Support Material 2:	<b><u>Heart Awards/Northern Star Award Nominations/videos</u></b>

Support Material 3:	<u>Joint SFRS ways of working</u>
Support Material 4:	<u>Wellbeing and Healthy Eating Roadshow video by Eat Well, Age Well Scotland</u>
Support Material 5:	

#### 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](http://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: Alexis Chappell**

**Date: 01/11/19**



## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning
<b>DATE</b>	21 November 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Annual Procurement Report 2018/2019
<b>REPORT NUMBER</b>	COM/19/442
<b>DIRECTOR</b>	Rob Polkinghorne
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	Craig Innes
<b>TERMS OF REFERENCE</b>	General Delegation 7.6

### 1. PURPOSE OF REPORT

- 1.1 Every Scottish Local Authority is required to publish an Annual Procurement Report on its procurement activity. This supporting appendix to this report is in a format following guidance issued by the Scottish Government.

### 2. RECOMMENDATION

That the Committee:-

- 2.1 approve the content and publication of the Annual Procurement Report 2018 - 2019 (Appendix A).

### 3. BACKGROUND

- 3.1 Section 18 of the Procurement Reform (Scotland) Act 2014 requires every Scottish Local Authority to publish an annual procurement report on its regulated procurement activities. Regulated procurements are any procurement of goods and services with a value above £50,000 and works contracts with a value above £2 million.
- 3.2 This report provides the performance of procurement activity across Aberdeen City Council. The report has been produced in accordance with the guidance issued by the Scottish Government and includes a number of mandatory and optional sections. The report covers all regulated procurements completed

from during the financial year 2018/19; and anticipated future procurements covering the next two years (2020-2022).

3.3 Section 19 of the Procurement Reform (Scotland) Act 2014 requires every Scottish Local Authority to publish its procurement strategy on the internet and notify the Scottish Government of its publication. The Scottish Government must also prepare an annual report on procurement activity in Scotland which is based upon all the published annual procurement reports.

3.4 The Council's procurement function is shared with Aberdeenshire and The Highland Council. The procurement strategy sets out how the authority will ensure that its procurement activity delivers value for money and contributes to the achievement of the authority's broader aims and objectives, in line with Scotland's National Outcomes. The Strategy was published in 2017 and covers the period 2017 – 2022.

3.5 The high level strategic priorities of the Joint Procurement Strategy focus on key themes of Efficiency, Governance and Improvement to underpin all procurement activity:-

- Support the delivery of financial and non-financial efficiencies;
- Deliver value and innovation;
- Support the local economy;
- Increased collaboration and standardization

3.6 The Annual Procurement Report covers the following Sections:-

<b>Section</b>	<b>Title</b>	<b>Content</b>
1	Summary of Regulated Procurements	Regulated procurements that have been completed in the reporting period.
2	Review of Regulated Procurement Compliance	Information on how regulated procurements have complied with the key objectives of the Joint Procurement Strategy
3	Community Benefits Summary	Community benefit requirements imposed as part of a regulated procurement.
4	Supported Businesses Summary	Steps taken to facilitate the involvement of supported businesses in regulated procurements.
5	Future Regulated Procurement Summary	Regulated procurement the authority expects to commence in the next two financial years.

3.7 As summarised in this report, significant community benefit outcomes have been secured through the Council’s procurement activities. To increase the measured impact across the city, the Council is working with Community Planning partners to explore how approaches could be aligned. Furthermore, Community Planning Aberdeen plans to engage the wider business community, beyond its supply chain, to promote opportunities for businesses to contribute towards lasting, transformational change through their corporate social responsibility efforts. This approach will see public, private and third sector organisations working together towards the shared ambition of ensuring ‘Aberdeen is a place where all people can prosper’ through the delivery of the Local Outcome Improvement Plan. This will be achieved by connecting businesses of all sizes with improvement projects and community organisations delivering social, economic and environmental outcomes for the city. There are a number of case study examples showcasing the benefits to both communities and businesses to support this as a result of community benefits delivery achieved to date.

#### 4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications from the recommendations of this report. The Commercial and Procurement Team will continue to target savings from all aspects of the strategic procurement process (tender, contract management, purchase to pay cycle) and will embed and improve demand management within the processes.

#### 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
<b>Financial</b>	Assisting the council to meet budget savings targets	M	Continue to look for opportunities to collaborate in procurement with our public sector partners and benchmark to ensure that collaborations provide best value.
<b>Legal</b>	Procurement challenge	M	Mandatory training to ensure staff are confident in their understanding of procurement regulations and other relevant regulations.

<b>Employee</b>	Staff awareness of process	M	Mandatory training supplemented with documented guidance and support notes
<b>Customer</b>	Lack of signposting to key information	M	Develop and implementation of a procurement communication strategy which will include updating our internal and external procurement pages and provide regular updates to all council staff.
<b>Environment</b>	Lack of knowledge and understanding of the benefits of sustainable procurement	M	Increase through the training programme the knowledge and understanding of the benefits of sustainable procurement for all council staff who participate in the procurement process and make better use of the expertise within the council to ensure wider sustainable outcomes are achieved.
<b>Technology</b>	N/A		N/A
<b>Reputational</b>	N/A		N/A

## 7. OUTCOMES

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	Promote Supplier Development Programme to assist Aberdeen based SMEs and Third Sector organisations in bidding for tender opportunities within our contracts.
<b>Prosperous People</b>	Maximise opportunities relating to targeted recruitment, supplier capacity building and sub-contracting opportunities for SMEs, Social Enterprises, Supported Businesses and Third Sector organisations.
<b>Prosperous Place</b>	Continue to drive social and economic sustainability principles into procurement in a relevant and proportionate manner with a particular focus on embedding community benefit clauses.

## 8. IMPACT ASSESSMENTS

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

## 9. BACKGROUND PAPERS

None

## 10. APPENDICES

Annual Procurement Performance Report 2018/2019.

## 11. REPORT AUTHOR CONTACT DETAILS

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# **Aberdeen City Council Annual Procurement Report**

**1 April 2018 to 31 March 2019**

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## Introduction

This is Aberdeen City Council's Annual Procurement Report; the report covers the Council's procurement activity from 1 April 2018 to 31 March 2019. The report includes anticipated future procurement activity over the next two financial years - 2019 to 2021.

The annual report records and publicises the Authorities performance and achievements in delivering its procurement strategy. This report has been produced in accordance with the guidance issued by the Scottish Government.

Aberdeen City Council's procurement unit is part of a shared service agreement with Aberdeenshire Council and The Highland Council, - the Commercial & Procurement Shared Services (C&PSS). A joint Procurement Strategy 2017-2022 was published in November 2017, as required by the Procurement Reform (Scotland) Act 2014.

The high level strategic priorities of the joint procurement strategy focuses on key themes of **Efficiency**, **Governance** and **Improvement** continue to underpin all procurement activity.

- **Support the delivery of financial savings and non-financial efficiencies** through leverage of a combined contract portfolio;
- **Deliver value and innovation** by effective use of category and commercial management techniques and utilisation of spend analytic tools to enable smarter decision-making; identify collaborative opportunities and provide sector-specific market intelligence to inform decision making;
- **Support the local economy** by representing the North and East region as a single voice at national framework user intelligence groups to ensure the needs of the communities considered; maximise opportunities for the local supply chain, SMEs and third sector organisations
- **Increased collaboration and standardisation** without compromising governance/legislative compliance, the approach allows increased focus on:
  - Savings capture;
  - Market management;
  - Effective negotiation;
  - Exploration of new business models/opportunities; and
  - Social value

## Section 1 – Summary of Regulated Procurements

Section 18(2)(a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”

Regulated procurements are any procurement for goods and services with a value above £50,000 and works contracts with a value of above £2 million. A summary of the regulated procurements put in place between 1 April 2018 and 31 March 2019 is provided in the table below.

The Council maintains and publishes a contract register of contracts awarded on its website. The contract register provides information on current contracts and can be viewed by suppliers to identify any future opportunities they may be interested in.

The following tables show a summary of all regulated procurements awarded by the Council between 1 April 2018 and 31 March 2019. This includes the award of mini-competitions or call-offs from established frameworks. The Council may use a number of national framework providers including Scotland Excel and Scottish Government.

### Regulated Procurements from 1 April 2018 until 31 March 2019

Regulated Procurements	
Number of regulated procurements awarded	17
Total estimated value of procurement contracts awarded	£21,173,927
Number of regulated works contracts awarded	1
Number of regulated service contracts awarded	14
Number of regulated supply/goods contracts awarded	2

Regulated Procurements (call-offs from established frameworks)	
Number of call-offs	3
Total estimated value of procurement contracts awarded	£693,183
Number of regulated works contracts awarded	0
Number of regulated service contracts awarded	2
Number of regulated supply/goods contracts awarded	1

Management information from SXL at the end of Q4 18/19 (Jan - Mar) shows that Aberdeen City Council participated in 63 out of 68 (93%) of the available framework agreements. Local suppliers being available for use across 27 frameworks totalled 39.

A detailed list of the regulated procurements can be found in Appendix 1 – Details of Regulated Procurements.

### Low value/Non-regulated Procurements

The Council promotes the utilisation of Public Contracts Scotland for low value procurements, by facilitating quotes via Quick Quotes for requirements above £10,000 (supply/goods and services) above £50,000 (works), below regulated procurement threshold.

#### Low value/Non-regulated Procurements from 1 April 2018 until 31 March 2019

<b>Low value/Non-regulated Procurements</b>	
Number of low value/non- regulated procurements awarded	92
Total estimated value of procurement contracts awarded	£21,156,813
Number of low value/non- regulated works contracts awarded	71
Number of low value/non- regulated service contracts awarded	19
Number of low value/non- regulated supply/goods contracts awarded	2

<b>Low value/Non-regulated Procurements (call-offs from established frameworks)</b>	
Number of call-offs	8
Total estimated value of procurement contracts awarded	£301,514
Number of low value/non- regulated works contracts awarded	4
Number of low value/non- regulated service contracts awarded	2
Number of low value/non- regulated supply/goods contracts awarded	2

## **Section 2 – Review of Regulated Procurement Compliance**

Section 17 of the Procurement Reform (Scotland) Act 2014 requires that regulated procurements be carried out in accordance with the organisation's procurement strategy, so far as reasonably practical. Section 18(2) states that an annual procurement report must include, at 18(2)(b), "a review of whether those procurements complied with the authority's procurement strategy" and, at 18(2)(c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".

The Strategy includes high level strategic priorities, which focus on key themes of Efficiency, Governance and Improvement to underpin all procurement activity:-

- **Support the delivery of financial and non-financial efficiencies;**
- **Deliver value and innovation;**
- **Support the local economy;**
- **Increased collaboration and standardisation.**

### **Support the delivery of financial and non-financial efficiencies**

The C&PSS were involved in working with services and suppliers to deliver cashable and non-cashable savings for the Council, through delivery of new contracts; reduction of supply base; consolidation of spend; product rationalisation.

The C&PSS developed an ideas bank of 91 projects, to target savings throughout the Council which support the delivery of the Council's saving target.

#### **Financial efficiencies**

Financial efficiencies of £6.8m (Revenue) were achieved during the period 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019.

#### **Non-financial efficiencies**

The Report covers this within Section 3 – Community Benefit Summary.

### **Deliver Value and Innovation and increased collaboration and standardisation**

The C&PSS enables a greater level of collaboration and standardisation across the 3 partner councils in the following areas:-

- Identification of collaborative procurement opportunities to generate best value;
- Identification of consolidation and aggregation of spend opportunities to generate best value;
- Identification of product rationalisation and alternatives to generate best value;
- Sharing of best practice and processes to identify standardisation, consistency, efficiency and effectiveness;

- Identification of commercial opportunities (including income generation) for the future;
- Identification of new service delivery models;
- Maximising the benefits of digital technology for example purchase to pay processes, electronic tendering, e-auctions and dynamic purchasing systems.

The 3 council partners take advantage of the above opportunities as and when they arise.

### **Support the local economy**

**Statutory Performance Indicator's** - The Accounts Commission (the public spending watchdog for local government) has a statutory power to specify information that councils must publish about their performance. They do this through statutory performance indicators (SPIs). Each Council collects and publishes its information.

The remit for SPI reporting requirement was amended during 2018-19; with a request that all local authorities report on spend with Core Trade suppliers only. Core Trade being defined as: Suppliers with whom over £1000 has been spent in a 12 month period, that have also been classified as a health, social care, arts, political, religious or trading organization.

Two SPIs relevant to the local economy and procurement related spend are - spend with local suppliers and local SMEs.

The data is obtained from Spikes Cavell (Scottish Procurement Hub for publication of annual procurement related spend) and is based on: locality and size of business.

The table below shows a comparison of core trade spend with local businesses and SME's in financial year 2018-19 and 2017-18:

### Spend Based on Core Trade where Local Authority is known

	Total Spend in Financial Year 18/19	% of total spend in Financial Year 18/19	Total Number of Suppliers	% of total suppliers	Total Spend in Financial Year 17/18	% of total spend in Financial Year 17/18	Total Number of Suppliers	% of total suppliers
<b>Core Trade Spend All Areas, where Local Authority Area is known – All Areas</b>	£448,667,422.91	100%	1260	100%	£440,248,016.61	100%	2031	100%
<b>Spend within Aberdeen City – Core Trade Suppliers that are local</b>	£96,616,244.22	21.53%	278	22.06%	£94,774,236.57	21.53%	408	20.09%
<b>Spend within Aberdeen City – Core Trade Suppliers that are local SMEs</b>	£78,368,988.69	17.47%	209	16.59%	£70,752,394.70	16.07%	318	15.56%

The table above shows;

- Slight increase in spend with local businesses and an overall increase in spend with local SME's;
- A reduction in the number of overall supplier may be as a result of the introduction of No Purchase Order, No Pay at the start of the financial year 2018/19; directing spend to contracted suppliers and use of frameworks;
- In the total spend of £448,667,422.91 a significant amount (£136,629,246.61) related to the TECA project costs and when factoring these out of the data the impact would change the % Core trade local (from 21.53% to 30.9%) and Core trade SMEs (from 17.47% to 25.1%) accordingly.

SME definition as per Spikes is:

Legend	Details
Small	Less than 50 employees, regardless of turnover, or, if the number of employees is unknown, then turnover of less than £5.6m will be taken as an indicator that it is a small enterprise.
Medium	Between 50 and 249 employees, regardless of turnover, or, if the number of employees is unknown, then turnover of greater than or equal to £5.6m and less than £22.8m will be taken as an indicator that it is a medium enterprise.
Large	Greater than or equal to 250 employees, regardless of turnover, or, if the number of employees is unknown, then turnover of greater than or equal to £22.8m will be taken as an indicator that it is a large enterprise.

Spend in the annual report is based on spend by local authority area based on core trade creditors only; the Local authority areas as defined by the ONS (Office of National Statistics); Core-Trade: Suppliers with whom over £1000 has been spent in a 12 month period, that have also been classed as a trading organisation or as a non-trade social care provider.

## **Supplier Development Programme**

Supplier events and bulletins are also used to raise awareness of tender opportunities and how to do business with the Council. Some examples of these provided during the reporting period are listed below.

The C&PSS held 10 supplier events 2018-19, including supplier 1-2-1 surgeries; what does a good tender look like; framework agreements and dynamic purchasing systems.

The C&PSS also attend the annual Supplier Development Programme (SDP), Meet the Buyer North event.

The intention going forward is to have increased focus on future, actual contract opportunities (pipelines) across the main commodity categories...particularly where the local business community can help to shape/scope requirements to ensure competitiveness, a diverse marketplace and inclusive participation.

The events would explore community benefits attached to those future contracting opportunities showcasing potential subcontracting opportunities for local SMEs/local 3rd sector/supported business allowing for networking ideally networking between 3rd sector and private sector to encourage collaborative working.

## **Review of regulated procurement compliance**

All regulated procurement in the Council is undertaken in accordance with a legal and procedural framework which ensures that each procurement is compliant with the Strategy. Legal requirements are set out in the Council's Financial Regulations. Procedural requirements are set out in the Scottish Government Procurement Journey (for general procurement best practice) and through our Procurement Manual (used in conjunction with the Scheme of Governance).

During the reporting period the Council identified areas for improvement in compliance with regulated procurement legislation, and in summary were around identification of aggregated expenditure across council to ensure compliant with thresholds for regulated procurements, review and recording of existing contracts to ensure our contract register is up-to-date and the raising of purchase orders. All have been addressed.

## **Continuous Improvement**

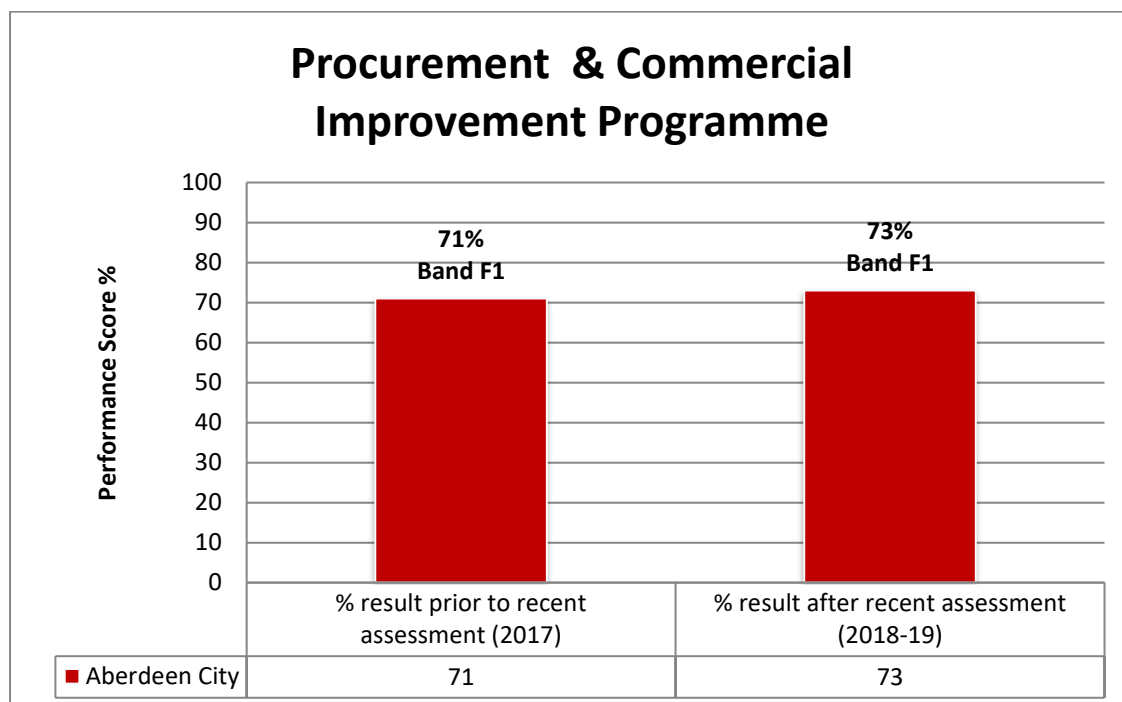
In December 2018 the Council underwent its 2<sup>nd</sup> Procurement & Commercial Improvement Programme (PCIP) assessment. Due to the Council obtaining a high score in the 1<sup>st</sup> round of PCIP, the Council were not required to undertake a full PCIP this time round.



The Council participated in a focused PCIP, in a focused PCIP the Council can select questions that they would like to be assessed, based on areas where improvements have been made since the last assessment. Four questions were chosen for assessment; the outcome of which increased the Councils percentage score from 71% to 73%. The Council continues to be in band F1, which is the top performing band.

### PCIP Results

PCIP Assessment Date	Score	Banding
March 2017	71%	F1
December 2018	73%	F1



The Commercial & Procurement Shared Services are continually driving improvement, through comprehensive guidance and training:

- The Council's procurement manual was replaced with a procurement manual suitable for the Commercial & Procurement Shared Services, published in September 2018. The procurement manual is for use by officers; it includes guidance on different procurement routes/levels, how to guides and a suite of template documents;

A look ahead to objectives for delivery in financial year 2019-20:

- The procurement manual is a living document; a comprehensive review and revision will be undertaken;
- New e-learning training modules will be launched;
- New delegated procurers register and process will be implemented to coincide with the launch of the new e-learning modules;
- Review of the procurement strategy

## Section 3 – Community Benefit Summary

### Statutory Requirement

Section 18(2) (d) of the Procurement Reform (Scotland) Act 2014 requires annual procurement reports to contain: “a summary of any community benefit requirements **imposed** as part of a regulated procurement **that were fulfilled** during the year covered by the report”.

### Interpretation

“**Imposed**” has been interpreted to mean community benefit requirements **included** within regulated procurements published in the reporting period. Reporting is divided into: **i) contracts advertised** at or above regulated value containing community benefit requirements and **ii) contracts awarded** at or above regulated value containing community benefit requirements. This approach is intended capture community benefit inclusion at all stages of incorporation, implementation and fulfilment.

The point at which community benefit requirements are truly “fulfilled” can be a matter of interpretation. Some types of community benefits (especially employability and skills) can take a period of years to complete. “Fulfilled” has been interpreted to include community benefits “**underway**” and “**in process.**” Maximum flexibility is offered to suppliers as to when certain community benefit requirements commence and are ultimately “fulfilled”. For example, a contract imposing a certain number of apprenticeships in a four-year contract would not in all cases be prescriptive about how many apprentices are delivered/underway in each year of the contract. Community benefit requirements and quantities are most commonly designed in terms of the total number of outcomes to be delivered over the entire contract term. Suppliers are held to their total community benefit commitments (imposed and volunteered) over the life of the contract.

### Related Duties

- Ensuring regulated procurements contribute to the carrying out of our functions and achieving our purposes;
- Delivering value for money;
- Treating economic operators equally and without discrimination;
- Acting in a transparent and proportionate manner;
- Compliance with the sustainable procurement duty;
- Policy on payment of the Real Living Wage;
- Engaging with those affected by our procurements

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Accounting for all community benefit activity in the reporting period (including contracts yet to be awarded), **37** contract notices (OJEU and site notices) were advertised in the reporting period of which **31** imposed community benefit requirements representing a community benefit inclusion rate of **83.8%**. These **37** contracts imposed **284** community benefit outcomes of which **68** are fulfilled/underway/in process.

**29** of **37** contracts (**78.4%**) contained provisions relating to Fair Work Practices/Real Living Wage (**100%** inclusion in call-offs from Scotland Excel national frameworks)

**117** community benefit outcomes imposed in contracts advertised earlier than the reporting period were fulfilled in the reporting period.

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### **Achievements: “Go” Award – Tillydrone Hub**

In October 2018, the Council secured “Highly Commended” status in the Scottish “Go Awards” (social and community benefit in procurement in procurement category). The project is illustrative of the innovative approach to maximise social, economic and environmental impact through procurement activity. In addition to the physical build, the project aimed to deliver the community’s consensus vision (through co-design) to improve community wellbeing and positively address socio-economic inequality in a priority regeneration area.

Specific community benefit outcomes, quantities and targets were contained in a Community Benefits Project Plan on themes including:

- Education; employability and skills training
- Communities, community groups and community projects
- SME support
- Case study (Innovation/Social Value)
- Environmental Measures
- Fair Work Practices/Real Living Wage

The contractor’s finalised commitments contained significant additional benefits including:

- 6 full-time apprenticeships
- 5 additional placements (1 lasting three months)
- 1 graduate placement/sponsorship of 1 further graduate
- Additional talks/workshops and careers event
- Additional 10 hours (50 hours total) professional advice/support and volunteering to the local 3<sup>rd</sup> sector/community organisations
- Donation of surplus materials for local 3<sup>rd</sup> sector
- Facilitating art challenge with local school or nursery
- Additional Meet the Buyer days + creative ways to inclusive participation of local SMEs
- Additional case studies relating to social value/innovation
- Added value re environmental measures and Fair Work Practices/Real Living Wage

### **Community Benefits – Regulated Contracts**

- **15** contracts of regulated value published in 2018/2019 of which **8** awarded and **4** >£4M.
- **13 of 15** contracts imposed community benefit requirements (**86.6% inclusion rate**)
- **12 of 15** contracts (**80%**) included provisions relating to Fair Work Practices/Real Living Wage.
- **199** community benefit outcomes imposed in regulated contracts
- **11** community benefit outcomes in regulated contracts considered to be delivered/underway/in process

### Community Benefits - Unregulated Works Contracts

- **22** works contracts of unregulated value published in 2018/2019 of which **19** awarded.
- **18 of 22** works contracts of unregulated value, imposed community benefit requirements (**81.8%** inclusion rate)
- **17 of 22** works contracts of unregulated value (**77.2%**) included provisions relating to Fair Work Practices/Real Living Wage.
- **85** community benefit outcomes imposed in unregulated works contracts.
- **57** community benefit outcomes from these unregulated works contracts considered to be delivered/underway/in process

### Community Benefits - Contracts Advertised Earlier Than Reporting Period

Community Benefit Outcomes	No. CB Outcomes
<b>Apprenticeships</b> (Joiner and Bricklayer)	2
<b>Placements</b> – (School, Further /Higher Education and unemployed)	50
Placements directly leading to employment	1
<b>Employability Activities</b> (School, Further /Higher Education and unemployed) e.g mock interviews, CV workshops etc ( <b>495 participants</b> )	26
<b>School &amp; Further /Higher Education Engagement Activities</b> (where applicable focus on STEM subjects)	8
<b>3<sup>rd</sup> Sector Support</b> - professional advice/support/ volunteering/donations to the local 3 <sup>rd</sup> sector/community organisations /initiatives ( <b>8 beneficiary organisations</b> )	32 Hours + £5743 donated
<b>SME/3<sup>rd</sup> Sector Support</b> (Meet the Buyer event showcasing local subcontracting opportunities, subcontracting clauses etc.) ( <b>39 attendees</b> )	1
<b>SME mentoring/upskilling events</b> in procurement related activity ( <b>75 attendees</b> )	3
<b>Fair Work Practices/Real Living Wage</b> outcomes	2
<b>Developing the workforce</b> (in-house training and progression through industry recognised qualifications)	2
<b>Other Community Benefit Outcomes</b> (including awareness raising events re homelessness and mental health and SHMU community radio events)	21
<b>Total</b>	<b>117</b>

### Summary of Scotland Excel Community Benefit Outcomes

All Scotland Excel national frameworks incorporate award criteria relating to Fair Work Practices/Real Living Wage. Across 19 national frameworks utilised by Aberdeen City Council, the following outcomes have been reported by Scotland Excel in terms of localised community benefits delivered in the reporting period:

- 3.5 full time jobs created
- 3 part-time jobs created
- 2 work placements (adults)
- Various forms of community/3<sup>rd</sup> sector support including:
  - Approximately 8 outcomes relating to donations
  - Approximately 3 outcomes relating to fundraising activity.
- School visits

### **Approach to Community Benefits**

In the reporting period, procurement activity has been guided by the commitments and aspirations expressed in our Joint Procurement Strategy. In particular, our “Mission Statement” commits to delivery of:

**“ethical and sustainable value for money solutions that support the operational needs and wider strategic aims of the councils and the communities they serve to further local and national priorities to the fullest extent possible.”**

Beyond mandatory (£4M) and regulated thresholds (£50K for goods and services/£2M for works) the partner councils routinely seek:

**“leverage opportunities (including social, economic and environmental value) aligned to the needs and priorities of our communities”**

Our themed approach to community benefits continues to evolve and improve in close alignment with the following local and national priorities:

- 1) [Aberdeen City Council Local Outcome Improvement Plan 2016-2026 \(LOIP\)](#)
- 2) [National Performance Framework](#).

### **Proportionality and Relevancy**

Approaches mitigate the traditionally limiting effects of “**proportionality**” and “**relevancy**”, promote local and national sources of 3<sup>rd</sup> sector/agency support and capture additional voluntary commitments from suppliers. A key consideration is pitching requirements appropriately to ensure the inclusive participation of SMEs/local SMEs/3<sup>rd</sup> Sector/local 3<sup>rd</sup> sector organisations. Bidders are routinely encouraged to volunteer “more of the same”, different or enhanced community benefits in the bid and during contract performance. In addressing the challenge of ensuring requirements are “proportionate and relevant”, not only the value and nature of the contract is accounted for, but the length of the contract and the physical presence (or remoteness) of the supplier in delivering requirements.

### **Real Living Wage**

Real Living Wage is promoted as an element of “Fair Work Practices” in every regulated contract where it is proportionate and relevant to do so. **Note**, payment of Real Living Wage/Living Wage Employer Accreditation is not permissible as a mandatory condition of participation in public procurement or in isolation, a factor in award criteria.

## **Community Benefit Themes**

Sustainable procurement/community benefit themes have been condensed into the following table to guide procurers and bidders. The themes link to national and local priorities consistent with the [Scottish Model of Procurement](#) and [National Performance Framework](#). The table is used to generate proportionate and relevant outcome focussed themes for Bidders to address. The table appears in sourcing strategies and tender documentation.

<b>Improve (Wellbeing)</b>	<b>Promote</b>	<b>Facilitate (Involve)</b>
Social	Innovation	SMEs
Economic	Equalities/reduce Inequality	3 <sup>rd</sup> Sector organisations
Environmental	Ethical trading and social justice	Supported Businesses
Health	Fair Work Practices/The Living Wage	Prompt Payment throughout the supply chain
Food poverty/fuel poverty/energy efficiency	Resource efficiency and the circular economy	Community engagement and community empowerment; community projects
Air quality/reduction of harmful emissions/reduction of waste and packaging	Education; employability and skills training	Collaboration and collaborative working

**To supplement the table of themes, a diverse range of specific community benefit requirements has been developed for use in goods/services/works contracts and in health and social care contracts. The list is not ranked in terms of organisational preference or priority**

<b>1</b>	Fair Work Practices/Real Living Wage (RLW)
<b>2</b>	Equalities
<b>3</b>	3 <sup>rd</sup> Sector Support
<b>4</b>	Environmental Measures
<b>5</b>	Innovation/Case Studies
<b>6</b>	Apprenticeships
<b>7</b>	Placements
<b>8</b>	Qualifying the Workforce
<b>9</b>	School Visits
<b>10</b>	Curriculum Support
<b>11</b>	Employability Engagement Activities
<b>12</b>	Supplier Development/Subcontracting Opportunities
<b>13</b>	Prompt Payment throughout The Supply Chain
<b>14</b>	Local Economic Development Measures

Despite presenting challenges to evidence capture, bidders are offered maximum creative freedom and flexibility in meeting requirements. This helps to ensure the inclusive participation of SMEs and the 3<sup>rd</sup> sector (based locally or elsewhere) without compromising the scale and range of community benefit outcomes secured and delivered in our contracts.

The ambition of approach creates demands on the sophistication, reliability and consistency of reporting. In conjunction with guidance that may follow, measures will be developed to

attempt to address this challenge as opposed to adopting a more conservative approach that might present fewer reporting challenges.

### **Developments In the Reporting Period and Future Plans**

Close partnership working with community planning partners, third sector interfaces, Senscot, social enterprises and other local partners has increased general awareness of community benefits and highlighted the potential for increasingly meaningful locality-based community benefit outcomes **i)** in Council contracts and **ii)** in procurement activity involving local partners (especially in a City Region Deal context.) It is hoped that collaborative approaches will lead to an increase in co-designed community benefits welcomed and valued by our communities.

Improvement initiatives underway in 2019/2020 are aligned to the National Performance framework, and our LOIP and initiatives will explore increased scope for co-design of community benefits including compatibility with participatory budgeting principles and increased involvement of local social enterprises at a strategic level.

Increased, proactive use of forward-looking workplans and pipelines will identify the potential for added social, economic or environmental value at a much earlier stage. A strategic, integrated approach of this nature will not only allow for earlier market engagement but also highlight additional gains in terms of collaboration or aggregation opportunities.

A new community benefit is in development that requires appointed suppliers to promote the benefits of adoption and fostering to their workforce and report positive outcomes where any employees are known to have taken any steps towards adoption or facilitating foster placements at a local level. This community benefit is designed to promote early intervention, address increasing demand and promote positive destinations for every child.

Community Planning Aberdeen is seeking to strengthen its relationship with the business community across the City in recognition of the vital role private organisations can play in improving outcomes for the people, places and economy of Aberdeen. There are many socially responsible businesses in Aberdeen which are committed to contributing to the welfare of local people, families and communities; and are doing so in a variety of ways. However, there is an opportunity to channel the efforts of individual companies across the city to address the needs of local people by contributing to the Aberdeen City Local Outcome Improvement Plan and maximise the impact we can have in improving the lives of citizens in Aberdeen. Aberdeen Guarantees is an example of how Community Planning Aberdeen is already working in Partnership with local businesses to improve outcomes for children and young people by providing learning, training and work opportunities for 14-25 year olds. The programme promotes opportunities which are available in the city and engages local businesses in youth employment activities to enhance young people's experiences and develop their employability skills. However, there are many other areas where the Partnership could collaborate with the business community to achieve improved economic, social and environmental outcomes for the people and places of Aberdeen. An action plan is being developed to empower Aberdeen businesses to get involved in the work of the Partnership and a new website will be launched to promote the opportunities available. Opportunities include helping to grow the local economy by supporting new businesses in Aberdeen by becoming a community business champion; helping vulnerable people in Aberdeen through community involvement programmes, and volunteering or donating to community pantries; helping the environment by becoming a food growing workplace; and many more. We want to work with businesses to hear what other ideas they have for how we can achieve the scale of ambition we have set out in our Local Outcome Improvement Plan and welcome the involvement and investment of our Business Partners at every level of the Partnership. Discussions are currently taking place with a number of businesses who are enthusiastic about

giving back to the city and keen to collaborate with Community Planning Aberdeen. An event is being planned for early 2020 to engage with the wider business community.

### **Community Benefit Requirements Imposed and Fulfilled**

#### **1. Contracts > £4M in Value (Advertised - Awarded)**

- Total No **awarded** regulated contracts with a value > £4M – 1
- Total No **awarded** regulated contracts with a value > £4M imposing CB requirements – 1
- CB outcomes imposed in **awarded** contracts > £4M - 5

**Fig1 Summary Analysis of Awarded Contracts > £4M**

Community Benefit Outcomes	No. CB Outcomes	Delivered/In Process (Y/N)
Subcontracting Clause	1	Y
Free access to legal styles bank	1	Y
Free access to legal training/seminars	1	Y
Accepting seconded staff for upskilling	1	Y
Commitments to modern apprentices and school placements	1	Y
<b>Total</b>	<b>5</b>	<b>5</b>

Community benefits delivered/fulfilled/in process are in some cases based on certain assumptions e.g. that the supplier has provided a sufficiently comprehensive response that specific forms of social/economic and environmental value are embedded at an organisational level and will be applied to performance of Council contracts. Community benefit requirements and quantities designed in terms of the total number of outcomes to be delivered over the entire contract term rather than per annum. Suppliers will be held to their total community benefit commitments (imposed and volunteered) over the life of the contract

#### **2. Contracts > £4M in Value (Advertised - Not Awarded)**

- Total No of regulated contracts **not awarded** with a value > £4M – 3
- Total No regulated contracts **not awarded** > £4M imposing CB requirements – 3
- CB outcomes imposed in contracts > £4M in value - <sup>1</sup>152+

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<sup>1</sup> 124 of 152 CB outcomes relate to a locally developed framework for site identification and works for new supply of affordable housing. Framework imposes ambitious community benefit requirements and quantities across four bands of spend ranging from up to £5M to over £20M in value. Anticipated that suppliers can be appointed on acceptable terms following a competitive dialogue process



Fig2 Summary Analysis Contracts > £4M Advertised but not awarded

Community Benefit Outcomes	No. CB Outcomes	Delivered/In Process (Y/N)
Fair Work Practices/Real Living Wage	3	N
Apprenticeships - opportunities for “care experienced” promoted	24+	N
Placements (5 days to 8 weeks) – includes promotion of opportunities for “care experienced” and disabled persons as well and young and long term unemployed.	30+	N
School Engagement Activities (where applicable focus on STEM subjects)	16+	N
Further/Higher Education Activities (including student placements and where applicable, focus on STEM subjects)	16+	N
Further/Higher Education Site Visits	3+	N
Employability Activities (e.g mock interviews, CV workshops etc)	13+	N
3 <sup>rd</sup> Sector Support - professional advice/support/ volunteering/donations to the local 3 <sup>rd</sup> sector/community organisations /initiatives (200 hours)	4 (200 hours+)	N
Support the formation of a resident’s association if called upon to do so	4	N
SME/3 <sup>rd</sup> Sector Support (e.g. Meet the Buyer events publicising local subcontracting opportunities, subcontracting clauses,)	15+	N
Further duties relating to local SME/3 <sup>rd</sup> Sector Support (e.g. duty to report annually on work packages awarded to local SMEs/local 3 <sup>rd</sup> sector)	4	N
Case Studies (addressing innovation or any aspect of social value)	9	N
Vacancy Sharing (ensuring local applicants have an equal chance of competing for jobs)	5	N
Environmental Measures (e.g. emissions class of vehicles, effective route planning, minimisation waste/packaging and co-operation with the Council in terms of Climate Change Duties)	5	N
Collaborative Working - Commitment to work collaboratively as required with other contractors on site and wider partners.	1	N
<b>Total</b>	<b>152+</b>	<b>0</b>

None of the above community benefits are “fulfilled” on the basis that the contracts have yet to be awarded and commence. Community benefit requirements and quantities designed in terms of the total number of outcomes to be delivered over the entire contract term. Suppliers held to their total community benefit commitments (imposed and volunteered) over the life of the contract

### 3. Contracts Over <sup>2</sup>Regulated Value <£4M (Advertised – Awarded)

- Total No **awarded** regulated contracts with a value <£4M – 7

<sup>2</sup> \*Regulated contracts are those with a total value of over £50,000 (goods and services) or with a total value of over £2M in the case of works.

- Total No **awarded** regulated contracts with a value < £4M imposing CB requirements – 6
- CB outcomes imposed in **awarded** regulated contracts with a value < £4M - 6

**Fig3 Summary Analysis of Awarded Regulated Contracts < £4M**

Community Benefit Outcomes	No. CB Outcomes	Delivered/In Process (Y/N)
Fair Work Practices/Real Living Wage	6	Y
<b>Total</b>	<b>6</b>	<b>6</b>

**4. Contracts Over <sup>3</sup>Regulated Value <£4M (Advertised – Not Awarded)**

- Total No regulated contracts **not awarded** with a value <£4M – 4
- Total No regulated contracts **not awarded** with a value < £4M imposing CB requirements – 3
- CB outcomes imposed in regulated contracts **not awarded** with a value < £4M - **34+**

**Fig4 Summary Analysis Regulated Contracts < £4M Advertised but not awarded**

Community Benefit Outcomes	No. CB Outcomes	Delivered/In Process (Y/N)
Fair Work Practices/Real Living Wage	3	N
<b>Placements</b> (5 days to 8 weeks) – includes promotion of opportunities for “care experienced” and disabled persons as well and young and long term unemployed.	2+	N
<b>School Engagement Activities</b> (where applicable focus on STEM subjects)	10+	N
<b>Further/Higher Education Activities</b> (including student placements and where applicable, focus on STEM subjects)	5+	N
<b>Further/Higher Education Site Visits</b>	5+	N
<b>3<sup>rd</sup> Sector Support</b> - professional advice/support/volunteering/donations to the local 3 <sup>rd</sup> sector/community organisations /initiatives	1	N
<b>SME/3<sup>rd</sup> Sector Support</b> (e.g. Meet the Buyer events publicising local subcontracting opportunities, subcontracting clauses,)	4+	N
<b>Case Studies</b> (addressing innovation or any aspect of social value)	1	N
<b>Vacancy Sharing</b> (ensuring local applicants have an equal chance of competing for jobs)	1	N
<b>Collaborative Working</b> - Commitment to work collaboratively as required with other contractors on site and wider partners.	1	N

<b>Volunteered benefits</b> (to be confirmed) suggested outcomes include sponsorship of community clubs and events, donations, food bank contributions.	1	N
<b>Total</b>	<b>34+</b>	<b>0</b>

None of the above community benefits are “fulfilled” on the basis that the contracts have yet to be awarded and commence. Community benefit requirements and quantities designed in terms of the total number of outcomes to be delivered over the entire contract term. Suppliers held to their total community benefit commitments (imposed and volunteered) over the life of the contract

#### 5. Works Contracts Under 4Regulated Value (Advertised –Awarded)

- Total No **awarded** works contracts under unregulated threshold– **19**
- Total No **awarded** works contracts under unregulated threshold imposing CB requirements – **15**
- CB outcomes imposed in **awarded** works contracts under unregulated threshold - **77**

Fig5 Summary Analysis of Works Contracts Awarded under Regulated Value

Community Benefit Outcomes	No. CB Outcomes	Delivered/In Process (Y/N)
<b>Fair Work Practices/Real Living Wage</b>	14	Y
<b>Apprenticeships</b> – “reasonable steps” to employ and retain apprentices in contract prelims	2	Y
<b>Placements</b> (5 days up to 8 weeks) includes one placement with min duration of 26 weeks)	14	Y In process
<b>Further/Higher Education Graduate Placement</b> (civil engineering discipline - opportunity for experience in Edinburgh office)	1	Y In process
<b>School Engagement Activities</b> (focus on health and safety in construction)	2	Y In process
<b>Further/Higher Education Site Visits</b>	1	Y In process
<b>Employability Activities</b> (e.g careers day, mock interviews, CV workshops etc)	1	Y In process
<b>3<sup>rd</sup> Sector Support</b> - professional advice/support/volunteering/donations/sponsorship to the local 3 <sup>rd</sup> sector/community organisations /initiatives	6	Y
<b>SME/3<sup>rd</sup> Sector Support</b> (publicising local subcontracting opportunities, subcontracting clauses, mentoring smaller suppliers in procurement capability)	8	Y
<b>Developing the workforce</b> (in-house training and progression through industry recognised qualifications) common commitment to upskill at least 60% of workforce	10	Y
<b>Innovation</b> (theme of recycling in context of organisational process improvement)	1	Y In process
<b>Vacancy Sharing</b> (ensuring local applicants have an equal chance of competing for jobs)	5	Y

Regulated contracts are those with a total value of over £50,000 (goods and services) or with a total value of over £2M in the case of works.

Express commitments to <b>sourcing and retaining employment locally</b>	3	Y
<b>Environmental Measures</b> (e.g. emissions class of vehicles, effective route planning, minimisation waste/packaging, innovative approaches to recycling/upcycling, circular economy, insulation, lighting, plastics, reuse of aggregates/timber etc and co-operation with the Council in terms of Climate Change Duties)	3	Y
<b>Prompt payment in the supply chain</b> (ensuring payment terms do not exceed 30 days re properly supported invoices and payment certificates)	6	Y
<b>Total</b>	<b>77</b>	<b>57 Delivered with 20 In process</b>

Community benefits delivered/fulfilled/in process can be based on certain assumptions e.g. that the contract provisions include commitment to delivery of the Community Benefits, that the supplier has provided sufficiently comprehensive assurances that specific forms of social/economic and environmental value are embedded at an organisational level and are being applied to performance of Council contracts. Community benefit requirements and quantities designed in terms of the total number of outcomes to be delivered over the entire contract term rather than a certain quantity per annum. Suppliers will be held to their total community benefit commitments (imposed and volunteered) over the life of the contract. It should be noted that some work contracts (although of significant value) can be of extremely short duration e.g. days/weeks/months. With such a short contract durations, challenging to incorporate meaningful community benefits when the opportunity for deep community engagement/fulfilment of employability and skills measures is so limited.

#### 6. Works Contracts Under <sup>5</sup>Regulated Value (Advertised – Not Awarded)

- Total No works contracts **not awarded** under unregulated threshold– **3**
- Total No works contracts **not awarded** under unregulated threshold imposing CB requirements – **3**
- CB outcomes imposed in works contracts **not awarded** under unregulated threshold – **8**

**Fig6 Summary Analysis of Works Contracts under Regulated Value (Not Awarded)**

Community Benefit Outcomes	No. CB Outcomes	Delivered/In Process (Y/N)
Fair Work Practices/Real Living Wage	3	N

Regulated contracts are those with a total value of over £50,000 (goods and services) or with a total value of over £2M in the case of works.

<b>Apprenticeships</b> – “reasonable steps” to employ and retain apprentices in contract prelims	1	N
<b>Placements</b> (5 days up to 8 weeks)	1	N
<b>Further/Higher Education Graduate Placements</b> – “reasonable steps” in contract prelims	1	N
<b>Prompt payment in the supply chain</b> (ensuring payment terms do not exceed 30 days re properly supported invoices and payment certificates)	1	N
Express commitments to <b>sourcing and retaining employment locally</b>	1	N
<b>Total</b>	<b>8</b>	<b>0</b>

None of the above community benefits are “fulfilled” on the basis that the contracts have yet to be awarded and commence. Community benefit requirements and quantities designed in terms of the total number of outcomes to be delivered over the entire contract term. Suppliers held to their total community benefit commitments (imposed and volunteered) over the life of the contract. It should be noted that some work contracts (although of significant value) can be of extremely short duration e.g. days/weeks/months. With such a short contract durations, challenging to incorporate meaningful community benefits when the opportunity for deep community engagement/fulfilment of employability and skills measures is so limited.

## Section 4 – Supported Businesses Summary

### Statutory Requirement

Section 18(2) (e) of the Procurement Reform (Scotland) Act 2014 requires annual procurement reports to contain: **“a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report”**.

### Related Duties

- Engaging with those affected by our procurements;
- Ensuring regulated procurements contribute to the carrying out of our functions/achieving our purposes;
- Acting in a transparent and proportionate manner;
- Policy on the use of community benefit requirements;
- Compliance with the sustainable procurement duty.

### Steps Taken to Facilitate Supported Businesses

C&PSS has initiated and contributed to several national conversations involving Senscot and Social Firms Scotland regarding supported businesses. Solutions-focused areas for exploration have been put forward by C&PSS in the hope that central government guidance/clarification will follow e.g:

- The ability of a supported business to compliantly subcontract services/works **not** performed by disabled/disadvantaged persons;
- Treatment of volunteers (as potential employees) for the purposes of applying the 30% “disabled or disadvantaged” workforce threshold.

It is hoped that guidance/clarification in these areas will allow organisations interested in being recognised as supported businesses to progress recognition more quickly and easily. An increase in local organisations acquiring supported business status potentially opens alternative commissioning models for the council. In promotional information cascaded by the council, it has been emphasised that supported business status offers “dual” contracting status i.e. it does not restrict an organisation from responding to general contract opportunities as well as reserved contracts.

In the reporting period, there has been a growing recognition that supported businesses can secure opportunities in the direct (Tier 1) supply chain and Tier 2 (subcontract) supply chain. Furthermore, it has been recognised that supported businesses/reserved contracts present one of the most significant ways the council can play an active role in positively influencing national aspirations to reduce the disability employment gap.

In the reporting period, it has become increasingly evident that there is scope to introduce proactive, practical measures to ensure that tender documents are capable of reflecting (where proportionate and relevant) meaningful expectations in terms of the engagement of supported businesses in the bidder’s supply chain. This is entirely consistent with the approach to community benefits detailed in section 3. The table of themes detailed in Section 3, includes “Facilitate (Involve)” supported businesses as a standalone community benefit theme.

The potential for lotting contracts in ways that can promote the inclusive participation of SMEs and 3<sup>rd</sup> sector organisations (including supported businesses) is strongly promoted at sourcing strategy/market analysis stages.

Although there has been modest spend with supported businesses in the reporting period, it has not ultimately proved possible to formally reserve any contracts at regulated threshold.

### **Effective Partnership Working**

In the reporting period, C&PSS has strengthened closer partnerships with local third sector interface organisations, Sencot/P4P, local social enterprises and Equalities Teams to raise awareness of and build capacity within the 3<sup>rd</sup> sector in terms of the supported business regime.

In the reporting period, C&PSS has liaised extensively with Equalities Teams, communicating the direct and obvious links between supported businesses; equalities mainstreaming, the public sector equality duty and linkages with the disability employment gap. Over time, it is hoped that explicit equalities outcomes can be developed that offer advice and facilitation to 3<sup>rd</sup> sector organisations seeking to attain supported business status (should they wish to pursue this) in addition to promoting opportunities to raise capability and awareness in the following areas:

- Competitiveness in Tier 1 contracts
- Competitiveness in reserved contracts
- Subcontracting opportunities
- A meaningful role in supporting the delivery of community benefits
- Potential beneficiaries of sponsorship, surplus materials/equipment, professional expertise and general volunteering (via community benefits)

Approaches to community benefits rely on identifying potential sources of financial and practical support to assist suppliers in the delivery of social value. If this converges with the social purposes of a 3<sup>rd</sup> sector organisation (including supported businesses) or the interests of a community group, it is hoped that this will assist the 3<sup>rd</sup> sector to demonstrate and potentially strengthen their social purpose which could assist with reporting and potential funding streams.

### **Future Objectives:**

- Continue to work with Sencot/P4P and Social Firms Scotland to positively influence policy at a national level i) to make recognition as a supported business (especially at a local level) easier and quicker for organisations and ii) explore the extent of compliant subcontracting by supported businesses;
- Explore increased scope to lot contracts in increasingly creative ways that can promote the inclusive participation of supported businesses at sourcing strategy/market analysis stages (including social care contracts)

- Improve measures to ensure that tender documents are capable of reflecting (where proportionate and relevant) meaningful expectations in terms of the engagement of supported businesses in the supply chain.
- Build on meaningful partnerships with Senscot/P4P and Equalities Teams
- In financial year 2019/2020, the Council will continue to deepen partnership working with Social Bite (a supported business) in the context of supplying one or more corporate offices. Planned initiatives could potentially engage other local 3<sup>rd</sup> sector partners with an aligned social purpose.

In partnership, the Council is looking to address mutual local and national priorities with Social Bite demonstrating considerable social return on investment. In addition to significant environmental, ethical and circular economy benefits, planned initiatives are considered to represent an extremely powerful means of mitigating various forms of poverty and disadvantage at a local level.

One third of Social Bite's workforce come from a homeless and/or disadvantaged background with lived-in experience and serious obstacles to employment. Local residents furthest from the workplace (disabled/disadvantaged) will benefit from rewarding employment and upskilling opportunities. Beneficiaries of these opportunities can move from a position of being in receipt of state benefits/being outside the benefits system altogether, to a gold standard of "fair work practices" and employment rights...Real Living Wage, security of employment (no zero hours contracts), equality of opportunity and a favourable gender pay gap.

These initiatives are considered to represent an extremely meaningful means of addressing Scotland's priorities in terms of the disability employment gap, contributing positively to the Public Sector Equality Duty, Local Outcome Improvement Plan (LOIP) and National Performance Framework. Section 5 – Future Regulated Procurements Summary

Section 18(2) of the Procurement Reform (Scotland) Act 2014 states it is mandatory that an annual procurement report must include "a summary of the regulated procurements the authority expects to commence in the next two financial years."

The Council's Financial Regulations require Services (Heads of Service/Budget Holders/Managers) to produce and maintain an annual work plan. The plan contains details of all goods and services (with a value exceeding £50k) and works (with a value exceeding £250k). One of the purposes of the Work Plan is to assist in the production of a procurement pipeline for tendering opportunities for publication to suppliers.

Current contracts on the Council's Contracts Register that are due to expire and need to be renewed over the next two years are also identified and added to the forward plan.

The C&PSS have developed an Aberdeen City Council 24-month forward plan (see Appendix 3, the 24-month plan includes details of contract type: renewal, new, etc.).



**The annual procurement report owner:**

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## Appendix 1 – Regulated Procurements - 1 April 2018 to 31 March 2019

Supplier Name	Category Type	Contract Reference	Description	Date of Award	Start Date	Assumed Expiry Date	Max. Extension (Month)	Estimated Contract Value
Aberdeen Cyrenians	C	N/A	Accommodation Based Housing Support for Homeless Households	31/07/2018	01/11/2019	01/11/2022	24	£ 900,000.00
Peter Brett Associates LLP	C	N/A	Award of External Transport Links to Aberdeen South Harbour - STAG Part 2 Appraisal	26/03/2019	26/03/2019	31/10/2020	0	£ 76,851.45
Scotmech Engineering Limited	C1	000-GYEW9551	Inspection & Repair of Educational Equipment	04/12/2018	01/11/2018	01/11/2020	24	£ 172,300.00
EE Limited	CO	N/A	Award of Mobile Telephony Services	04/12/2018	04/12/2018	04/12/2021	12	£ 314,226.00
Thöni Industriebetriebe GmbH	C	N/A	Aberdeen Exhibition and Conference Centre Anaerobic Digestion Plant	02/11/2018	02/11/2018	02/02/2020	0	£ 12,700,000.00
Mark Shaw Funeral Services Ltd	C	N/A	Award of National Assistance Funeral Services	17/10/2018	26/10/2018	25/10/2021	0	£ 90,450.00
Scott & Co (Scotland) LLP	C	000-HUJA5537	Debt Collection Services	17/07/2018	17/07/2018	17/07/2022	12	£ 1,750,000.00
Zipporah Ltd	CO	N/A	Bookings Software	11/10/2018	01/10/2018	01/10/2020	24	£ 92,950.00
Castlehill Housing Association	C	000-ACAB4544	Care & Repair Service Aberdeen	14/06/2018	01/04/2018	01/04/2021	24	£ 1,250,000.00
Various	C	000-KCVW9375	Provision of Beers, Wines, Spirits and Mixers	14/06/2018	08/01/2018	08/01/2021	12	£ 460,000.00
Sacro	C	N/A	Learning Disability Intensive Support Service	12/07/2018	01/10/2018	01/10/2021	24	£ 1,470,000.00

Supplier Name	Category Type	Contract Reference	Description	Date of Award	Start Date	Assumed Expiry Date	Max. Extension (Month)	Estimated Contract Value
Lorndale Aberdeen Ltd (Great Western Assessment & Training Centre)	C	N/A	Award of Early Years Training for redeployed staff	11/06/2018	01/08/2018	30/11/2019	0	£ 96,000.00
Instant Neighbour	C	000-VQBQ1898	Collection, Storage and Redelivery of household belongings	21/05/2018	01/01/2018	01/01/2021	24	£ 360,000.00
WSP	C	000-PBRB3858	Torry Heat Network Project - Technical Adviser	30/04/2018	23/04/2018	23/04/2022	0	£ 464,558.50
Leiths (Scotland) Ltd	C	000-UWKU3132	Installation of signalised junction at Ashgrove Road West and signalised crossing on Holburn Street	21/09/2018	22/10/2018	22/12/2018	0	£ 166,591.38
Pinacl Solutions UK Limited	C	Portal ref: 561371	Intelligent Street Lighting - Supply, Installation and Management of CMS and Wireless Network (ERDF)	12/10/2018	15/10/2018	15/04/2019	6	£ 750,000.00
Microsoft	C	Portal ref: 544322	Microsoft Enterprise Advanced Support Services	24/05/2018	30/05/2018	30/05/2019	0	£ 60,000.00

### Regulated Procurements (call-offs from established frameworks) – 1 April 2018 to 31 March 2019

Supplier Name	Category Type	Contract Type	Contract Number	Contract Name	Start Date	End Date	Total Contract Value
Grahams the Family Dairy	CO	Supplies	N/A	Award of Provision of Milk (SXL Call Off)	01/06/2018	31/05/2022	£ 222,658.00

Supplier Name	Category Type	Contract Type	Contract Number	Contract Name	Start Date	End Date	Total Contract Value
Sweco UK Limited	CO	Services	RC-CPU-18-265	White Cart Footbridge - Inspection, Testing, Assessment and Design	19/11/2018	19/03/2019	£ 80,000.00
Peter Brett Associates	CO	Services	PS/18/90	Bridge Stock Principal Inspections 2018/2019	25/07/2018	25/07/2019	£ 390,525.00



## Appendix 2 – Future Regulated Procurements 2019-2021

Description	Type of Contract	Estimated Contract Notice Publication Date	Estimated Contract Value	Comments
Estate Management Service	Renewal	2nd half of 2019	£ 100,000.00	
Framework Agreement for Large Print and Audio Books	Renewal	2nd half of 2019	£ 600,000.00	
Girdleness Sports Pitch	Renewal	2nd half of 2019	£ 299,994.50	
Hydrogen Supply Hub	Renewal	2nd half of 2019	£ 100,000.00	
Woodside Shcool Rood Repairs and Maintenance Works	Renewal	2nd half of 2019	£ 451,137.02	
Link Worker Resources	Renewal	2nd half of 2019	£ 2,800,000.00	Contract has an extension available until 01-2022
CONZ007 Ideagen - Pentana Performance Renewal	Renewal	1st half of 2020	£ 135,000.36	
Comissioning Feedstock AD G2G Plant	Renewal	1st half of 2020	£ 841,500.00	
TECA Main Insurance	Renewal	1st half of 2020	£ 311,000.00	
Rewiring of Council Dwellings 2019 - 20	Renewal	1st half of 2020	£ 718,213.55	Contract has an extension available until 07-2022
Key Project	Renewal	2nd half of 2019	£ 152,237.00	

Description	Type of Contract	Estimated Contract Notice Publication Date	Estimated Contract Value	Comments
Housing Support Outreach	Renewal	2nd half of 2019	£ 206,037.00	
Housing Support Outreach	Renewal	2nd half of 2019	£ 980,811.00	
Housing Support Outreach	Renewal	2nd half of 2019	£ 523,153.00	
Bloomfield Road	Renewal	2nd half of 2019	£ 514,382.00	
Housing Support Outreach	Renewal	2nd half of 2019	£ 1,309,089.00	
Assertive Outreach	Renewal	2nd half of 2019	£ 129,290.00	
Energy Efficiency Information, Support & Advice Service	Renewal	2nd half of 2019	£ 192,000.00	
Quantity Surveying Services Term Consultancy 2016-19	Renewal	2nd half of 2019	£ 440,000.00	Contract has an extension available until 12-2020
External Transportation Links to Aberdeen South Harbour – STAG Part 2 Appraisal	Renewal	2nd half of 2020	£ 173,890.00	
External Transportation Links to Aberdeen South Harbour Study - STAG Part 2 Appraisal Scotland Excel Framework 0616	Renewal	2nd half of 2020	£ 173,890.00	Contract has an extension available until 10-2020
External Transport Links to Aberdeen South Harbour STAG Part 2 Appraisal	Renewal	2nd half of 2020	£ 173,890.00	Contract has an extension available until 10-2020
Supply of kitchen units and worktops	Renewal	2nd half of 2019	£ 125,000.00	

Description	Type of Contract	Estimated Contract Notice Publication Date	Estimated Contract Value	Comments
Memorial Stone Stabilisation	Renewal	1st half of 2020	£ 150,000.00	
Lorndale - Early Learning and Childcare Professional Learning	Renewal	1st half of 2020	£ 50,000.00	
Employee Assistance Service	Renewal	2nd half of 2019	£ 130,000.00	Contract has an extension available until 12-2021
Event Stewarding	Renewal	1st half of 2020	£ 800,000.00	Contract has an extension available until 03-2022
Road & Pavement Weed Spraying	Renewal	1st half of 2020	£ 300,000.00	
Deep Clean Power Washing - City Centre Master Plan	Renewal	1st half of 2020	£ 206,000.00	
Provision of Fresh Fruit & Vegetables	Renewal	1st half of 2020	£ 3,000,000.00	
Beers, Wines & Spirits	Renewal	2nd half of 2020	£ 375,000.00	Contract has an extension available until 01-2023
Traffic Signal Maintenance	Renewal	2nd half of 2019	£ 303,099.47	
Hydrogen Car Hire - (4 Vehicles)	Renewal	1st half of 2020	£ 120,000.00	
Supported Bus Service for Aberdeen City Council	Renewal	1st half of 2020	£ 645,000.00	Contract has an extension available until 03-2021
Provision of Pay as You Go Membership Car Club in Aberdeen	Renewal	1st half of 2020	£ 500,000.00	



Description	Type of Contract	Estimated Contract Notice Publication Date	Estimated Contract Value	Comments
Framework Agreement for the provision of contracted school, college and/or social work transport services for children and adults	Renewal	2nd half of 2020	£ 8,185,457.00	Contract has an extension available until 03-2022
North Regeneration Public WiFi	Renewal	2nd half of 2020	£ 150,000.00	
Quest Change Auditor for Active Directory Suite	Renewal	2nd half of 2019	£ 59,020.16	
Oracle Refresh Sever and Support	Renewal	2nd half of 2019	£ 234,156.00	Contract has an extension available until 10-2021
Corporate Server Maintenance	Renewal	2nd half of 2019	£ 107,503.88	
PayBase BACS	Renewal	2nd half of 2019	£ 71,314.33	
Call Logging Software	Renewal	2nd half of 2019	£ 151,828.16	
CONT499 Digital Partner Agreement	Renewal	2nd half of 2019	£ 4,511,074.00	
Qmatic - Care Contract	Renewal	2nd half of 2019	£ 53,065.00	
Uninterruptible Power Supply (UPS)	Renewal	2nd half of 2019	£ 65,250.87	
CFACS - Efinancials	Renewal	2nd half of 2019	£ 140,000.00	
Microsoft SCE SQL Agreement	Renewal	2nd half of 2019	£ 288,195.90	

Description	Type of Contract	Estimated Contract Notice Publication Date	Estimated Contract Value	Comments
Active Edition	Renewal	2nd half of 2019	£ 71,307.25	
eLearning Subscription	Renewal	2nd half of 2019	£ 305,096.15	Contract has an extension available until 02-2020
CONT429 Voice Recording System	Renewal	2nd half of 2019	£ 56,019.20	
VMWare Licences Software Renewal	Renewal	1st half of 2020	£ 178,305.15	
Trend Micro - Smart Protection	Renewal	1st half of 2020	£ 99,450.00	Contract has an extension available until 03-2020
CareFirst Software Renewal	Renewal	1st half of 2020	£ 178,840.61	
Statseeker - Network Monitoring Software	Renewal	1st half of 2020	£ 57,595.00	
ORBIS NDR	Renewal	1st half of 2020	£ 148,641.89	
GIS Maintenance	Renewal	1st half of 2020	£ 284,999.75	
Event Production Services	Renewal	1st half of 2020	£ 550,000.00	Contract has an extension available until 03-2022
Microsoft Enterprise Desktop Agreement	Renewal	1st half of 2020	£ 1,954,226.80	Contract has an extension available until 03-2022
CORPORATE GAZETTEER AND (GIS) GEOGRAPHICAL INFORMATION SYSTEM	Renewal	1st half of 2020	£ 59,711.35	

Description	Type of Contract	Estimated Contract Notice Publication Date	Estimated Contract Value	Comments
CONP033 CAMS Confirm System	Renewal	1st half of 2020	£ 455,972.83	
Autodesk/Autocad Architecture Licence and LT Licence	Renewal	1st half of 2020	£ 193,889.00	
Technical Indexes - Web Portal	Renewal	1st half of 2020	£ 669,495.66	
CONJ010 ACC Project & Job Costing System for Aberdeen City Council Roads Services	Renewal	1st half of 2020	£ 68,068.43	Contract has an extension available until 05-2021
Email and Digital Subscription Management - Communications Cloud	Renewal	1st half of 2020	£ 80,809.86	
CONT398 Microsoft Education Enterprise Subscription Agreement	Renewal	1st half of 2020	£ 388,753.60	
CONT488 Read & Write	Renewal	1st half of 2020	£ 73,622.00	Contract has an extension available until 06-2020
CONP035 Network Subscription for the National Building Specification	Renewal	1st half of 2020	£ 88,240.00	
CONP035 NBS Subscription Renewal	Renewal	1st half of 2020	£ 119,750.00	
CONT500 Supply of a Bookings System Soluton	Renewal	1st half of 2020	£ 92,950.00	
Election Services	Renewal	2nd half of 2020	£ 751,171.00	Contract has an extension available until 10-2023
Master Data Managment Solution	Renewal	2nd half of 2020	£ 419,933.40	Contract has an extension available until 12-2022

Description	Type of Contract	Estimated Contract Notice Publication Date	Estimated Contract Value	Comments
Oracle Unlimited Licence	Renewal	1st half of 2020	£ 751,232.00	Contract has an extension available until 04-2020
CONT475 - Forcepoint	Renewal	1st half of 2020	£ 90,899.56	
Internet Connectivity - 200 Mb Bandwidth	Renewal	1st half of 2020	£ 100,000.00	
CONT495 Unified Support / DSE contract	Renewal	2nd half of 2020	£ 373,536.74	
Temporary Homeless Accommodation	Renewal	1st half of 2020	£ 1,650,000.00	Contract has an extension available until 05-2021
The Provision of an Employee Benefits Scheme	Renewal	1st half of 2020	£ 72,000.00	
Advice and Information Service	Renewal	2nd half of 2019	£ 605,460.00	
Housing Advice	Renewal	1st half of 2020	£ 419,727.00	
Tenants Contents Insurance	Renewal	1st half of 2020	£ 250,000.00	Contract has an extension available until 04-2021

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	21 November 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Cluster Risk Registers
<b>REPORT NUMBER</b>	COM/19/431
<b>DIRECTORS</b>	Martin Murchie
<b>CHIEF OFFICERS</b>	Martin Murchie, Craig Innes
<b>REPORT AUTHOR</b>	Chief Officers
<b>TERMS OF REFERENCE</b>	General 7.4

### 1. PURPOSE OF REPORT

- 1.1 To present the Cluster Risk Registers and Assurance Maps in accordance with Committee Terms of Reference and to provide assurance on the Council's system of risk management.

### 2. RECOMMENDATION

That the Committee note the Cluster Risk Registers and Assurance Maps set out in Appendices A and B.

### 3. BACKGROUND

#### Committee Roles and Responsibilities

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

## Risk Registers

- 3.3 The Corporate Risk Register captures the risks which pose the most significant threat to the achievement of the Council's organisational outcomes and have the potential to cause failure of service delivery.
- 3.4 The Cluster Risk Registers set out in appendices A and B and reflect the risks which may prevent each Cluster area from delivering on strategic outcomes.
- 3.5 Chief Officers and Directors have sought to ensure that Cluster Risk Registers link to organisational outcomes as set out in the LOIP and (where applicable) commissioning intentions within the Corporate Delivery Plan.
- 3.6 Over the coming twelve months, further work will be done to:-
- Embed the Cluster Risk Register within the organisations risk management system which is currently being reviewed.
  - Reflect and implement internal audit recommendations on the risk management system.
  - Continue to review and improve the development of the Cluster Risk Registers and Assurance Maps.
  - Aim to demonstrate clear linkages with the Internal Audit Plan to ensure a risk-based approach to the Council's audit programme.
- 3.7 The Cluster Risk Register provides the organisation with the detailed information and assessment for each risk identified including;
- **Current risk assessment (score)** – this is initial assessment of the risk by the risk owner prior to the application of any controls, mitigating actions and activities.
  - **Residual risk assessment (score)** – this is the assessment of the risk by the risk owner after the application of the controls.
  - **Controls** – these are the activities and items that will mitigate the effect of the risk event on the organisation.
  - **Control Assessment** – assessment of the controls identified will determine the control assessment. There are three categories of assessment:
    1. Not effective – less than 50% effective
    2. Partially effective – between 50% and 99% effective
    3. Fully effective – 100% effective
  - **Risk score** – each risk is assessed using a 4x6 risk matrix as detailed below. The 4 scale represents the impact of the risk and the 6 scale represents the likelihood of the risk event occurring.

	Impact	Score						
	<b>Very Serious</b>	4	4	8	12	16	20	24
	<b>Serious</b>	3	3	6	9	12	15	18
	<b>Material</b>	2	2	4	6	8	10	12
	<b>Negligible</b>	1	1	2	3	4	5	6
	<b>Score</b>		1	2	3	4	5	6
	<b>Likelihood</b>		Impossible	Almost Very Low	Low	Significant	High	Very High

2.8 Development and improvement of the Cluster Risk registers has continued since the Cluster Risk Registers were last reported to Committee:

- Cluster Risk Registers have been reviewed in conjunction with the LOIP and (where applicable) Commissioning Intentions within the Corporate Delivery Plan
- Cluster Risk Registers are regularly reviewed by Risk Owners and Managers
- Assurance Maps have been created and are incorporated into each Cluster Risk Register.

### Assurance Maps

2.9 The Assurance Map provides a visual representation of the sources of assurance associated with each Cluster. This evidences the breadth and depth of assurance sources, so that the Committee and Senior Management Teams can determine where these are insufficient, whereas the Cluster Risk Register demonstrates how effectively risk is being managed through the controls which flow out of those sources of assurance.

2.10 The Assurance Map provides a breakdown of the “three lines of defence”, the different levels at which risk is managed. Within a large and complex organisation like the Council, risk management takes place in many ways. The Assurance Map is a way of capturing these and categorising them, thus ensuring that any gaps in sources of assurance are identified and addressed:

<b>First Line of Defence “Do-ers”</b>	<b>Second Line of Defence “Helpers”</b>	<b>Third Line of Defence “Checkers”</b>
The control environment; business operations performing day to day risk management activity; owning and managing risk as part of business as usual; these are the business owners, referred to as the “do-ers” of risk management.	Oversight of risk management and ensuring compliance with standards, in our case including ARSC as well as CMT and management teams; setting the policies and procedures against which risk is managed by the do-ers, referred to as the “helpers” of risk management.	Internal and external audit, inspection and regulation, thereby offering independent assurance of the first and second lines of defence, the “do-ers” and “helpers”, referred to as the “checkers” of risk management.

#### **4. FINANCIAL IMPLICATIONS**

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

#### **5. LEGAL IMPLICATIONS**

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

#### **6. MANAGEMENT OF RISK**

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

#### **7. OUTCOMES**

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

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Organisational Design</b>	The completion of Cluster Risk Registers aligned to the interim transitional structure supports the principles of organisational design.
<b>Governance</b>	Reporting to Committees on the Corporate Risk Register and Cluster Risk Registers allows members to scrutinise the system of risk management to help ensure its effectiveness. The registers also provide a tool by which to better manage achievement of our strategic outcomes.



<b>Process Design</b>	In reviewing our risk management processes, there is an opportunity to make sure that the risk to the Council's achievement of the strategic objectives, including those which external organisations and other stakeholders contribute to, is appropriately managed and mitigated.
<b>Technology</b>	It is anticipated that risk registers will be updated using digital methods in the medium term and in the longer term they will become integrated within a wider Assurance Framework.
<b>Partnerships and Alliances</b>	Risks to the delivery of organisational objectives can at times be related to arms-length external organisations. These will be reflected in the appropriate risk register(s). Furthermore, risk is overseen by the Assurance Hub which reports to the Audit, Risk and Scrutiny Committee on a regular basis.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Full EHRIA not required
<b>Privacy Impact Assessment</b>	Not required
<b>Duty of Due Regard / Fairer Scotland Duty</b>	Not applicable

## 9. BACKGROUND PAPERS

None

## 10. APPENDICES

Appendix A Cluster Risk Register – Business Intelligence and Performance

Appendix B Cluster Risk Register – Commercial and Procurement

## 11. REPORT AUTHOR CONTACT DETAILS

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# Business Intelligence and Performance Management Cluster Risk Register

<b>Code</b>	Corp-005	<b>Information Governance</b>		
<b>Definition</b>	Information governance protocols and processes do not provide the appropriate framework to facilitate optimum information management in support of decision making and resource allocation based on a Business Intelligence culture.			
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>
		Control	Control Assessment	
<ul style="list-style-type: none"> <li>• Unlawful disclosure of sensitive information</li> <li>• Individuals placed at risk of harm</li> <li>• Prosecution –penalties imposed</li> <li>• Council exposed to legal action</li> <li>• Reputational damage</li> <li>• Council finances jeopardised</li> <li>• Business Intelligence effectiveness is compromised by underlying data quality issues</li> <li>• Inadequate performance information</li> <li>• Business efficiencies not achieved</li> <li>• Inability to share services and information with partners</li> <li>• Reduced capability to deliver customer facing services</li> </ul> Service disruption	<ul style="list-style-type: none"> <li>• Under-skilled staff / lack of capability (can't)</li> <li>• Non-compliance with information governance policy &amp; procedure by individuals (won't)</li> <li>• Privacy and data protection by default is not appropriately considered in the design of new processes and systems</li> <li>• Lack of visibility and oversight of emerging information risks</li> <li>• Inconsistent approach to information and data governance across the Council (absence of effective embedded information governance roles, systems and processes)</li> </ul>	Clear policies, systems and processes in place for ensuring appropriate management, governance and use of information designed and implemented within BAU and change management processes	Fully Effective	<p>Impact</p> <p>Likelihood</p>
		Information Governance Board led by SIRO provides robust corporate oversight of information assurance arrangements.	Fully Effective	
		Clear roles and responsibilities assigned and embedded for all staff for managing & governing information assets across the Council	Fully Effective	
		Mandatory information governance training for all staff with regular exception reporting	Fully Effective	
		Data Protection Officer directly influences information governance	Fully Effective	
		Effective monitoring and reporting of corporate and information asset level information governance arrangements is in place.	Fully Effective	
		Data Forums	Fully Effective	
		Effective Governance in place around Bring Your Own Device Arrangements	Fully Effective	
		Enabling functionality of digital/technology systems are fully assessed and compliant	Partially effective	
			Low	
<b>Risk Owner</b>	Martin Murchie	<b>Risk Manager</b>	Caroline Anderson	<b>Residual Risk Assessment</b>
<b>Latest Note</b>	Action 2 will be complete and removed for next update		21 October 2019	<p>Impact</p> <p>Likelihood</p>
	Additional control added for enabling functionality of digital/technology systems to ensure IG compliance in place.			
				Very serious

Risk Reference	Risk Description and Score		First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
Corp005	<p><b>Information Governance</b> Information governance protocols and processes do not provide the appropriate framework to facilitate optimum information management in support of decision making and resource allocation based on a Business Intelligence culture.</p>		<ul style="list-style-type: none"> <li>• Mandatory Information Governance Staff Training</li> <li>• Procedures to implement Corporate Information Policy</li> <li>• Operational procedures and guidance notes including Corporate Information and Information Asset Owner Handbooks</li> <li>• Investigations into Data Breach</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Management Team (CMT) Stewardship undertakes monthly review of Information Governance Risk Register and Quarterly Information Governance Assurance reports</li> <li>• Policy documentation including Corporate Information Policy</li> <li>• Information Governance Group led by Senior Information Risk Owner (SIRO)</li> <li>• Audit Risk and Scrutiny oversight of Information Governance including annual Information Governance Assurance Statement</li> <li>• Data Forums</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Internal Audit Plan approved and overseen by Audit Risk and Scrutiny Committee</li> <li>• Reports from Information Commissioners Office and National Records of Scotland</li> </ul>
	Residual Risk Score	8			
					Very Low

<b>Code</b>	<b>BIPM001</b>	<b>Risk of negative external inspections</b>		
<b>Definition</b>	<b>There is a risk that we fail to respond effectively, including with partner organisations, to external inspection and scrutiny</b>			
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>
		Control	Control Assessment	
<ul style="list-style-type: none"> <li>Increased inspection activity as result of risk-based approach;</li> <li>Loss of confidence in public services from communities;</li> <li>Damage to organisational reputation;</li> <li>Corrective actions required by external bodies.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of visibility and oversight awareness of demands and requirements of inspections and regulation;</li> <li>Lack of appropriate governance of individual inspections, including escalation of through risk management system;</li> <li>Failure to mobilise resources to prepare for and respond to external inspections;</li> <li>Failure to undertake effective self-evaluation;</li> <li>Failure to manage performance to secure improvement in areas required by external inspections.</li> </ul>	Planned approach to all external inspection and regulation	Fully Effective	<p>Impact</p> <p>Likelihood</p>
		Community Planning and Council Performance Management Frameworks in place and operating effectively.	Partially effective	
		Self-assessment models and assurance mapping in place and regularly undertaken.	Partially effective	
		Appropriate assessment of all external inspections within risk management system.	Full Effective	
		Regular and effective communication with Local Area Network and individual inspection and regulation bodies.	Fully Effective	
		Innovate and Improve programme to build capacity for staff to access the improvement methodology	Fully effective	
<b>Mitigating Actions</b>				<p>Impact</p> <p>Likelihood</p>
<ul style="list-style-type: none"> <li>Innovate and Improve Programme Development Programme to build capacity across the CPA, Council and communities to understand improvement methodology and make a significant impact in achieving improved outcomes;</li> <li>Co-ordination and integration of data collection, analysis and reporting to support ongoing assurance for known inspections.</li> </ul>				
<b>Risk Owner</b>	Martin Murchie	<b>Risk Manager</b>		Reyna Stewart

<p><b>Latest Note</b></p>	<p>Annual rolling Best Value Wider Scope review carried out by External Audit completed without any negative findings. The Joint Children's Services Inspection has completed.</p> <p>The Annual Scrutiny Plan for the Council includes:-</p> <ul style="list-style-type: none"> <li>• Inspection of justice social work services, by the Care Inspectorate and Her Majesty's Inspectorate of Constabulary in Scotland, during January to March 2020;</li> <li>• Career information, advice and guidance services, by Education Scotland, during September to December 2019</li> <li>• Engagement on Gypsy Traveller minimum site standards, by the Scottish Housing Regulator, during 2019/20</li> </ul> <p>In addition, the Council is scheduled for a full Best Value Audit during 2021.</p>	<p>October 2019</p>
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Risk Reference	Risk Description and Score		First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
BIPM001	<p><b>External inspection and scrutiny</b> There is a risk that we fail to respond effectively, including with partner organisations, to external inspection and scrutiny.</p>		<ul style="list-style-type: none"> <li>• Monitoring of national and local scrutiny plans</li> <li>• Review of peer organisations' inspections and audits</li> <li>• Review by review establishment of executive project teams and support</li> <li>• Self-evaluation models / toolkits associated with types of inspections audits</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Management Team (CMT) Stewardship undertakes monthly review of risk, performance, transformation, horizon scanning.</li> <li>• Senior Management Team (SMT) undertakes review of cluster level risk and performance.</li> <li>• Internal Audit annual programme of reviews covers areas subject to external scrutiny</li> <li>• ACC Committees review service performance levels</li> <li>• Audit Risk and Scrutiny oversight of Internal and External Audit reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual External Audit and report</li> <li>• Annual Internal Audit Plan based on risk and approved and overseen by Audit, Risk and Scrutiny Committee.</li> <li>• Audit Scotland and National Audit reports</li> <li>• Care Inspectorate reports</li> <li>• Education Scotland reports</li> <li>• Her Majesty's Inspectorate of Constabulary in Scotland reports</li> <li>• Scottish Housing Regulator reports</li> <li>• Healthcare Improvement Scotland reports</li> <li>• Scottish Traffic Commissioner reports</li> <li>• Inspector of Crematoria Scotland reports</li> <li>• Scottish Public Services Ombudsman reports</li> <li>• Information Commissioner reports</li> <li>• Surveillance Commissioner reports</li> </ul>
	Residual Risk Score	8			

<b>Code</b>	Corp-007	<b>Contract Management</b>		
<b>Definition</b>	There is a need to have effective contract management across the Council, undertaken by skilled staff working and working to a consistent and proportionate model.			
<b>Potential Impact</b>	<b>Causes</b>	<b>Control Effectiveness</b>		<b>Current Risk Assessment</b>
		Control	Control Assessment	
<ul style="list-style-type: none"> <li>• Services are not delivered in line with Council requirements and specifications.</li> <li>• Savings targets not met/efficiencies not realised.</li> <li>• Reputational damage.</li> <li>• Disputes/Litigation.</li> <li>• Inability to manage market/respond to urgent issues.</li> <li>• Negative audit outcomes.</li> <li>• Poor supplier relationship management.</li> <li>• Poor performance by the provider.</li> <li>• Difficulties in dealing with changes and issues arising throughout the contract.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor contract management skill levels.</li> <li>• Officers not robustly or properly contract managing.</li> <li>• Poor co-design of the specification initially.</li> <li>• Lack of market management resulting in limited range of providers.</li> <li>• Lack of clarity on who is responsible for contract management.</li> <li>• Lack of awareness in the organisation of the importance of robust contract management.</li> <li>• Dissipated contract management capacity across the Council.</li> <li>• Absence of a properly maintained contracts register.</li> <li>• Contract expectations not being monitored and managed.</li> </ul>	Social Care Contracts and Commissioning Team has a contract management framework, including detailed contract monitoring procedures.	Fully Effective	<p>Impact</p> <p>Likelihood</p>
		ACC Procurement Regulations - Regulation 13.1-13.3 set requirements in relation to contract management.	Fully Effective	
		Implementation of effective contract management procedures across the organisation clearly stating the need for proper contract administration, relationship management and review of contract performance.	Partially Effective	
		Ensuring that contract managers have effective contract management skills and they have full training where pertinent on the Councils internal procurement regulations.	Partially Effective	
		Clarity on who is the contract manager for a particular contract.	Fully Effective	
		Ensuring that consideration is given to how performance will be monitored e.g. outcomes and KPIs, as part of the co-development of specifications.	Partially Effective	
		Contract Registers	Fully Effective	
<b>Risk Owner</b>	Craig Innes	<b>Risk Manager</b>	Graeme Craig	Serious Significant
<b>Latest Note</b>	Control assessments have been reviewed.		24 Oct 2019	<p>Impact</p> <p>Likelihood</p>

			Serious
			Low

Risk Reference	Risk Description and Score	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<b>Corp007</b>	<p><b>Contract Management</b> There is a need to have effective contract management across the Council, undertaken by skilled staff working and working to a consistent and proportionate model.</p>	<ul style="list-style-type: none"> <li>• Staff training and development</li> <li>• Operational procedures and guidance including Contract Management Guidance and Procurement Regulations</li> <li>• Procedures to implement contract management policies</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Management Team (CMT) Stewardship undertakes monthly review of Contract Management Risk</li> <li>• Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register</li> <li>• Contract review by Demand Management Board</li> <li>• Oversight by Arms-Length External Organisation (ALEO) Assurance Hub</li> <li>• Audit, Risk and Scrutiny Committee oversight of risk management system</li> <li>• Strategic Commissioning Committee</li> <li>• Policy documentation including Sustainable Procurement and Community Benefits Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Internal Audit Plan approved and overseen by Audit Risk and Scrutiny Committee</li> <li>• Annual External Audit and report</li> <li>• External reports from Scotland Excel including Procurement Capability and Improvement Plans (PCIP)</li> <li>• Scottish Government performance review and reports</li> </ul>



## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	21 November 2019
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Strategy Framework
<b>REPORT NUMBER</b>	GOV/19/413
<b>DIRECTOR</b>	Martin Murchie
<b>CHIEF OFFICER</b>	Fraser Bell
<b>REPORT AUTHOR</b>	David Leslie
<b>TERMS OF REFERENCE</b>	Purpose 6 and Remit 4.3

### 1. PURPOSE OF REPORT

- 1.1 The report seeks the Committee's agreement to commission and recommission strategies as part of the strategy framework.

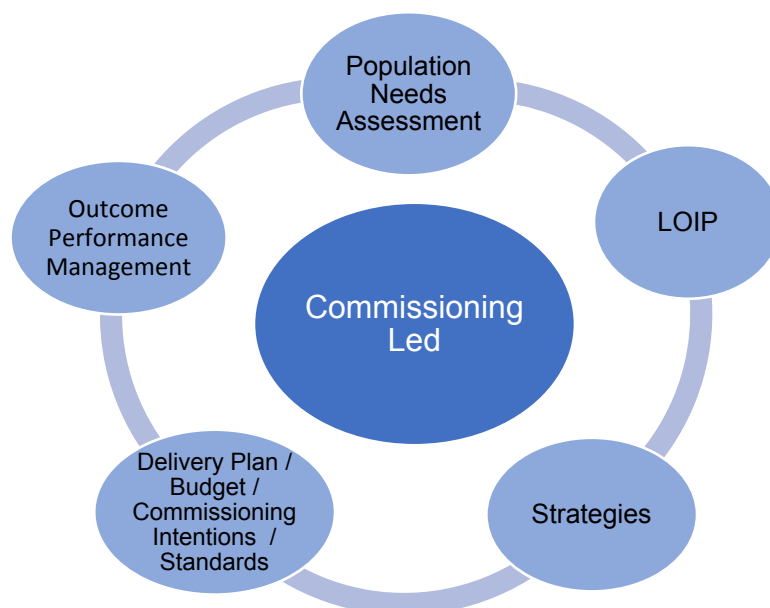
### 2. RECOMMENDATION

That the Committee:

- 2.1 Approves the commissioning and recommissioning of strategies as outlined in section 4.2 of the report.

### 3. BACKGROUND

- 3.1 The Strategic Commissioning Committee approved a report on 20 November 2018 which explained the various stages of a commissioning approach. On 29 August 2019 the Committee noted the progress of the development and implementation of the commissioning approach reflected below:



- 3.2 This model recognises that the Local Outcome Improvement Plan (LOIP) is informed by horizon scanning techniques and tools. This includes the population needs assessment. The LOIP's outcomes inform the content of Council's strategies. These strategies aim to set out the Council's contribution to the delivery of LOIP outcomes. The Council's annual commissioning intentions, as set out in the annual Council Delivery Plan, are then developed against the Council's strategies. This ensures that the Council's resources are strategically allocated to those activities which will contribute to the delivery of the LOIP. This process is supported by a performance management framework to oversee the delivery of the outcomes.
- 3.3 Given the fundamental role that strategies play in the commissioning approach, it is essential that the Council has clarity on what strategies it has and has assurance that each strategy is sufficiently aligned to the LOIP.
- 3.4 At the meeting of the Strategic Commissioning Committee on 29 August 2019, the Chief Officer – Governance was instructed to:
- (i) Review all existing approved strategies (including IJB) and establishing whether they are sufficiently aligned to the LOIP; and
  - (ii) Bring proposals for decommissioning and recommissioning of strategies.

#### **4. STRATEGY FRAMEWORK**

- 4.1 The Council's current strategies were identified from a range of strategic planning documents. These existing strategies are set out in Appendix 1 (shaded purple). These strategies were reviewed, and the following options were considered:
- Commission a strategy to address an apparent gap within the strategy framework; and
  - Recommission a strategy to comply with an updated strategy template and/or to take advantage of consolidation opportunities.
- 4.2 The table below sets out the recommendations against the identified strategies to take account of the review set out above. Where strategies are sub-bulleted, it is proposed that these existing strategies are incorporated, as appropriate, within the commissioned/recommissioned strategy under which it sits in the table. For example, the Homelessness Strategy would be incorporated into the Local Housing Strategy. This will help to ensure that the Council has a set of coherent and consistent strategies that are aligned to the LOIP and to each other.

Commissioned	Recommissioned
<ul style="list-style-type: none"> <li>• Estates and Asset Strategy <ul style="list-style-type: none"> <li>◦ School Estate Strategy</li> <li>◦ Alternative Strategy for Council Owned Buildings</li> </ul> </li> <li>• Medium Term Financial Strategy</li> <li>• Customer, Digital and Data Strategy <ul style="list-style-type: none"> <li>◦ Being Digital Strategy</li> <li>◦ Information and Data Strategy</li> <li>◦ Accessibility Strategy</li> <li>◦ Tenant Participation Strategy</li> <li>◦ ACC Strategy for Parental Involvement</li> </ul> </li> <li>• Community Learning and Development Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Local Development Plan</li> <li>• Local Housing Strategy (LHS) <ul style="list-style-type: none"> <li>◦ Homelessness Strategy</li> <li>◦ City Centre Living Strategy</li> </ul> </li> <li>• Local Transport Strategy</li> <li>• Open Space Strategy <ul style="list-style-type: none"> <li>◦ Forestry &amp; Woodlands Strategy</li> </ul> </li> <li>• City Centre Masterplan</li> <li>• Energy and Climate Change Strategy <ul style="list-style-type: none"> <li>◦ Hydrogen Strategy</li> <li>◦ Local Heat and Energy Efficiency Strategy</li> </ul> </li> <li>• Waste Strategy</li> <li>• Granite City Food Growing Strategy</li> </ul>

4.3 If the proposals set out in section 4.2 are approved, the Council's Strategy Framework would consist of:

- Estates and Assets Strategy
- Medium Term Financial Strategy
- Customer, Digital and Data Strategy
- Community Learning and Development Strategy
- Local Development Plan
- Local Housing Strategy
- Local Transport Strategy
- Open Space Strategy
- City Centre Masterplan
- Energy and Climate Change Strategy
- Waste Strategy
- Granite City Food Growing Strategy

4.4 Appendix 2 sets out what the Council's Strategy Framework would look like on a page should the proposals in section 4.2 be approved. As set out, all Council strategies would be aligned to the LOIP and set out the Council's contribution to the LOIP outcomes. The Council's strategies would be distinguished between 'enabling' strategies and 'place' strategies. Place strategies focus on delivering outcomes for the place of Aberdeen. Enabling strategies are shorter term in nature and are focused on enhancing the capabilities of the Council to support the delivery of the place strategies.

4.5 Appendix 2 also sets out those 'partnership' strategies which the Council has contributed to with other organisations. These partnership strategies are aligned to the LOIP and will also inform the Council's commissioning intentions.

Finally, appendix 2 also provides a note of known Arm's Length External Organisation (ALEO) strategies.

- 4.6 Should the recommendations be approved, officers will commence a programme of work to develop and update the commissioned and recommissioned strategies during the course of 2019 and 2020. This will be done in a manner that takes account of the IJB's strategies, partnership strategies and ALEO strategies to help ensure that all strategies affecting the place are consistent and aligned to one another. Should gaps in the Council's Strategy Framework become apparent during this phase or become apparent from the next iteration of the population needs assessment, proposals will be made to the relevant committee as necessary. Work will also commence on identifying and developing a set of strategic implementation plans to support the delivery of the Council's strategies.

## 5. FINANCIAL IMPLICATIONS

- 5.1 If the recommendations are approved, the Council will have a clear set of strategies which are aligned to the LOIP. These strategies will inform the Council's annual commissioning intentions. This will help ensure that the Council's budget is allocated against commissioning intentions which are directly linked to clear outcomes, which are themselves informed by tools such as the Population Needs Assessment. The recommendations therefore facilitate the delivery of the commissioning approach approved by the committee previously.

## 6. LEGAL IMPLICATIONS

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

## 7. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
<b>Financial</b>	The strategy framework does not sufficiently support reductions in demand and spend required to respond to budgetary constraints.	L	The design and implementation of the strategy framework will be fully integrated with the Council's budget process and governance model.
<b>Legal</b>	Failure to maintain statutory duties.	L	Statutory duties are part of the strategy framework decision-making process.

<b>Employee</b>	N/A		
<b>Customer</b>	Customer feedback does not sufficiently inform the strategic decision-making process.	L	Customer engagement is a key part of the process in developing the city's outcomes.
<b>Environment</b>	N/A		
<b>Technology</b>	Failure to identify digital opportunities that could inform strategic direction	L	Digitisation and new technologies will be a key consideration within this strategy framework.
<b>Reputational</b>	Services do not deliver expected outcomes identified in the strategies.	L	The strategies, as part of the overall commissioning approach, will be evidence based and outcome focused. Delivery of the outcomes set out in the Council's strategies will be informed by a performance management framework.

## 8. BACKGROUND PAPERS

None.

## 9. APPENDICES

Appendix 1 – Existing Strategy Framework  
Appendix 2 – Proposed Strategy Framework

## 10. OUTCOMES

- 10.1 The Strategy Framework will ensure that the Council's strategies are aligned to deliver the outcomes set out in the LOIP.

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy, People &amp; Place</b>	As set out above, the strategy framework will ensure that the Council's strategies are aligned to deliver the LOIP outcomes.
<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	The strategy framework will help enhance the focus on the Customer in the way we design services. It will do this by ensuring that the Council's outcomes are designed in a way which takes account of the needs of the population and are developed in such a way that aligns to the Local Outcome Improvement Plan.
<b>Organisational Design</b>	The Council's organisational design will continue to evolve to facilitate the delivery of the Council's commissioning model.
<b>Governance</b>	The strategy framework provides clarity on how the Council's resources would be strategically allocated.
<b>Workforce</b>	A key aspect of developing this approach will be the development and involvement of staff across the workforce.
<b>Process Design</b>	Co-design of future provision and the development of outcome-based specifications will be an important aspect of this new approach.
<b>Technology</b>	The use of digital technology will be central enabler as this approach develops.
<b>Partnerships and Alliances</b>	This strategy framework will help ensure that the Council's strategies take account of existing partnership strategies to which the Council is a signatory. It will also help ensure that the Council's strategies and those of Arm's Length External Organisation strategies (ALEOs) are aligned as appropriate.

## 11. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment (EHRIA)</b>	N/A
<b>Data Protection Impact Assessment</b>	Not required here but shall be provided to Committees as required along with the LOIP and the Population Needs Assessment.
<b>Duty of Due Regard / Fairer Scotland Duty</b>	N/A

## 12. REPORT AUTHOR CONTACT DETAILS

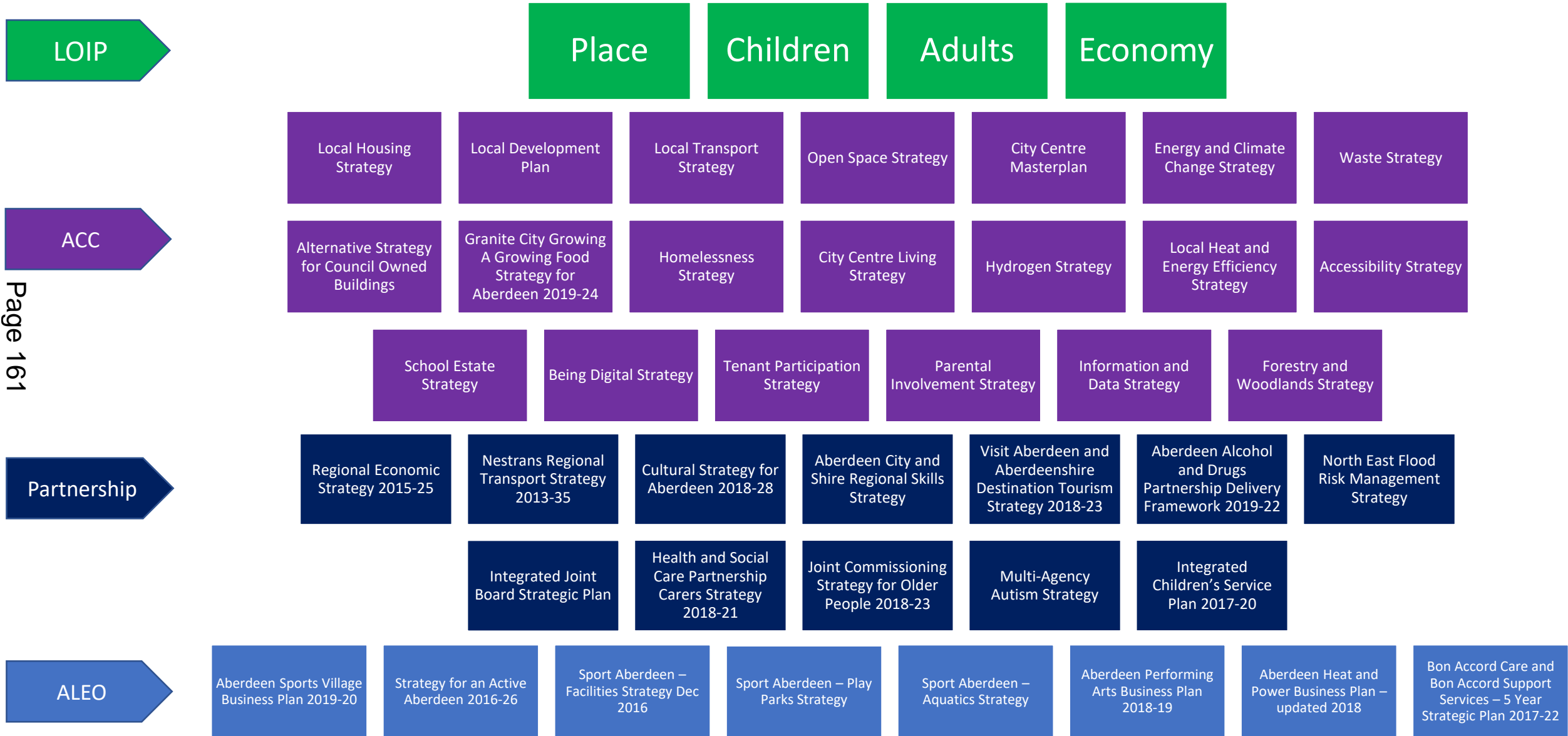
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# Appendix 1

## Strategies on a Page



# Appendix 2

## Strategies on a Page

LOIP

Place

Children

Adults

Economy

ACC Place

Local Development Plan

Local Transport Strategy

Local Housing Strategy

Open Space Strategy

City Centre Masterplan

Energy and Climate Change Strategy

ACC Enabling

Waste Strategy

Granite City Food Growing Strategy

Community Learning and Development Strategy

Medium Term Financial Strategy

Customer, Digital and Data Strategy

Estates and Assets Strategy

Partnership

Regional Economic Strategy 2015-25

Nestrans Regional Transport Strategy 2013-35

Cultural Strategy for Aberdeen 2018-28

Aberdeen City and Shire Regional Skills Strategy

Visit Aberdeen and Aberdeenshire Destination Tourism Strategy 2018-23

Aberdeen City Alcohol and Drug Partnership Delivery Framework 2019-22

North East Flood Risk Management Strategy

Integrated Joint Board Strategic Plan

Health and Social Care Partnership Carers Strategy 2018-21

Joint Commissioning Strategy for Older People 2018-23

Multi-Agency Autism Strategy

Children's Services Plan

ALEO

Aberdeen Sports Village Business Plan 2019-20

Strategy for an Active Aberdeen 2016-26

Sport Aberdeen – Facilities Strategy Dec 2016

Sport Aberdeen – Play Parks Strategy

Sport Aberdeen – Aquatics Strategy

Aberdeen Performing Arts Business Plan 2018-19

Aberdeen Heat and Power Business Plan – updated 2018

Bon Accord Care and Bon Accord Support Services – 5 Year Strategic Plan 2017-22

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	21 November 2019
<b>EXEMPT</b>	<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 <b>provided</b> 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>
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Workplans and Business Cases - Revenue
<b>REPORT NUMBER</b>	COM/19/433
<b>DIRECTOR</b>	Rob Polkinghorne
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	Craig Innes
<b>TERMS OF REFERENCE</b>	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. RECOMMENDATIONS

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 procurement exercises to be commenced after 30 January 2020 committee 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 Functions' workplans and to approve the expenditure detailed in each Procurement Business Case appended to the report.
- 3.3 There are no business cases for Governance or Commissioning 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
<b>Financial</b>	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.
<b>Legal</b>	Failure to comply with procurement and other legislation.	L	Engagement with Commercial Legal Team within the Commissioning Function.
<b>Employee</b>	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.
<b>Customer</b>	New approach to customer services	M	Involving Customers in the re-design of provision.
<b>Environment</b>	Failure to consider sustainable options.	L	Ensure all contracts consider environmental considerations.
<b>Technology</b>	New technology is not embraced in full.	L	Market research undertaken by Commissioning officers and support and advice from the Council's Digital Partner.
<b>Reputational</b>	Lack of understanding or appreciation of the new process of workplans and business cases.	L	Engagement sessions with all Council Functions to ensure an understanding of the benefits of forward-planning and the value that strategic commissioning brings to the delivery of outcomes.

## 7. OUTCOMES

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'

<b>Design Principles of Target Operating Model</b>	
	<b>Impact of Report</b>
<b>Customer Service Design</b>	Commissioning will work with Customer services on the design and monitoring of impact.
<b>Organisational Design</b>	Enabling a strategic commissioning approach is a key aspect of the future organisational design.
<b>Governance</b>	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.
<b>Workforce</b>	A key aspect of developing this approach will be the development and involvement of key staff within the commissioning cycle of all contracts.
<b>Process Design</b>	Co-design of future provision and the development of outcome-based specifications will be an important aspect of delivering best value.
<b>Technology</b>	The use of technology will be important particularly regarding analysis of data and performance.
<b>Partnerships and Alliances</b>	As part of contract design, partnership working will be embedded in the approach.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Equality &amp; Human Rights Impact Assessment</b>	Not required for this report
<b>Data Protection Impact Assessment</b>	Not required for this report
<b>Duty of Due Regard / Fairer Scotland Duty</b>	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: 21 November 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
OPS075	Operations and Protective Services	Roads	Purchase of salt for winter maintenance; calloff from framework	Revenue	01/12/2019	31/03/2020	Nil	The provision of winter road materials - salt.

Customer Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 21 November 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
CUS014	Early Intervention & Community Empowerment	Development Team, EI&CE	Refuge for women fleeing domestic abuse	Revenue	01/04/2020	31/03/2019	Nil	Provision of support to women and children experiencing domestic abuse who are homeless or threatened with homelessness in both self-contained flats and dispersed accommodation.

Place Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 21 November 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	
PLA019	City Growth	Place	Delivery of the Aberdeen Christmas Village	Revenue	01/04/2020	31/03/2024	Nil	Engagement of a Christmas Village Operator to ensure continuation and development of Aberdeen's Christmas Village.	

Resources Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 21 November 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
RES029	Corporate Landlord	Energy Management Team	Energy efficiency improvement projects	Revenue	01/12/2019	tbc	Nil	Continuous improvement of energy efficiency through undertaking a detailed LED lighting design for Marischal College to achieve energy savings and subsequent tendering for the purchasing and installation of LED lighting including smart controls.
RES030	Finance	Finance	Support and maintenance for e-financials finance software	Revenue	01/12/2019	30/11/2024	24 mths	Provision of annual support and maintenance of the council's financial ledger (e-financials) and the associated reporting systems.

**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 £	<b>SUMMARY OF EXPLANATION OF WHY THE CONTRACT WAS URGENTLY REQUIRED TO MEET THE EXIGENCIES OF THE SERVICE AND THEREFORE JUSTIFYING THE SUSPENSION OF PROCUREMENT REGULATIONS, IN WHOLE OR IN PART:</b>
Resources	Corporate Landlord	Award of Contract for Lift Maintenance	01/08/2019	31/07/2020	95,000	Lift maintenance in non housing portfolio; award to incumbent provider Due to the risk associated with not having an appropriate servicing agreement in place It is proposed to directly award a contract to the incumbent provider, with negotiations having secured no uplift in rates. This direct award would be a new, stand alone sole supplier framework albeit with the same terms and conditions (and rates) as those attributable under the previous framework. During the period of this direct award contract a tendering exercise will be completed to ensure a new contract is in place by 1st August 2020. We are currently liaising with SXL who are putting a new framework in place for lift servicing and maintenance (to go live Q1 2020) so plan to award via a mini comp under this contract upon expiry of this direct award. With the direct award expiring on 31/07/20 this will allow time for SXL to get their new contract in place and for us to then undertake a mini comp under this framework and afford the successful party a period of mobilisation prior to going live.
Resources	Capital	Award of Contract for extension of 3g/4g in TECA	17/10/2019	31/01/2020	220,000	3g\4g extension Solution for TECA Building including Hotels to support major events. Procurement was approved due to an urgent need to ensure the coverage was adequate for scheduled events.
Resources	Capita, Fleet	Lease of electric vehicles	31/10/2019	30/10/2022	65,431	Lease of 2 electric vans; urgent approval to allow for ordering the vehicles and submitting the orders to Transport Scotland within their Leadtime/deadline for ordering vehicles. £65,430.72 (of which £56,176.68 is recoverable from Transport Scotland)

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