

# Public Document Pack



To: Councillor Laing, Convener; Councillor John, Vice Convener; and Councillors Allard, Copland, Duncan, Lumsden, Alex Nicoll, Wheeler and Yuill.

Town House,  
ABERDEEN, 21 August 2020

## **STRATEGIC COMMISSIONING COMMITTEE**

The Members of the **STRATEGIC COMMISSIONING COMMITTEE** are requested to meet remotely on **THURSDAY, 27 AUGUST 2020 at 2.00pm.**

FRASER BELL  
CHIEF OFFICER - GOVERNANCE

In accordance with UK and Scottish Government guidance, meetings of this Committee will be held remotely as required. In these circumstances the meetings will be recorded and thereafter published on the Council's website at the following [link](#)

### **BUSINESS**

#### **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 30 January 2020 - for approval (Pages 7 - 10)

## **COMMITTEE PLANNER**

- 6.1 Committee Business Planner (Pages 11 - 14)

## **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

## **BUSINESS**

- 9.1 Christmas Village 2019 Evaluation - COM/20/105 (Pages 15 - 22)

- 9.2 Strategic Commissioning Committee - Annual Effectiveness Report - COM/20/106 (Pages 23 - 40)

- 9.3 Performance Management Framework - CUS/20/108 (Pages 41 - 66)

- 9.4 Performance Report - Commercial and Procurement - CUS/20/102 (Pages 67 - 76)

- 9.5 Community Planning Aberdeen - Annual Outcome Improvement Report 2019/20 - CUS/20/104 (Pages 77 - 114)

- 9.6 British Art Show - COM/20/107 (Pages 115 - 128)

- 9.7 Procurement Workplans and Business Cases - COM/20/109 (Pages 129 - 146)

## **EXEMPT / CONFIDENTIAL BUSINESS**

- 10.1 Procurement Workplans and Business Cases - Exempt Appendices (Pages 147 - 178)

- 10.2 Operational Delivery Models - Bon Accord Care & Sport Aberdeen - COM/20/118 (Pages 179 - 190)
- 10.3 Christmas Village 2019 Evaluation - Exempt Appendix (Pages 191 - 194)

EHRIAs related to reports on this agenda can be viewed [here](#)  
To access the Service Updates for this Committee please click [here](#)  
Website Address: [www.aberdeencity.gov.uk](http://www.aberdeencity.gov.uk)

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, 30 January 2020. Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE. Present:- Councillor Laing, Convener; Councillor John, Vice-Convener; and Councillors Copland, Duncan, Lumsden, Alex Nicoll, Audrey Nicoll, Wheeler and Yuill.

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

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

### WELCOME

1. The Convener welcomed Councillors Copland and Audrey Nicoll to their first meeting as members of the Strategic Commissioning Committee.

### ORDER OF BUSINESS

2. The Convener advised that, as notified to Members by email ahead of the meeting, business case OPS076 (Memorial Stabilisation Works) had been withdrawn from the agenda, as it had been clarified that the project sat within the capital budget and the business case would therefore be reported to the City Growth and Resources Committee instead, in line with the Committee Terms of Reference.

### DETERMINATION OF EXEMPT BUSINESS

3. 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

4. There were no declarations of interest.

**STRATEGIC COMMISSIONING COMMITTEE**  
30 January 2020

**MINUTE OF PREVIOUS MEETING OF 21 NOVEMBER 2019**

5. The Committee had before it the minute of its previous meeting of 21 November 2019 for approval.

**The Committee resolved:-**

to approve the minute as a correct record.

**COMMITTEE BUSINESS PLANNER**

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

**The Committee resolved:-**

- (i) to note that the Terms of Reference for item 4 (Procurement Workplans) reflected the old numbering and would be updated for the next meeting; and
- (ii) to otherwise note the planner.

**WORKPLANS AND BUSINESS CASES - REVENUE - COM/20/018**

7. With reference to article 11 of the minute of the previous meeting, the Committee had before it a report by the Chief Operating Officer which (1) presented procurement workplans where revenue expenditure was included for the Operations and Customer 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 the agenda; and (3) presented a summary of 3.10 memos approved since the last meeting.

The list of procurement business cases was as follows:-

Reference	Cluster	Business Case
OPS077	Operations and Protective Services	Print and Distribution of Garden Waste Permits
OPS078	Integrated Children and Family Services	Play Team Development



**STRATEGIC COMMISSIONING COMMITTEE**  
30 January 2020

Reference	Cluster	Business Case
OPS079	Integrated Children and Family Services	Services for Children with Disability
OPS080	Integrated Children and Family Services	Additional Support Needs Advisory Project
OPS081	Integrated Children and Family Services	Support for Childminding in Aberdeen City
OPS082	Integrated Children and Family Services	Early Learning & Childcare Expansion
CUS017	Digital and Technology	Trend Micro Smart Protection Complete (Anti-Virus software)
CUS018	Digital and Technology	Forcepoint Email Security Gateway with Essential Support
CUS019	Digital and Technology	Microsoft Enterprise Agreement Licenses
CUS020	Early Intervention & Community Empowerment	Spydus - Library Management System
CUS021	Early Intervention & Community Empowerment	Big Noise Torry - ACC & Sistema Partnership

**The report recommended:-**

that Committee –

- (a) to note the workplans of the Operations and Customer functions as detailed in the appendices;
- (b) to approve each of the individual procurement business cases, including the estimated revenue expenditure for each proposed contract; and to approve the direct awards of contract where there were special circumstances outlined in the each of the respect procurement business cases which justified not issuing a tender or calling off a framework agreement:-  
OPS077  
OPS078

## STRATEGIC COMMISSIONING COMMITTEE

30 January 2020

- OPS079  
 OPS080  
 OPS081  
 OPS082  
 CUS017  
 CUS018  
 CUS019  
 CUS020; and  
 CUS021; and
- (c) to note that business cases for procurement exercises to be commenced after the 2 April 2020 Committee would be submitted on a phased basis to future meetings of the Strategic Commissioning Committee.

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

- (i) to request that officers ensure that responses provided in the business cases addressed the entirety of the Gateway questions in future reports;
- (ii) in relation to business case OPS078 (Play Team Development), to request that officers provide a service update to Members on progress at the halfway point in the contract;
- (iii) also in relation to business case OPS078, to request that officers discuss a co-production and co-design approach with the provider in relation to community benefits;
- (iv) in relation to business case CUS021 (Big Noise Torry), to request that officers provide a service update on work undertaken to broaden the scope of the project to include other areas, and to request that this include evidence of wider outcomes being achieved, for example, the effect on anti-social behaviour and the impact of the project on the wider community; and
- (v) to otherwise approve the recommendations.

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

### **WORKPLANS AND BUSINESS CASES - REVENUE - EXEMPT APPENDICES IN RELATION TO ITEM 9.1 ON THE AGENDA**

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

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

to note the exempt appendices.

- **COUNCILLOR JENNIFER LAING, Convener**

	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>27 August 2020</b>								
4	Procurement Workplans	To present the procurement workplans for 2020/2021 for review	Originally due April 2020 Included in workplans and business cases report	Craig Innes	Commercial and Procurement	Commissioning	2.2		
5	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.	Originally due April 2020	Craig Innes	Commercial and Procurement	Commissioning	1.2	D	Delayed due to COVID-19 - a service update will be circulated meantime
6	Operational Delivery Models - Bon Accord Care and Sport Aberdeen	Council Budget 03/03/20 - To instruct the Head of Commercial and Procurement, following consultation with the Chief Officer Health and Social Care, to report back to the Strategic Commissioning Committee on 11 June 2020 on future operational delivery models for Bon Accord Care and Sport Aberdeen	Originally due June 2020	Craig Innes	Commercial and Procurement	Commissioning	1.2		
7	Christmas Village 2019 Evaluation	To allow Aberdeen Inspired to present their feedback and evaluation of the 2019 Christmas Village.	Originally due June 2020	Stephen O'Neill	City Growth	City Growth	4.3		
8	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.	Originally due June 2020	Martin Murchie	Data and Insights	Customer	GD 8.5		
9	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.	Note that urgent business cases were approved at UBC in May/June	Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
10	Performance Management Framework	To report updates to the Performance Management Framework		Martin Murchie	Data and Insights	Customer	4.1		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
11	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
12	British Art Show	To seek approval for the spend in relation to the Art Show which is a partnership project with Wolverhampton, Plymouth and Manchester Art Galleries, led by the Hayward Gallery, London		Deirdre Grant	City Growth	Commissioning	3.1.3		
13	CPA Annual Outcome Improvement Report 2019/20	To present the annual report for the Local Outcome Improvement Plan		Michelle Cochlan	Data and Insights	Customer	4.2		
14	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4	D	Will be reported in November 2020 along with other ALEO annual reports in light of COVID-19
15	<b>12 November 2020</b>								
16	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
17	Locality Plans Annual Reports	To present the annual reports		Neil Carnegie	Early Intervention & Community Empowerment	Customer	4.2		
18	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
19	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
20	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
21	Population Needs Assessment	To present the Population Needs Assessment every two years to understand the needs which public bodies must address.		Martin Murchie	Data and Insights	Customer	1.1		
22	Annual Performance Report	To present the annual performance report for review		Craig Innes	Commercial and Procurement	Commissioning	GD 8.6		
23	Commissioning Risk Register	To present the risk register.		Craig Innes/Martin Murchie	Commercial and Procurement and Data and Insights	Commissioning	GD 8.4		
24	<b>11 February 2021</b>								

	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									
25	Community Benefit Clauses	Council Budget 03/03/20 - to instruct the Head of Commercial and Procurement to incorporate community benefit clauses into new contracts let during 2020/21 that increase the contribution of the Council to the Local Outcome Improvement Plan outcomes, and submit a year-end report to SCC		Craig Innes	Commercial and Procurement	Commissioning	3.1		
26	Climate Friendly Weighting for Contracts	Council Budget 03/03/20 - to instruct the Head of Commercial and Procurement to introduce a climate friendly weighting for contracts the Council procures and report back to the Strategic Commissioning Committee on the outcomes achieved annually		Craig Innes	Commercial and Procurement	Commissioning	3.1		
27	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
28	<b>15 April 2021</b>								
29	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
30									
31	<b>16 June 2021</b>								
32	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
33	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.		Martin Murchie	Data and Insights	Customer	GD 8.5		
34	<b>6 October 2021</b>								
35	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
36	LOIP Annual Report	To present the annual report for the Local Outcome Improvement Plan		Allison Swanson / Michelle Cochlan	Data and Insights	Customer	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									
37	Locality Plans Annual Reports	To present the annual reports		Neil Carnegie	Early Intervention & Community Empowerment	Customer	4.2		
38	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
39	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
40	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
41	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
42	<b>8 December 2021</b>								
43	Commissioning Risk Register	To present the risk register.		Craig Innes/Martin Murchie	Commercial and Procurement and Data and Insights	Commissioning	GD 8.4		
44	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
45	Annual Performance Report	To present the annual performance report for review		Craig Innes	Commercial and Procurement	Commissioning	GD 8.6		

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	27 August 2020
<b>EXEMPT</b>	Not exempt: Covering Report; Appendix 1  Exempt: Appendix 2 – Paragraph 6
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Christmas Village 2019 Evaluation
<b>REPORT NUMBER</b>	COM/20/105
<b>CHIEF OFFICER</b>	Richard Sweetnam – Chief Officer City Growth
<b>REPORT AUTHOR</b>	Stephen O'Neill, Senior City Events Officer
<b>TERMS OF REFERENCE</b>	4.3

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the evaluation on the 2019 Christmas Village as required by the Council's Funding and Service Provision Agreement with Aberdeen BID Company Ltd (trading as Aberdeen Inspired), which ran from 16 September 2019 to 20 February 2020, to enable the Committee to monitor the service delivery against expected outcomes.

### 2. RECOMMENDATIONS

That the Committee: -

- 2.1 monitor the Christmas Village 2019 Evaluation Report contained as Appendix 1 against the expected outcomes; and
- 2.2 note the 2019 Accounts contained as Appendix 2 for information.

### 3. BACKGROUND

- 3.1 The Chief Executive of Aberdeen Inspired, Adrian Watson, will attend the Committee meeting to answer any questions arising from the Christmas Village 2019 Evaluation Report.
- 3.2 The Christmas Village was first established by Aberdeen Inspired in November 2015.

The key outcomes expected of the Christmas Village were to:

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

### 3.3 Performance indicators for the Christmas Village included:

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

3.4 Appendix 1 provides the detail on the evaluation undertaken by Aberdeen Inspired in relation to the Christmas Village 2019. The Committee's role is to monitor the evaluation against the expected outcomes detailed above.

## 4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising from this report.

## 5. LEGAL IMPLICATIONS

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

## 6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
<b>Strategic Risk</b>	None	L	None
<b>Compliance</b>	None	L	None
<b>Operational</b>	None	L	None
<b>Financial</b>	None	L	None
<b>Reputational</b>	None	L	None
<b>Environment / Climate</b>	None	L	None

## 7. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	None
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	No direct impact, this is an evaluation report only
Prosperous People Stretch Outcomes	As above



Prosperous Place Stretch Outcomes	As above
<b>Regional and City Strategies</b>	None
<b>UK and Scottish Legislative and Policy Programmes</b>	None

## 8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

## 9. BACKGROUND PAPERS

NIL

## 10. APPENDICES

Appendix 1 – Aberdeen Inspired Christmas Village 2019 Evaluation Report for ACC

Appendix 2 – Christmas Village 2019 Accounts

## 11. REPORT AUTHOR CONTACT DETAILS

Name Stephen O'Neill  
Title Senior City Events Officer  
Email Address [Stoneill@aberdeencity.gov.uk](mailto:Stoneill@aberdeencity.gov.uk)  
Tel 01224 522956

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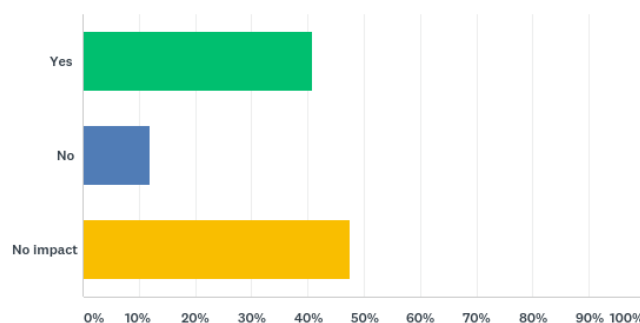
## 1) Local Business Survey

Aberdeen Inspired’s Business Engagement Officer carried out a face-to-face business survey in late December to gather feedback from the businesses in the area local to the event. A digital version of the survey was also created using SurveyMonkey which was distributed via the Aberdeen Inspired e-newsletter.

A total of **135** responses were received, and the results were as follows:

*Note: Question 1 simply asked for business name (optional)*

Q2 Did you find Aberdeen Christmas Village was good for your business?



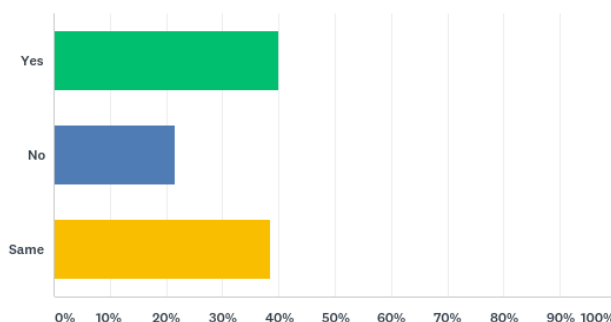
last year market business coming weekends brings people seen  
football customers Busier know increase good

**41% said the event was good for their business** with a further 47% saying they saw no impact either way.

### Comments included:

- “increased footfall led to very healthy and new trade”
- “Brings people into town”
- “Brought more customers especially from the bar side of things”
- “More people through the door”

Q3 Do you think Aberdeen Christmas Village was better this year than in previous years?

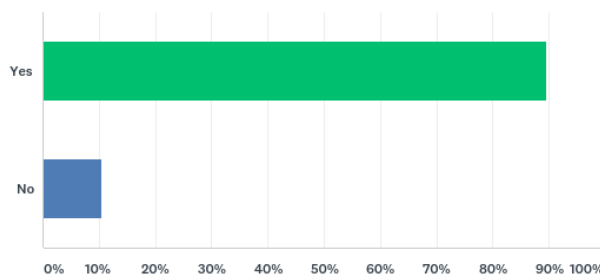


**40% of businesses said they thought the event was better than in previous years**, with a further 39% saying they thought it was of the same quality as previous years.

**Comments included:**

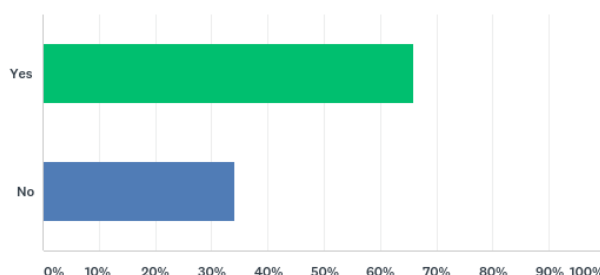
- “Great selection and good to see people promoting local”
- “Better layout this year, better distribution of rides”
- “Different offers, more stalls and better decorations. I enjoyed a more open feel”

Q4 Would you be happy to see Aberdeen Christmas Village repeated in the future?



**90% of businesses said they would be happy to see the event repeated in the future.**

Q5 Do you think Broad Street, Upperkirkgate and Marischal College Quadrangle worked well as the location for the event?



**66% of businesses said they thought the location of the event worked well**, however several commented that they liked the event in its previous location of Union Terrace.

## 2) Christmas in the Quad Stallholder Survey

Event background:

Christmas in the Quad ran for the second time in 2019, running over the first 5 long weekends of the Aberdeen Christmas Village (Thursday-Sunday) in Marischal College Quadrangle. There were 24 stalls available each weekend (increase from 15 in 2018) and Aberdeen Inspired managed the allocation of these for a mainly unique line-up each weekend. A total of 83 businesses took part over the 5 weekends. Businesses were charged £100 + VAT per weekend to cover operational/set-up costs.

We did have significant problems with power supply in the quad, which impacted many stallholders adversely over the run of the event. As we understand there is a relatively simple fix (which was due

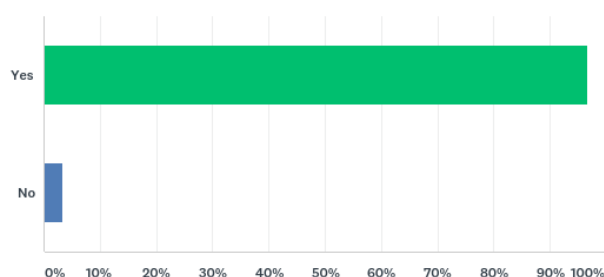
to be carried out but was cancelled due to timescale for delivery of parts) to improve the power supply for future events.

Aberdeen Inspired carried out a survey of stallholders for the Christmas in the Quad event to gather their feedback on this section of the event. The survey was digitally produced using SurveyMonkey and emailed to stallholders following their slot at the market.

A total of 59 responses were received, and the results were as follows:

*Note: Question 1 simply asked for business name (optional)*

Q2 Did you find having a stall at Christmas in the Quad was good for your business in terms of sales and/or business promotion?

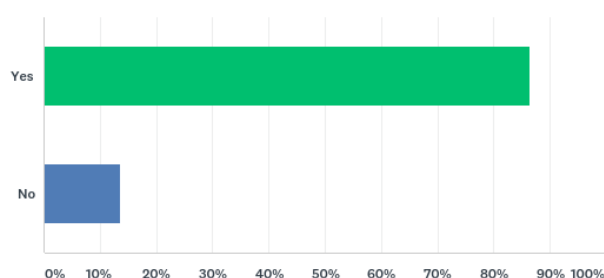


**97% of businesses said they found having a stall at the event was good for their business.**

Comments included:

- “A complete sell out for me and great to meet new customers”
- “Just like last year it was hugely beneficial to my business”
- “Loads of new trade for me and a chance for me to hand our business cards and network with other small business holders”
- “It is the loveliest exposure for my small business and I really appreciate the opportunity given for me to take part”

Q3 Do you think Marischal College Quadrangle worked well as the location for the event?



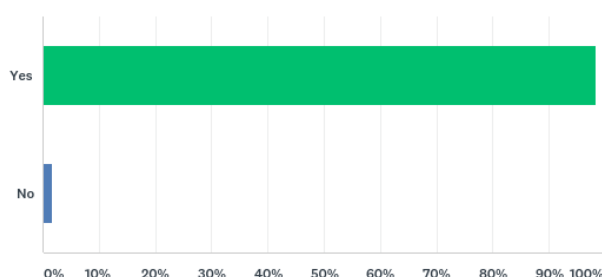
86% of businesses said they thought Marischal College Quad worked well as the location for the event, however there were many comments on lack of awareness/visibility of the stalls in this area. This is an ongoing issue which was addressed for 2019, but perhaps even more can be done in the future.

**Q4.** 97% of businesses were happy with the organisation of the event and the advanced information provided.

**Q5.** 92% of businesses were you happy with the operations and support during their time on-site for the event. For this question we had many comments on the aforementioned power outage problems, which we would hope would be resolved for any future events.

**Q6.** 86% of businesses were happy with the opening hours of the event. Opening hours for the 2019 were significantly extended in comparison to the previous year to include Friday and Saturday evenings. We had very mixed feedback on if stallholders found these hours extra hours worthwhile or not, with stallholder experiences varying drastically.

**Q7** Would you consider returning as a stallholder for the event next year?



**98%** of stallholders said they would consider returning for the event. Many stallholders looking to book in for multiple weekends, it will need to be considered if this is best for the event or if the changing line up of stallholders each weekend worked better.

**Q8.** 98% of stallholders also answered that they would recommend taking part in the event to another business.

*Full survey results including all qualitative comments are available on request.*

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	27 August 2020
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Strategic Commissioning Committee Annual Effectiveness Report
<b>REPORT NUMBER</b>	COM/20/106
<b>CHIEF OFFICER</b>	Martin Murchie / Craig Innes
<b>REPORT AUTHOR</b>	Stephanie Dunsmuir
<b>TERMS OF REFERENCE</b>	GD 8.5

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the annual report of the Strategic Commissioning Committee to enable Members to provide comment on the data contained within.

### 2. RECOMMENDATION

That Committee:-

- 2.1 provide comments and observations on the data contained within the annual report; and
- 2.2 note the annual report of the Strategic Commissioning Committee.

### 3. BACKGROUND

#### **Annual Reports on Committee Terms of Reference**

- 3.1 The annual committee effectiveness reports were introduced in 2018/19 following a recommendation from the Chartered Institute of Public Finance and Accountancy (CIPFA) as part of the Council's work towards securing that organisation's accreditation in governance excellence. The Terms of Reference set out that each Committee will review its own effectiveness against its Terms of Reference through the mechanism of the annual report.
- 3.2 The annual effectiveness reports were mentioned by CIPFA in their recent report which awarded the Mark of Excellence in Governance accreditation to Aberdeen City Council. CIPFA highlighted the implementation of the annual effectiveness reports as a matter of good practice in governance and were encouraged that, during consideration of the reports at Committee and Council,

Members had made suggestions for improvements to the reports in future years.

- 3.3 As well as the CIPFA Accreditation, Committee Services also recently won SOLAR Administration Team of the Year 2020 in March 2020 in recognition of the introduction of the annual committee effectiveness reports and the process which allows Committees to examine how they can improve the way they do business, while providing assurance that they are undertaking their role effectively.
- 3.4 Data from the annual effectiveness reports was used to inform the review of the Scheme of Governance, ensuring that Committee Terms of Reference were correctly aligned, and identifying any areas of the Terms of Reference which had not been used throughout the year in order that they could be reviewed and revised if necessary. The information from the effectiveness reports will also be used to feed into the Annual Governance Statement.
- 3.5 The reports provide a mechanism for each committee to annually review its effectiveness, including data on attendance, any late reports, referrals to Council and the number of times officer recommendations were amended, and to ensure that it is following its Terms of Reference.
- 3.6 Similarly, recording the sections of the Local Outcome Improvement Plan (LOIP) which apply to each report allows Members to be aware of the direct impact of any proposals before them on the LOIP, and gives a general overview at the end of each year of the number of reports which have had an impact on the LOIP outcomes. Officers also actively review the data gathered to ensure that it aligns to Council's operating model and decisions taken by the Council throughout the year. This part of the annual report will be expanded for the next year of reporting to incorporate the changes to the outcomes section of the committee report template. That section now asks report authors to consider the implications of their report for the Council Delivery Plan, which incorporates the LOIP outcomes.
- 3.7 While the above is one section of the annual effectiveness report template which officers aim to amend for future reporting, any comments from Members on additional areas of data that should be considered would be welcomed to ensure that Members are presented with meaningful data.
- 3.8 The annual report for 2019/2020 is therefore appended for the Committee's consideration. Following consideration by the Committee, the report will be submitted to Council in December for noting.

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

- 4.1 There are no direct financial consequences from the recommendation of this report.



## 5. LEGAL IMPLICATIONS

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

## 6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		
Compliance	N/A		
Operational	N/A		
Financial	N/A		
Reputational	N/A		
Environment / Climate	N/A		

## 7. OUTCOMES

There are no links to the Council Delivery Plan, however the committee effectiveness annual reports link to the Scheme of Governance, by ensuring that each committee is fulfilling its Terms of Reference.

## 8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

## 9. BACKGROUND PAPERS

None.

## 10. APPENDICES

- 10.1 Strategic Commissioning Committee Annual Effectiveness Report 2019/20

## 11. REPORT AUTHOR CONTACT DETAILS

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Committee Services Officer  
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# Strategic Commissioning Committee Annual Effectiveness Report



# Contents

	Page
1. Introduction	3
2. The role of the Committee	4
3. Membership of the Committee during 2019/2020	4
4. Membership changes	4
5. Member Attendance	5
6. Meeting Content	5-8
7. Training Requirements and Attendance	8
8. Code of Conduct – Declarations of Interest	8
9. Civic Engagement	8
10. Officer support to the Committee	9
11. Executive Lead’s Comments	9
12. Next year’s focus	9-10

## 1. INTRODUCTION

I am pleased to present the second annual effectiveness report for the Strategic Commissioning Committee. As Members will be aware, as part of their interim assessment of the Council's governance arrangements in 2016, CIPFA recommended that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. This had been an aspiration for some time, representing good practice in governance terms. This year, the Council was the first in Scotland to be awarded the CIPFA Mark of Excellence in Governance, and the annual effectiveness report was highlighted by CIPFA as one example of the Council's good governance. The annual effectiveness report also informs the annual review of the Council's Scheme of Governance and enables officers to identify if any changes are required, for example, to the Committee Terms of Reference.

As part of the 2020 review, changes were made to the Strategic Commissioning Committee Terms of Reference to provide greater clarity and those will be monitored throughout the year and taken into consideration during next year's review and the preparation of the third annual committee effectiveness report.

The annual report is a good mechanism for the Committee to support the Council's improvement journey by demonstrating the ways that the Committee contributes to the Council Delivery Plan and Local Outcome Improvement Plan outcomes whilst also providing the opportunity to reflect on the business of the Committee over the past year and to look to the Committee's focus for the year ahead.



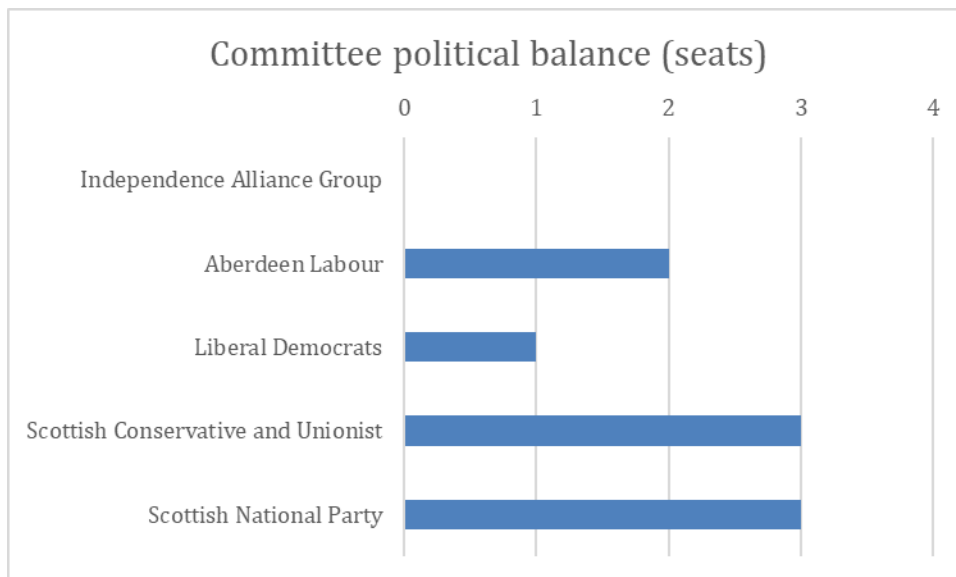
**Councillor Jennifer Laing**  
Convener, Strategic Commissioning Committee

## 2. THE ROLE OF THE COMMITTEE

- 2.1 The Committee has a key role to support the Council’s change from budget led service provision to outcome focused delivery. It reviews the needs of citizens and approves commissioning activity to meet those needs and the outcomes specified in the Local Outcome Improvement Plan. The Committee also performs a monitoring role to help ensure that the needs and outcomes identified are being achieved. The Committee also approves commissioning activity by the Council, in accordance with the commissioning cycle.
- 2.2 The Terms of Reference for the Committee as approved by Council in March 2019 are appended to the report.

## 3. MEMBERSHIP OF THE COMMITTEE DURING 2019/2020

- 3.1 The Strategic Commissioning Committee has 9 Elected Members, and the committee composition is presented below.



## 4. MEMBERSHIP CHANGES

- 4.1 Councillors Cameron and Jackie Dunbar were members of the Committee for the May and August 2019 meetings and were replaced by Councillors Hutchison and Alex Nicoll from the August 2019 meeting; Councillor Donnelly was a member of the Committee for the May, August and November 2019 meetings and was replaced by Councillor Lumsden from the January 2020 meeting; Councillors Copland and Audrey Nicoll joined the Committee from January 2020, replacing Councillors Hutchison and Flynn.

## 5. MEMBER ATTENDANCE

Member	Total Anticipated Attendances	Total Attendances	Substituted
David Cameron	2	2	
Neil Copland	1	1	
Alan Donnelly	3	1	2
Jackie Dunbar	2	2	
Sarah Duncan	4	4	
Stephen Flynn	3	3	
Michael Hutchison	1	0	1
Freddie John	4	3	1
Jenny Laing	4	3	1
Douglas Lumsden	1	1	
Alex Nicoll	2	1	1
Audrey Nicoll	1	1	
John Wheeler	4	2	2
Ian Yuill	4	3	1

## 6. MEETING CONTENT

**6.1** During the 2019/2020 reporting period (29 April 2019 to 30 April 2020), the Committee had 4 meetings and considered a total of 16 reports. The April 2020 meeting of the Committee was cancelled as a result of the COVID-19 pandemic and the decision of Urgent Business Committee to cancel meetings of the Strategic Commissioning Committee until August 2020 with any business critical reports being considered by the Urgent Business Committee.

### 6.2 Terms of Reference

Of the 16 reports received, the following table details how the reports aligned to the Terms of Reference for the Committee (2019 Terms of Reference are appended to this report for information).

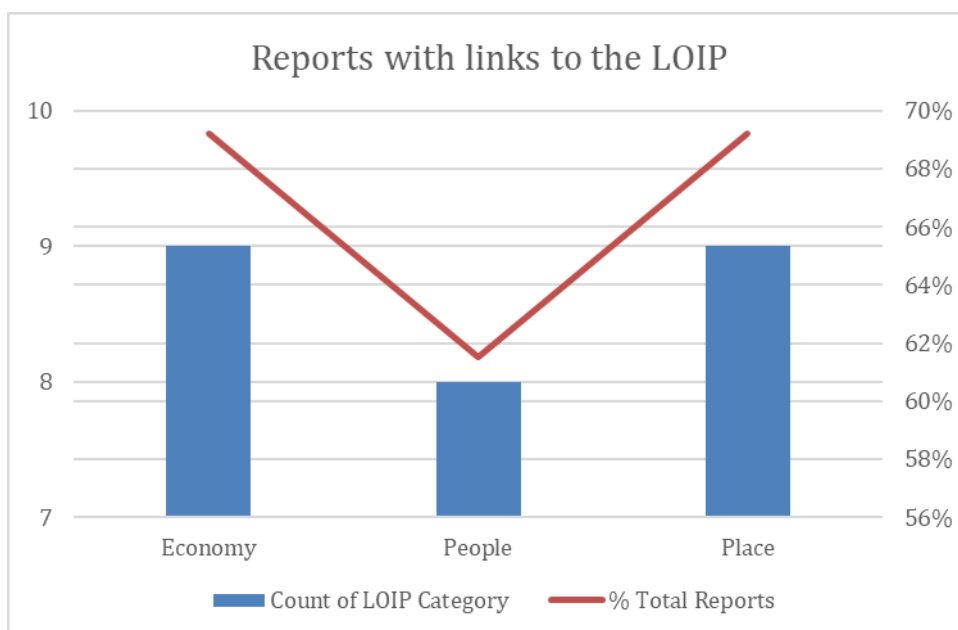
Terms of Reference	Count of Terms of Reference
General Delegations To Committees 7.4	1
General Delegations To Committees 7.5	1
General Delegations To Committees 7.6	1
Purpose of Committee 1	1
Purpose of Committee 2	3
Purpose of Committee 5	3
Purpose of Committee 6	2
Remit of Committee 2.2	1
Remit of Committee 2.3	1
Remit of Committee 4.2	1
Remit of Committee 4.3	2
Remit of Committee 4.4	1

Remit of Committee 4.5	4
Remit of Committee 5.5	2

- 6.3 During the course of 2019/2020 the Strategic Commissioning Committee received reports under the majority of its Terms of Reference which would indicate that the Committee has discharged its role throughout the course of the reporting period.
- 6.4 Most of the reports considered related to the approval of commissioning activity, the annual review of ALEOs and the identification of potential efficiencies and improvements in quality and outcomes, including across partner organisations and public services.
- 6.5 The majority of the sections of the Committee’s Terms of Reference were discharged throughout the course of the reporting period. This would indicate that the Committee has discharged its role as determined by Council.
- 6.6 There were no reports under TOR 2.1 as the Committee was not due to receive the Population Needs Assessment in the reporting period; 3.1 as the Committee considered the refresh of the LOIP in January 2019 which was outwith the reporting period; 3.2 as the approval of service standards and service specifications was undertaken at the Urgent Business Committee; and 5.2 as the Committee approved the Performance Management Framework at its meeting in March 2019 which was also outwith the reporting period.

**6.7 Local Outcome Improvement Plan**

The following table details of the 16 reports how many had a link to the themes of the Local Outcome Improvement Plan.





## 6.8 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 16 reports presented to it throughout the year.

	Total	% Total Reports
Confidential reports	0	0%
Exempt reports Note that although appendices were exempt, the reports themselves were public reports	0	0%
Number of reports where the Committee amended officer recommendations	0	0%
Number and percentage of reports approved unanimously	15	94%
Number of reports or service updates requested by members during the consideration of another report to provide additional assurance and not in forward planner	1	6%
Number of decisions delayed for further information	0	0%
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	0	0%
Number of late reports received by the Committee (i.e. reports not available for inspection by members of the public at least three clear days before a meeting)	0	0%
Number of referrals to Council, or other Committees by one third of the membership in terms of Standing Orders	0	0%

## 6.9 Notices of Motion, Suspension of Standing Orders, Interface with the Public

Number of notices of motion	0
Number of times Standing Orders were suspended and the specific Standing Orders suspended	0
Standing order number (ref)	N/A
Number of deputations or other indicators of interface with the public, i.e. engagement and social media.	0
Number of petitions considered	0

Number of Members attending meetings of the committee as observers	5
Number of Meetings held by the Convener with other Conveners, relevant parties, to discuss joint working and key issues being raised at other Committee meetings	Weekly meetings held

## 7. TRAINING REQUIREMENTS

- 7.1 When the Committee was established in 2018, Members were provided with an overview of the function of the Committee and the key aspects of the commissioning approach, as well as a session on the use of data and evidence focusing on the role of Elected Members throughout the stages of a commissioning cycle. As the Committee is now established and in its second year of operation, such training was not required this year. This will be kept under review and if any training is identified, this will be arranged.

## 8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

- 8.1 5 declarations of interest were made by Councillors during the reporting period. Information in respect of declarations of interest is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 9. CIVIC ENGAGEMENT

- 9.1 The Committee received and approved a report in August 2019 on the Strategic Commissioning approach which set out the intent to understand the flow of demand through the perspective of the service user, customer or patient and therefore how services are being used and provided. The report emphasised the need to engage customers in commissioning activity and this is taken forward, as appropriate, in the business cases which are taken before the Strategic Commissioning Committee for consideration.
- 9.2 The Committee is also due to receive a report on collaboration on community involvement programmes provided by businesses, however a planned event was unfortunately delayed due in part to COVID-19. However as part of the annual Procurement performance report considered by Committee, Members were made aware of the work being undertaken via Community Planning Aberdeen 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.
- 9.3 The Committee will also receive the Locality Plans Annual Reports at the November meeting, which will outline all the progress that has been made in pursuing local priorities, reflecting the range of activities being taken forward in collaboration with the Community Planning Aberdeen Outcome Improvement Groups, as well as local actions and initiatives.

## 10. OFFICER SUPPORT TO THE COMMITTEE

Officer	Total Anticipated Attendances	Total Attendances
Chief Officer – Digital & Technology	1	1
Head of Commercial and Procurement	4	4
Chief Officer – Early Intervention and Community Empowerment	1	1
Chief Officer – Customer Experience	1	1
Chief Officer – Finance (or representative)	4	4
Chief Officer – Data and Insights	4	4
Chief Officer – City Growth	1	1
Team Leader Legal - Commercial and Procurement	4	4

## 11. EXECUTIVE LEAD’S COMMENTS

**11.1** The second year of the Strategic Commissioning Committee, and of the Commissioning function, built significantly on the foundations laid in 2017/18. Of most fundamental significance has been the Committee’s agreement of a joint commissioning approach, applied by both the Council and Aberdeen City Integration Joint Board. In agreeing this joint approach, the Committee gave full consideration to the progress made in embedding each aspect of the commissioning cycle and set out clear next steps in sequencing the adoption of the proposed joint commissioning approach.

**11.2** As part of the those next steps, the Committee has agreed:-

- a revised Performance Management Framework, as well as individual annual performance reports relating to the Council’s ALEOs and Procurement function;
- a revised Strategy Framework for the Council, including the commissioning and decommissioning of various strategies.

**11.3** The Committee has considered business on each of the key elements of the commissioning cycle and would appear to be working effectively, noting that no decisions required to be delayed and the vast majority of business was approved/noted unanimously. Business has largely been able to be considered in public and, where this was not possible, there has been clear justification.

## 12. NEXT YEAR’S FOCUS

**12.1** Areas of focus from the Business Planner - The main areas of focus for next year outwith the regular committee business will be the continuing development of the Council’s commissioning cycle. Steps 1 & 2 in the commissioning cycle focus on the consideration of the Population Needs Assessment and agreement of the LOIP. In the light of strategic planning activity agreed by the Council in response to the Covid-19 crises the LOIP will be refreshed in Summer 2021, however, preparatory analysis, including the Population Needs Assessment and reviews of how both the Community Planning Partnership and the Council activity have progressed its implementation will be considered by the Committee. The Council’s future planned contribution to the LOIP will also be reported

to the Committee.

- 12.2** The Committee will give consideration to how community benefit clauses positively impact new contracts let during 2020/21 to increase the contribution of the Council to LOIP outcomes and climate friendly weighting for contracts.
- 12.3** Commissioning workplans will be presented to the Committee giving a full and timely overview of the contracts and procurements which will be a focus for specific businesses cases throughout the year. We will build on the outcome based approach to performance management, including annual reviews of performance in respect of the LOIP, the Council Delivery Plan, Locality Plans and the Council's ALEOs. We will also strengthen the performance in delivering outcomes through the business cases presented to the Committee.
- 12.4** Budget Decisions - The Council at its budget meeting in March 2020 instructed the Head of Commercial and Procurement to incorporate community benefit clauses into new contracts let during 2020/21 that increase the contribution of the Council to the Local Outcome Improvement Plan outcomes, and submit a year-end report to SCC. The Council further instructed the Head of Commercial and Procurement to introduce a climate friendly weighting for contracts the Council procures and report back to the Strategic Commissioning Committee on the outcomes achieved annually.
- 12.5** Policy Priorities - As with budget decisions, where business cases relate to agreed policy priorities this will be explicitly stated for members' attention. Council in March 2020 approved new Terms of Reference and a further review will be reported to Council in March 2021. Throughout the next reporting year, we will review the Terms of Reference in line with the business submitted to the Committee and reflect on whether any areas require refinement moving forward to ensure the efficient operation of the Committee.

## Appendix 1

### Previous Strategic Commissioning Committee Terms of Reference Approved by Council on 4 March 2019

#### PURPOSE OF COMMITTEE

1. To approve all external commissioning activity by the Council outwith the annual budget meeting, including the approval of service specifications, service standards, grants and associated conditions, performance frameworks, outcomes and intentions. This includes where the Council commissions from its Arm's Length External Organisations (ALEOs).
2. To approve all internal commissioning activity of Council outwith the annual budget meeting, including the approval of service specifications, service standards, performance frameworks and outcomes and intentions.
3. When approving commissioning activity:
  - i. to promote investment in the prevention, early intervention and reduction in the demand for services; and
  - ii. to identify potential efficiencies and improvements in quality and outcomes, including across the public sector.
4. To approve the Council's strategic approach to joint and integrated commissioning across the public and private sectors to ensure that the needs of customers and citizens are met.
5. To identify potential efficiencies and improvements in quality and outcomes, including across partner organisations and public services.
6. To promote the strategic allocation of resources to outcomes through commissioning activity.

#### REMIT OF COMMITTEE

1. Engaging with Customers and Citizens
  - 1.1 Following consultation with appropriate forums:
    - i. to consider the experience of customers; and
    - ii. to take such action to ensure that services to be commissioned are co-designed to meet customers' needs.
2. Analysis
  - 2.1 to consider a Population Needs Assessment every two years to understand the needs which public bodies must address;
  - 2.2 to consider an in-depth analysis of key groups, priorities and challenges across public services to identify and action potential efficiencies and improvements to help ensure that the needs of customers and citizens are met and commissioning intentions are delivered; and
  - 2.3 to consider sufficiency and market analyses to understand existing and potential provider strengths and weaknesses, and identify and take action in respect of any opportunities for improvement or change in providers.
3. Planning
  - 3.1 to consider the refresh of and recommend any necessary changes to the Local Outcome Improvement Plan (LOIP); and
  - 3.2 to approve service specifications and service standards, reflecting the Council's commissioning intentions/outcomes, the LOIP, the views of customers and citizens, and the best evidence of effective interventions to ensure a preventative focus on demand reduction.

#### 4. Doing

- 4.1 to take such action to ensure that appropriate supply management and capacity building (market facilitation) is in place to ensure a good mix of resilient service providers, that offer customers an element of choice in how their needs are met;
- 4.2 to review annual workplans and approve business cases to be submitted by Directors and Chief Officers in accordance with Procurement Regulations, for procurement with an estimated expenditure of £50,000 or more (supplies / services) or £250,000 or more (works) except for procurement relating to the Capital Programme;
- 4.3 to approve commissioning activity, including approval of commissioning intentions/ outcomes which aligns to and supports the delivery of the outcomes contained in the LOIP, and other relevant Strategic Plans;
- 4.4 to approve the establishment of ALEOs or determine that services should remain in house;
- 4.5 to undertake an annual review of ALEOs; and
- 4.6 to decommission services that do not meet the Council's commissioning intentions and outcomes.

#### 5. Reviewing

- 5.1 to consider annual reports on the LOIP and Locality Partnership Plans;
- 5.2 to approve a Performance Management Framework reflecting the Council's commissioning intentions/outcomes, the LOIP, the views of customers and citizens, and the best evidence of effective interventions;
- 5.3 to review information, in line with the Council's Performance Management Framework, in order to monitor the impact of services and the extent to which they have achieved the purpose and outcomes intended;
- 5.4 to consider an analysis of any changes in legislative requirements, policy and population needs, and to:
  - i. review the overall impact of services to identify and implement revisions needed to commissioning intentions/outcomes; and/or
  - ii. to identify and facilitate opportunities to work differently to improve outcomes;and
- 5.5 to monitor service delivery against expected outcomes and plans.

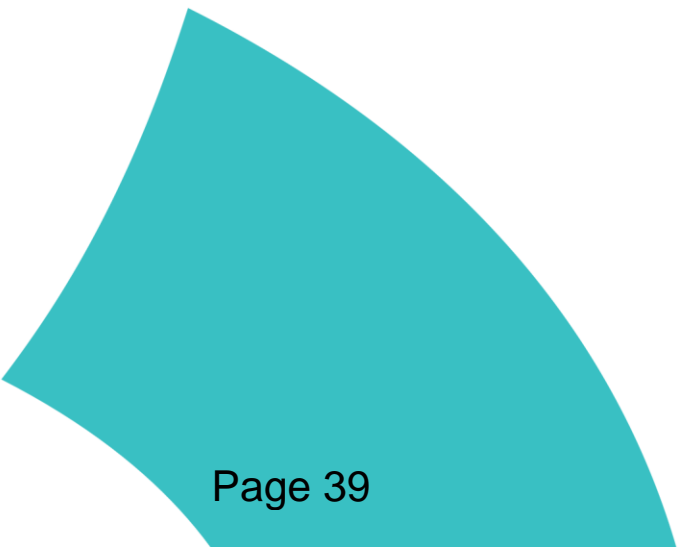
#### JOINT WORKING WITH OTHER COUNCIL COMMITTEES

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

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

#### JOINT WORKING WITH NON COUNCIL BODIES

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



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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	27 August 2020
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Performance Management Framework
<b>REPORT NUMBER</b>	CUS/20/108
<b>DIRECTOR</b>	Andy MacDonald
<b>CHIEF OFFICER</b>	Martin Murchie
<b>REPORT AUTHOR</b>	Martin Murchie
<b>TERMS OF REFERENCE</b>	4.1

### 1. PURPOSE OF REPORT

- 1.1 The report brings before the Committee a revised Performance Management Framework reflecting the Local Outcome Improvement Plan and the Council's commissioning outcomes and intentions as set out within the Council Delivery Plan 2019/20.

### 2. RECOMMENDATION

- 2.1 That Committee agree the revised Performance Management Framework.

### 3. BACKGROUND

- 3.1 The effective management of performance is a key component of any organisation. It encompasses everything the Council does and every employee and elected member. Elected Members need timely and relevant intelligence to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving. Managers need timely and relevant intelligence to make operational decisions and to make best use of resources. Council employees need timely and relevant intelligence in order to deliver effective services and manage their own performance. Customers need open, relevant and accurate information to be informed and hold the Council's services and performance to account.
- 3.2 The content of the revised Performance Management Framework is reflected within the "Council Delivery Plan 2020/21" which was approved by Council on 3<sup>rd</sup> March, 2020, and is reported now, being the first Strategic Commissioning Committee since that Council meeting.
- 3.3 The Framework sets out performance management arrangements at Council; Cluster; and Personal levels. It reflects an approach to performance management which:
- i. focusses on accountabilities for service performance, improvement; and outcomes; and

- ii. takes a holistic approach by examining four perspectives of performance, namely, Customer, Staff, Finance & Controls and Processes.

#### 4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising from this report.

#### 5. LEGAL IMPLICATIONS

5.1 There are no legal implications.

#### 6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
<b>Strategic Risk</b>	None		
<b>Compliance</b>	None		
<b>Operational</b>	None		
<b>Financial</b>	None		
<b>Reputational</b>	None		
<b>Environment / Climate</b>	None		

#### 7. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	The Performance Management Framework is a key element of aligning the Council's planning, resources and activity to deliver the outcomes and improvement aims set out within the LOIP and the Council Delivery Plan.
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	The Performance Management Framework is a key element of aligning the Council's planning, resources and activity to deliver the outcomes and improvement aims set out within the LOIP and the Council Delivery Plan.
Prosperous People Stretch Outcomes	
Prosperous Place Stretch Outcomes	
<b>Regional and City Strategies</b>	N/A

<b>UK and Scottish Legislative and Policy Programmes</b>	N/A
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## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Impact Assessment</b>	N/A
<b>Data Protection Impact Assessment</b>	N/A

## 9. BACKGROUND PAPERS

None

## 10. APPENDICES

Performance Management Framework

## 11. REPORT AUTHOR CONTACT DETAILS

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<b>Title</b>	Chief Officer – Data & Insights
<b>Email Address</b>	mmurchie@aberdeencity.gov.uk
<b>Tel</b>	07305 526915

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# Performance Management Framework

V2.1 (2020/21)

# WHO AND WHAT IS THIS FRAMEWORK FOR?

The effective management of performance is a key component of any organisation. It encompasses everything the Council does and every employee and elected member.

## Elected Members need ...

timely and relevant intelligence to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving.

## Council Employees need ...

timely and relevant intelligence in order to deliver effective services and manage their own performance.

## Managers need ...

timely and relevant intelligence to make operational decisions and to make best use of resources in order to meet customer's needs and improve outcomes.

## Customers need ...

open, relevant and accurate information to be informed and hold the Council's services and performance to account.

# PERFORMANCE MANAGEMENT SUPPORTING CAPABILITIES

The Council Delivery Plan identifies 7 organisational capabilities, with digital as a key enabler, being embedded within what we do as an organisation, as well as how we do it. The Performance Management Framework supports these capabilities.

**Managing demand through prevention and early intervention** - *Performance management encompasses the capture, analysis and reporting of data and information to understand demand and support actions which reduce and mitigate it.*

**Being flexible and adaptable** - *Performance management will inform the design of the services and workforce of the future. Digital technologies will be exploited to automate data collection, analysis and reporting.*

**Ensuring accountability, transparency and openness** - *The Framework is a key element in enabling accountability for performance through scrutiny arrangements and for transparency and openness through public performance reporting.*

**Becoming intelligence led** - *Decision making in planning and performance management is data rich and intelligence led.*

**Encouraging inclusiveness, engagement and collaboration** - *The delivery of outcomes is connected to and includes the personal objectives of all staff. A focus on staff and customer measures informs the management of their engagement.*

**Achieving consolidation and consistency** - *The Framework is corporate and applied to all functions, clusters, services, teams and staff. It will support the design and delivery of for the consolidation of services.*

**Focussing on outcomes that make a difference** - *A golden thread aligns the LOIP outcomes with the Council's commissioning intentions and this Framework provides the structure to understand, scrutinize and improve their delivery.*

# MANAGING PERFORMANCE ACROSS ACCOUNTABILITIES

Managing the delivery of services to our customers, and ensuring this supports improved outcomes for the people, place and economy of Aberdeen, places a series of accountabilities on the Council.

## Accountability for Outcomes

The purpose of the Council is to support the vision of the LOIP and ensure Aberdeen is 'a place where all people can prosper'. In order to realise this vision, the LOIP sets long term stretch outcomes. The Council's Commissioning Intentions define the Council's contribution to, and accountability for, delivering those outcomes.

## Accountability for Service Performance

The Council delivers services every day to external and internal customers. It is accountable for ensuring that these services meet customers' needs; are efficiently managed; and meet performance standards set through legislation, regulation and policy.

## Accountability for Improvement

All councils have a statutory duty, and are accountable, for achieving continuous improvement in the delivery of services. Planned improvements need to be evidence based, systematic and aligned to agreed outcomes.

These different perspectives on accountability each require different arrangements to effectively manage performance.



## Accountability for Outcomes

The purpose of the Council is to support the vision of the Local Outcome Improvement Plan (LOIP) and ensure Aberdeen is ‘a place where all people can prosper’. Ultimately, improving the outcomes set within the LOIP, as well as our Locality Plans, will be the test of our success. Reaching these outcomes, most often, represents fundamental social, environmental and economic change which can only be realised over the long term.

The LOIP; our Locality Plans; and the Council’s Delivery Plan each include key measures which are used to evaluate the extent to which these outcomes have been achieved.

Outcomes are continuously reviewed jointly with our partners. Through 2020/21, the Council will monitor and scrutinize the achievement of outcomes through the Strategic Commissioning Committee’s consideration of:-

- the LOIP Annual Performance Report
- Locality Plan Annual Reports
- the Council’s Commissioning Intentions and associated key measures
- a Population Needs Assessment
- The development and online publication of an “Aberdeen Outcomes Framework”



# Accountability for Service Performance

Each of the Council’s organisational Functions is responsible for the delivery of services to customers and is accountable for the performance of those services. Monitoring and reporting to elected members on that ongoing performance is undertaken as follows.

## i. Corporate Level Performance Monitoring and Reporting

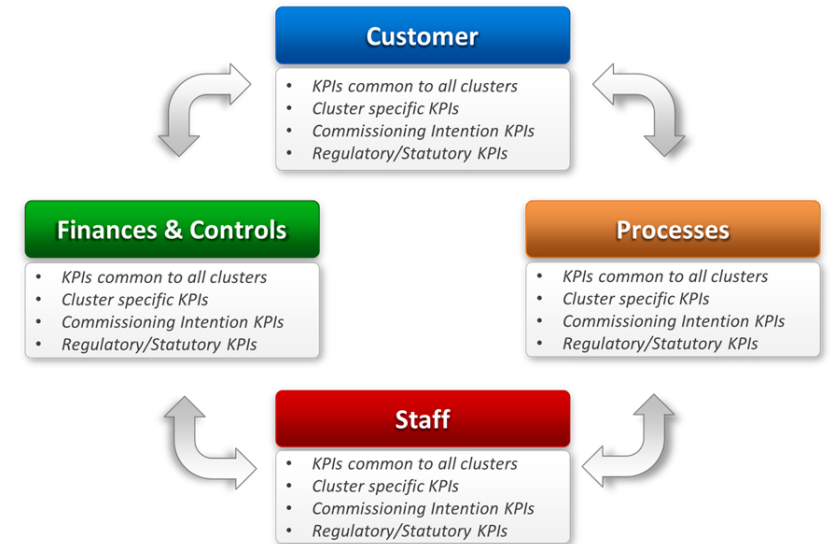
Accountabilities for performance in the management of staff and finance are common to all areas of the Council. Monitoring and reporting on these aspects of performance are aggregated to a corporate level.

- Council Wide Staff Perspective - Reported to the Staff Governance Committee
- Council Wide Finances Perspective - Reported to the City Growth and Resources Committee

## ii. Cluster Level Performance Monitoring and Reporting

Cluster level performance scorecards are structured as shown in the figure opposite. These show the performance of services in the round. The KPIs which populate the scorecards are continuously monitored by officers and regular reporting to Committees and management teams is undertaken showing current performance data, as well as relevant contextual analysis to support scrutiny and decision making.

Additional, supplemental performance reporting to committees will be scheduled, as appropriate, to provide timely and full analysis in key areas e.g. annual educational attainment performance.



## Accountability for Service Performance (cont)

Each of the Council's organisational Functions is responsible for the delivery of services to customers and is accountable for the performance of those services. Monitoring and reporting to elected members on that ongoing performance is undertaken as follows.

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

Function	Cluster	Committee
Operations	Integrated Children's and Families Services	Operational Delivery
	Education	Education Operational Delivery
	Operations and Protective Services	Operational Delivery
Customer	Early Intervention and Community Empowerment	Operational Delivery
	Customer Experience	Operational Delivery
	Digital & Technology	Operational Delivery
	Data & Insights	Operational Delivery
Commissioning	City Growth	City Growth & Resources
	Strategic Place Planning	City Growth & Resources
	Commercial & Procurement	Strategic Commissioning Committee
	Governance	City Growth & Resources
Resources	Capital	City Growth & Resources
	Corporate Landlord	City Growth & Resources
	People & Organisation	City Growth & Resources
	Finance	City Growth & Resources

# Accountability for Improvement

A systematic approach will be taken to identify, plan and deliver improvement. The scrutiny of performance in both outcomes and service delivery, described above, provides the data and analysis to identify improvement priorities. Whilst there is a continuous focus on improvement, in reviewing performance reports, the Council's committees, as well as officer groups (e.g. Extended Corporate Management Team (ECMT)), will consider and agree areas where formal improvement activity should be initiated. For each priority improvement area identified the undernoted steps are followed:-

- i. Define the desired improvement - a concise description of the issue to be addressed / the performance to be improved upon. It identifies the gap between the current state and the desired state.
- ii. Identify the nature of the improvement - there are 3 categories of improvement project. The improvement methods applied and the tools used will vary, depending on which category the project falls in to. The categories are:-

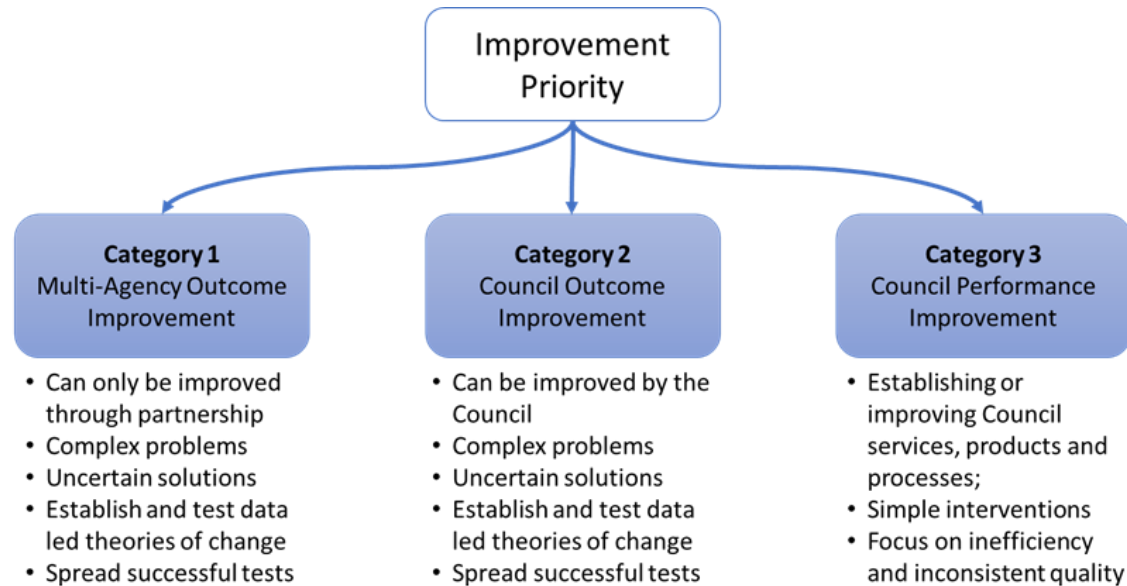


Fig 2

## Accountability for Improvement (cont)

### iii. Establish and implement improvement projects

*Category 1* - Identified and agreed by Community Planning Aberdeen following the “Quality Improvement” methodology. Council officers lead or support the delivery of individual improvement projects.

*Category 2* - Identified and agreed by the Council’s committees or the Corporate / Extended Corporate Management Team. The method of improvement used will take an explorative, agile approach suitable to dealing with complex challenges, where the problem and solution is not fully understood at the outset.

*Category 3* - Identified and agreed by the Council’s committees or the Corporate / Extended Corporate Management Team. The methods of improvement used will focus on understanding, mapping and establishing or improving services, products and processes, removing inefficiency & improving consistency, feedback and quality.

### iv. Monitor the effectiveness of improvement projects - All Category 1 projects are monitored by Community Planning Aberdeen. Category 2 and Category 3 improvement projects will be recorded and progress monitored against the agreed project stages below.

- |   |                                       |
|---|---------------------------------------|
| 1. Improvement area identified and agreed                 | 6. Testing underway                   |
| 2. Draft Outline Project Charter / Plan and team in place | 7. Initial indications of improvement |
| 3. Understanding baseline of current system               | 8. Improvements achieved              |
| 4. Project Charter endorsed by ECMT                       | 9. Sustainable improvement            |
| 5. Change ideas and project measures developed            | 10. Project complete                  |

# THE PLANNING, IMPROVEMENT AND PERFORMANCE MANAGEMENT CYCLE

Our approach to performance management is based around a cycle of four activities: Plan, Do, Study, Act (which aligns with the Quality Improvement model used by Community Planning Aberdeen). This cycle ensures an integrated approach to performance management and planning, where information and intelligence supports delivery and enables scrutiny of existing priorities and leads the development of learning, forward planning and commissioning.

## ACT

- Performance reviews inform revised improvement activity
- What is working well is strengthened and spread
- What needs to be improved is addressed

## PLAN

- Engagement with stakeholders
- All legislative duties and policies understood
- Regional, City Plans and Strategies agreed
- Council Delivery Plan agreed
- Commissioning Intentions agreed
- Service standards agreed
- Improvement aims in place
- Personal objectives identified for all staff

## STUDY

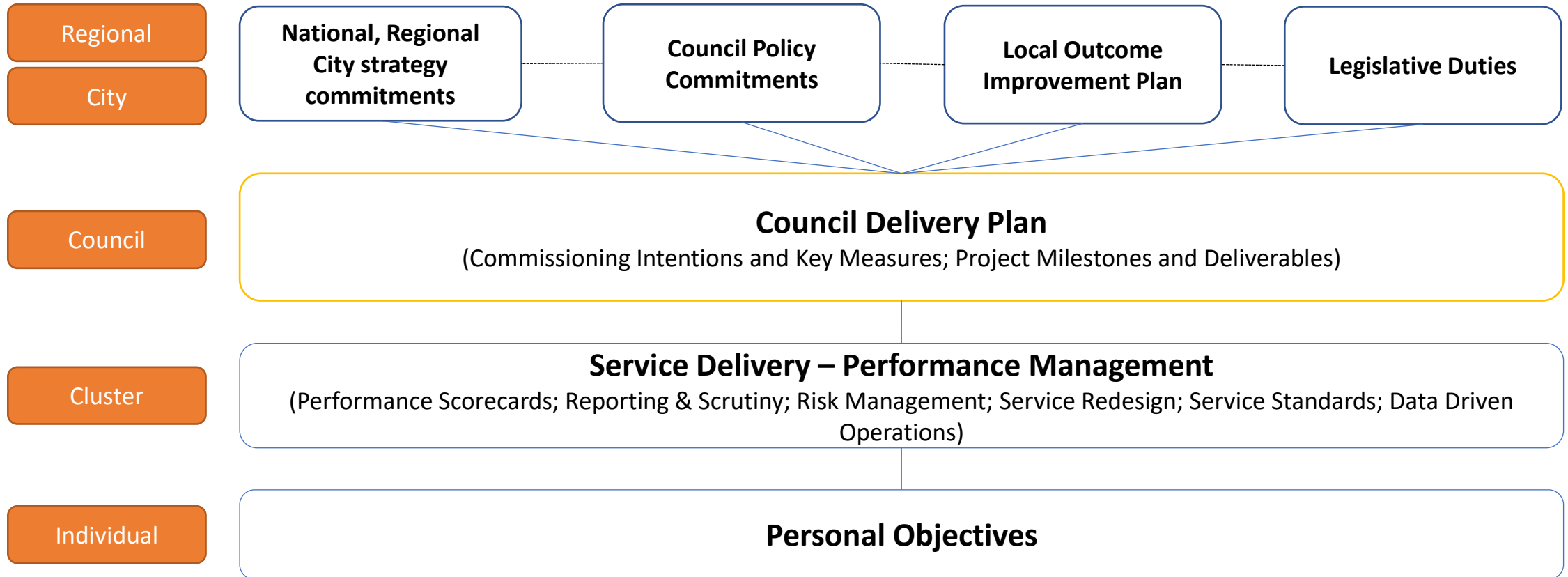
- Analysis provides intelligence and an assessment of what the data and information is telling us about our performance and the impact of improvement activity
- Performance review, reporting and scrutiny is undertaken at all level
- Data collection and indicators are reviewed to ensure they remain appropriate

## DO

- Actions are implemented at all levels including agreed deliverables; project milestones; improvement activity; commissioning.
- High standards of data quality are ensured
- Information is gathered to track and monitor implementation and performance improvement

# THE STRATEGIC PLANNING LANDSCAPE

*The Council's strategic planning reflects a range of partnerships; statutory and non-statutory Plans and Strategies; as well as our own organisational Plans.*

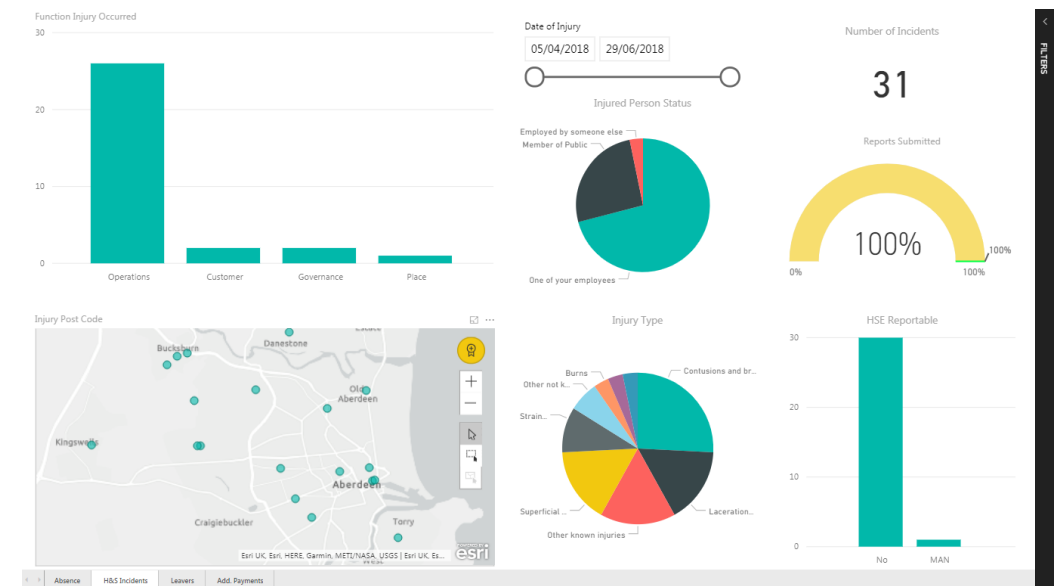


# MODERNISING HOW WE MONITOR AND REPORT

Traditionally local authorities reporting to elected members has focused on providing historical data in static paper reports. Whilst this provides the opportunity to scrutinize what happened, and why, this is often referred to as “rear mirror” performance management because it focuses on looking back at performance that has already happened.

Exploiting the increasing availability of data and the ability to visualise and report on that data in much nearer to real time radically changes the nature of performance management. It allows us to understand what current performance is and provides richer data for predictive analytics. This allows decision making to be increasingly responsive to and informed by change.

2019/20 saw a step change in the use of “real time” interactive reporting to support operational delivery of services as well as analytics, contract management and public performance reporting. 2020/21 will see further development and use of technology to give stakeholders permanent access to the automated, up to date performance data, moving towards performance management and scrutiny being a continuous process rather than event.





As stated above, the Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation. Public Performance Reporting, which all councils have a statutory duty to undertake, is one of the key elements in delivering on that.

The Council currently provides a range of performance information to the public through various media and consolidates corporate Public Performance Reporting through the Council's website <https://www.aberdeencity.gov.uk/services/strategy-performance-and-statistics>

The nature of our public performance reporting will change over the coming year. The digital revolution means that there is exponentially more data and information created and available in real, or near real, time. Our public performance reporting arrangements need to develop to take advantage of this by engaging with stakeholders to understand the range of information they want to receive, how they want to receive it and by exploiting digital technology to allow customers and other stakeholders to access and interact with the most current and relevant data and information in the ways that they want.

The Council is increasingly publishing both Council and partners' "Open Data" to the wider community to promote transparency and encourage innovation around that data.

# PLANNING AND PERFORMANCE MANAGEMENT ARRANGEMENTS

This Framework establishes arrangements at Council; Cluster; and individual levels. Performance management arrangements at Regional and City levels have been established by responsible bodies and forums. Fig 3 shows the planning activity and corresponding performance management arrangements at these levels.

Page 58

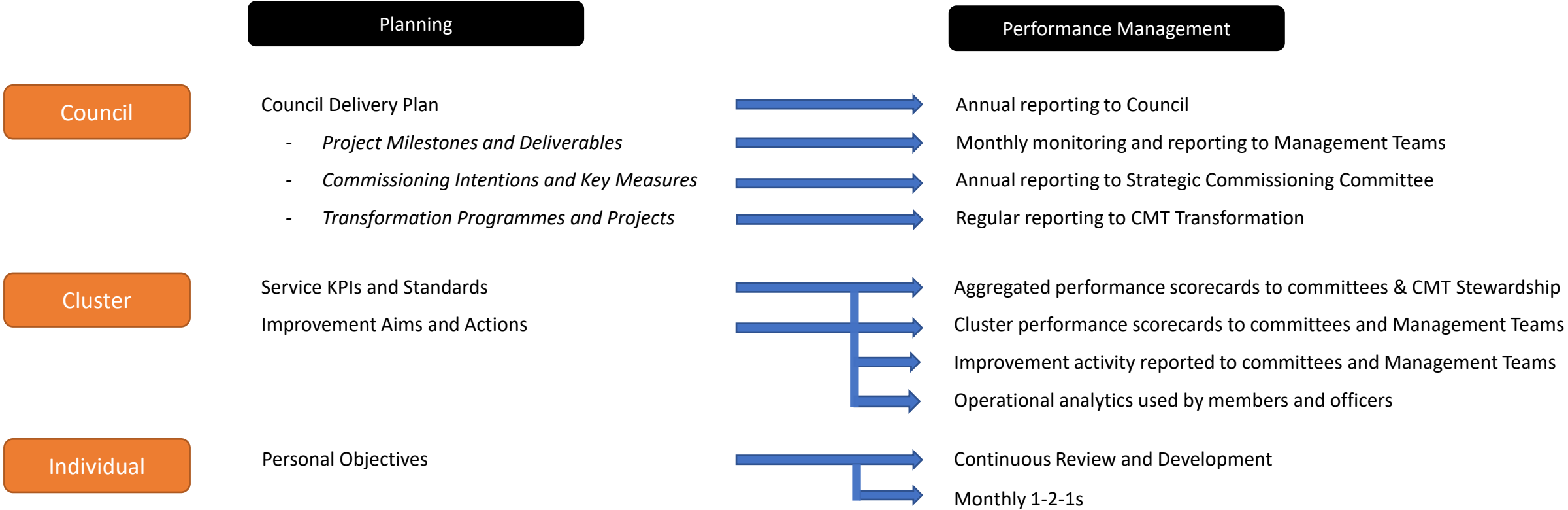


Fig 3

Aberdeen City Council - Planning

*i. Council Delivery Plan*

The Council Delivery Plan is agreed annually at the Council's budget setting meeting and brings together:-

- Commitments set out in the Policy Statement
- Outcomes and measures from the LOIP and Locality Plans, including Council commissioning intentions
- Commitments and actions arising from regional and city strategies and commissioning intentions
- Legislative duties
- Transformation activity

*ii. Policy Statement*

The Council regularly agrees policy commitments which are expressed as the Council's Policy Statement.

*iii. Council Strategy Suite*

The Council, like all Community Planning Partners, develops organisational strategies ensuring that resources are strategically aligned to facilitate the delivery of regional and city priorities.

*iv. ACC Commissioning Intentions*

The Council and the Strategic Commissioning Committee annually considers the services it requires to deliver, and how these will most effectively be commissioned. Annual commissioning intentions are agreed which define the Council's contributions to the LOIP. These direct re-commissioning, de-commissioning, required service actions and standards.

*v. Transformation Programme*

Transformation activities to deliver the Council's Target Operating Model by 2021 are set out with the Transformation Programme and supporting projects.

*vi. Council Policies*

ACC determines which policies are required to help deliver its priority outcomes and transformation activity.

Aberdeen City Council - Performance Management

*i. Council Delivery Plan*

- Progress against the commitments within the Council Delivery Plan will be monitored, analysed and reported annually. This incorporates commissioning intentions and associated key measures; project milestones and deliverables.

**When / Where:** September annually to Council

**By Whom:** Data & Insights, with involvement of all functions

- Reporting of the Council's commissioning intentions and associated key measures.

**When / Where:** Annually to the Strategic Commissioning Committee

**By Whom:** Data & Insights, with involvement of all functions.

- Regular reporting of all commitments and measures within the Council Delivery Plan.

**When / Where:** Appropriate senior management teams

**By Whom:** Data & Insights with involvement of all functions

*ii. Transformation Programme*

Regular and standard reporting of delivery of the Transformation Programme and supporting projects.

**When / Where:** - Each meeting of CMT Transformation

- Programme and Project Governance structures

**By Whom:** - Programme Management Office (Data & Insights)

- SROs, Programme and Project Managers.

*iii. Council Strategy and Policy Suite*

**When / Where:** Targeted and prioritised monitoring at CMT Strategy and CMT Stewardship

**By Whom:** Programme Management Office (Data & Insights)



### Aberdeen City Council - Planning

#### *i. Services Standards*

The Council's commissioning intentions have been agreed through the Council's Delivery Plan for 2020/21. These define the Council's contributions to the LOIP, frame the ask of our in-house commissioned services and inform the development of service specifications and service standards. The allocation of resources is considered in the context of the standards to which those services will be delivered. Service standards have been categorised as relating to:-

- The availability of the service
- The responsiveness of the service
- The quality of the service
- Eligibility for the service.

2020/21 Service Standards were agreed at the Council's Budget meeting on 3<sup>rd</sup> March, 2020 and will be monitored and reported on throughout the year.

#### *ii. Improvement Aims and Actions*

As described above, the management of performance requires a systematic approach to managing improvement to deliver improved services and outcomes. The Council will use a suite of approaches and tools to manage that improvement activity.

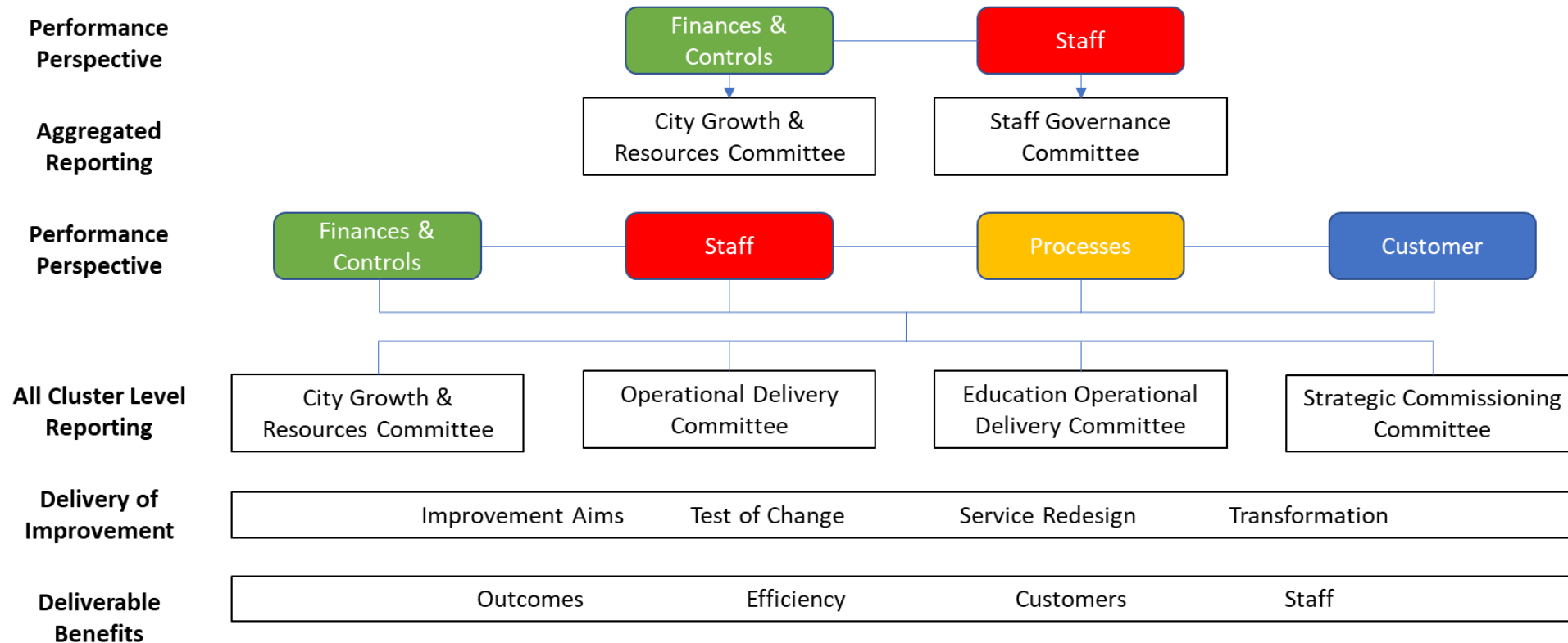
All clusters will identify clear, intelligence driven, improvement aims and actions which will support the delivery of service improvement and the delivery of improved of the outcomes as agreed through the LOIP, Locality Plans and the Council's commissioning intentions.

# CLUSTER LEVEL PERFORMANCE MANAGEMENT

Cluster



The Council Delivery Plan sets out how the Council will manage performance across four perspectives: Customer; Finance & Controls; Processes; Staff and that these perspectives will underpin regular performance reports to the Council's committees throughout 2020/21, enabling members to undertake scrutiny. The Council Delivery Plan details aggregated and cluster level performance reporting as follows.



# CLUSTER LEVEL PERFORMANCE MANAGEMENT

Cluster



## Performance Management

### i. Performance Scorecards

Scorecards are an essential tool within our management system for helping elected member and managers know whether the organisation is succeeding and whether our transformation efforts are on track.

Each cluster will identify key performance indicators (KPIs), which relate to and measure performance in the delivery of cluster outcomes and intentions for each of the perspectives opposite. These KPIs will be reported through a performance scorecard model.

### Elected Members

**When / Where:** - Meetings of the Council's Committees as per agreed reporting schedule

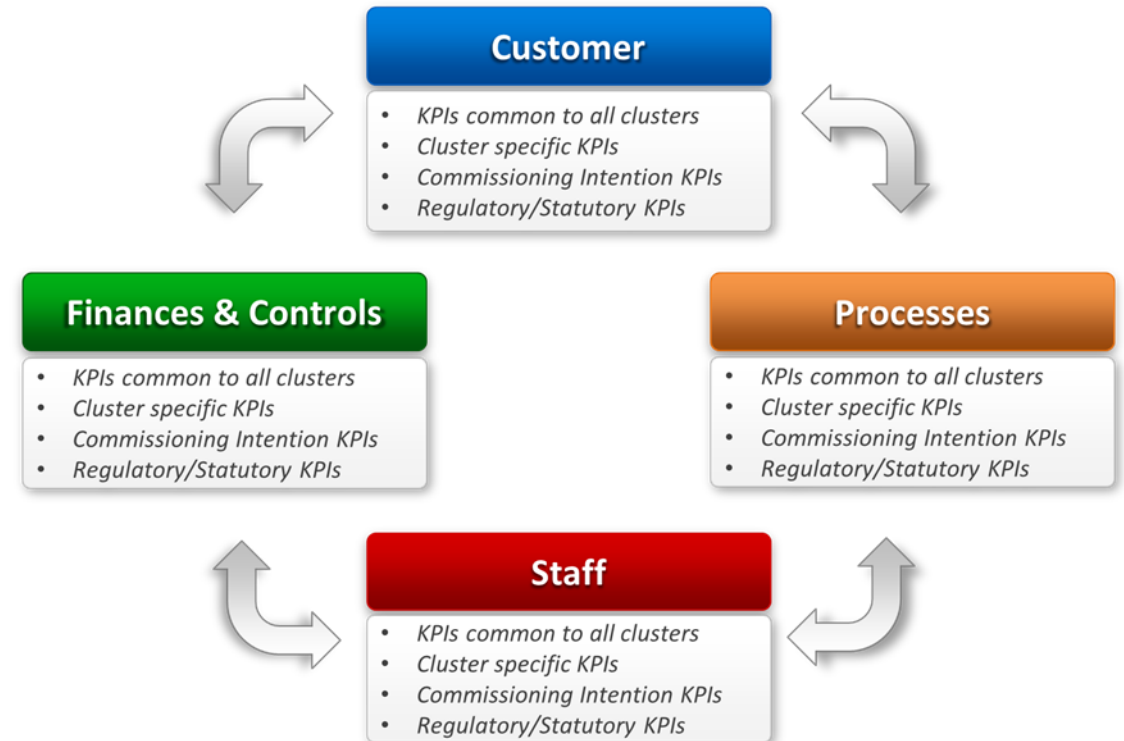
**By Whom:** - Each Cluster / Service supported by Data & Insights

### Management

**When / Where:** - Regular Senior Management Team meetings

**By Whom:** - Each Cluster / Service supported by Data & Insights

Performance scorecards are structured as shown in the figure below. Reporting to Committees and management teams will show the data for these indicators and provide context and analysis.



# CLUSTER LEVEL PERFORMANCE MANAGEMENT

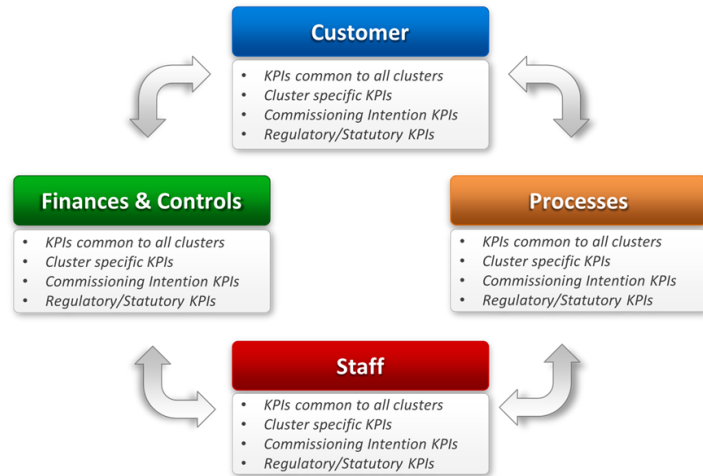
Cluster



## i. Performance Scorecards (cont)

Presentation of scorecard reports to Committees and Senior Management will include the following elements.

1.



2.

Indicator	Period 1	Period 2	Period 3	Target	RAG	Trend
Customer Perspective						
% of ...	x%	x%	x%	x%	<span style="color: red;">●</span>	
Finances & Controls Perspective						
No. of ...	10	10	10	9	<span style="color: green;">✔</span>	
Processes						
% of	x%	x%	x%	x%	<span style="color: yellow;">▲</span>	
Staff Perspective						
Level of ...	x%	x%	x%	x%	<span style="color: green;">✔</span>	

3. **Analysis:-** Jointly provided by service management and Data & Insights. To include description of performance and trends; reasons for variation from forecast / target performance; ongoing reference to benchmarks; mitigation of risks.

4. **Improvement Aims and Activity:-** Jointly provided by service management and Data & Insights. Using improvement approaches and tools to set out prioritised improvement aims for service performance and delivery of outcomes and analysis of the impact of improvement activity.



# PERFORMANCE REVIEW AND DEVELOPMENT – INDIVIDUAL PLANNING AND PERFORMANCE MANAGEMENT



## *Personal Objectives*

Continuous Review and Development (CR&D) is the Council's scheme for aligning all employees' personal objectives to the Council's priorities and for supporting staff achieve the right levels of performance.

It is important that employees understand the outcomes the Council expect to deliver for the city through the Local Outcome Improvement Plan as well as the transformation activities which are transitioning the Council to the Target Operating Model. Managers and employees must consider how every job supports those outcomes and how personal objectives tie in with this.

CR&D emphasises regular quality conversations between employees and line managers to reflect on achievements and development needs and to plan ahead.

Guides on CR&D and the 360 review process can be found [here](#).

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<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	27 August 2020
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Commercial and Procurement Performance Report
<b>REPORT NUMBER</b>	CUS/20/102
<b>DIRECTOR</b>	Andy MacDonald
<b>CHIEF OFFICER</b>	Martin Murchie
<b>REPORT AUTHOR</b>	Louise Fox
<b>TERMS OF REFERENCE</b>	5.1.3

**1. PURPOSE OF REPORT**

1.1 To present Committee with the status of key performance measures relating to the Commercial and Procurement cluster.

**2. RECOMMENDATION**

2.1 That the Committee note the report and provide comments and observations on the performance information contained in the report Appendix.

**3. BACKGROUND**

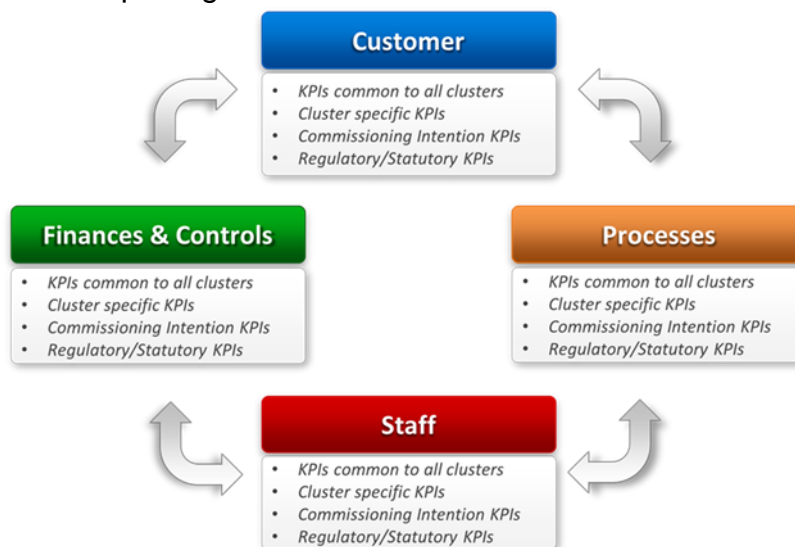
3.1 This report is to provide members with key performance measures in relation the Commercial and Procurement cluster as expressed within the 2020/21 Council Delivery Plan

3.2 Introduced in 2019/20 Performance Framework Reporting, initially against in-house delivery directly contributing to the City’s Local Outcome Agreement Plan to the Operational Delivery and City Growth and Resources Committees, has informed the 2020/21 Council Delivery Plan (the Plan) that was agreed by Council on the 3rd March 2020.

3.3 The ‘Performance Management’ section of the Plan explains how the commitments and deliverables will be supported and scrutinised through the Council’s Performance Management Framework, which establishes robust performance management of service delivery. This section outlines the systematic approach that will be taken during 2020/21 to identify, plan and deliver improvement.

3.4 The Plan reflects on the revised governance arrangements for Committee reporting, agreed on 2nd March 2020, and the roll-out of Performance Management Framework reporting against those Enabling Services which contribute outcomes and services that do not directly deliver against the LOIP, alongside the introduction of Service Standards against each Function that builds on the original Framework.

3.5 The Framework provides for an amended approach within which performance will be reported to Committees. This presents performance data and analysis within four core perspectives as shown below which provides for uniformity of performance reporting across to Committee.







3.4 This report, as far as possible, reports performance up to the end of June 2020 or Quarter 1 2020/21, as appropriate.

3.5 Appendix A provides an overview of current performance across the Commercial and Procurement cluster, with reference to recent trends and performance against target. There is also, at appropriate points in the Appendix, narrative analysis of progress against new Service Standards with a RAG status, allocated by Officers of the Commercial and Procurement cluster. It also includes, where appropriate, further analysis of any performance measures which have been identified as exceptional.

3.6 Within the summary dashboard the following symbols are also used:

### Performance Measures

#### Traffic Light Icon

-  On target or within 5% of target
-  Within 5% and 20% of target and being monitored
-  Below 20% of target and being actively pursued
-  Data only – target not appropriate

## 4. FINANCIAL IMPLICATIONS

There are no direct financial implications arising out of this report.

## 5. LEGAL IMPLICATIONS

There are no direct legal implications arising out of this report.

## 6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
<b>Strategic Risk</b>	None		
<b>Compliance</b>	No significant related legal risks.	L	Publication of service performance information in the public domain ensures that the Council is meeting its legal obligations in the context of Best value reporting.
<b>Operational</b>	No significant related employee risks.	L	Oversight by Elected Members of core employee health and safety data supports the Council's obligations as an employer
<b>Financial</b>	No significant related financial risks.	L	N/A
<b>Reputational</b>	Lack of sufficient access to information for citizens	L	Placing of information in the public domain contributed to by this report. Reporting of service performance serves to enhance the Council's reputation for transparency and accountability.
<b>Environment / Climate</b>	No significant related environmental risks.	L	N/A

## 7. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	None
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	The Council aims to support improvement in the local economy to ensure a high quality of life for all people in Aberdeen. This report monitors indicators which reflect current economic activity within the City and actions taken by the Council to support such activity.
Prosperous People Stretch Outcomes	The Council is committed to improving the key life outcomes of all people in Aberdeen. This report monitors key indicators impacting on the lives of all citizens of Aberdeen. Thus, Committee will be enabled to assess the effectiveness of measures already implemented, as well as allowing an

	evaluation of future actions which may be required to ensure an improvement in such outcomes.
Prosperous Place Stretch Outcomes	The Council is committed to ensuring that Aberdeen is a welcoming place to invest, live and visit, operating to the highest environmental standards. This report provides essential information in relation to environmental issues allowing the Committee to measure the impact of any current action.
<b>Regional and City Strategies</b>	None
<b>UK and Scottish Legislative and Policy Programmes</b>	None

## 8. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Impact Assessment</b>	The recommendations arising from this report do not require that a full Equality and Human Rights Impact Assessment is completed
<b>Data Protection Impact Assessment</b>	Not required

## 9. BACKGROUND PAPERS

[Local Outcome Improvement Plan](#)

Council Delivery Plan 20/21 – COM/20/052

## 10. APPENDICES

Appendix A – Performance Summary Dashboard

## 11. REPORT AUTHOR CONTACT DETAILS

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 Strategic Performance and Improvement Officer  
[lfox@aberdeencity.gov.uk](mailto:lfox@aberdeencity.gov.uk)  
 01224 522666

## Strategic Commissioning Committee Performance Report Appendix A

## Commercial and Procurement


## 1. Customer – Commercial and Procurement

Performance Indicator	Q3 2019/20		Q4 2019/20		Q1 2020/21		2020/21 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received (stage 1 and 2) – Procurement and Commercial	0		1		0		
% of complaints resolved within timescale stage 1 and 2) – Procurement and Commercial	No complaints		100%		No complaints		75%
% of complaints with at least one point upheld (stage 1 and 2) – Procurement and Commercial			0				
*Total No. of lessons learnt identified (stage 1 and 2) – Procurement and Commercial			0				










\*Lessons learnt referred to in this Appendix are lasting actions taken/changes made to resolve an issue and to prevent future re-occurrence for example amending an existing procedure or revising training processes. When a complaint has been upheld, action would be taken in the form of an apology or staff discussion/advice, but these actions are not classified as lessons learnt.

## 2. Processes – Commercial and Procurement

Performance Indicator	Current Status	2020/21 Target
<b>We will enable access to all internal procedural procurement information online.</b>		100%
All procurement guidance/template documents are available via the Intranet.		
<b>We will publish annual contract pipelines for each financial year online after the Council Budget is set.</b>		100%
Delayed for financial year 20/21 due to COVID-19.		







Performance Indicator	Current Status	2020/21 Target
<b>We will ensure that all contracts above £50K have standard clauses to require providers to demonstrate commitments towards carbon reduction and efficiency.</b>		100%
Investigation is underway/collaboration with Scottish Government on a Carbon Calculator. As an interim measure a specific question will be built into future procurement exercises on commitment to Carbon Reduction and Efficiency whilst the work noted above is ongoing		

**3. Staff – Commercial and Procurement**

Performance Indicator	April 2020		May 2020		June 2020		2020/21 Target
	Value	Status	Value	Status	Value	Status	
* Average number of working days lost due to sickness absence per FTE employee, monthly – Commercial and Procurement	3.10		3.73		4.37		
Establishment actual FTE	36.78		36.78		36.78		
Staff Costs - % Spend to Date (FYB)	6.7%		15%		24.8%		100%

Page 72

\* These figures do not take into account the seasonal adjustment of a 12-month rolling average as they are calculated on a month by month basis. We are currently investigating reasons for any lower than average figures.

Performance Indicator	Q3 2019/20		Q4 2019/20		Q1 2020/21		2020/21 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Month – Commercial and Procurement)	0		0		0		
Accidents - Non-Reportable - Employees (No in Month – Commercial and Procurement)	0		0		0		



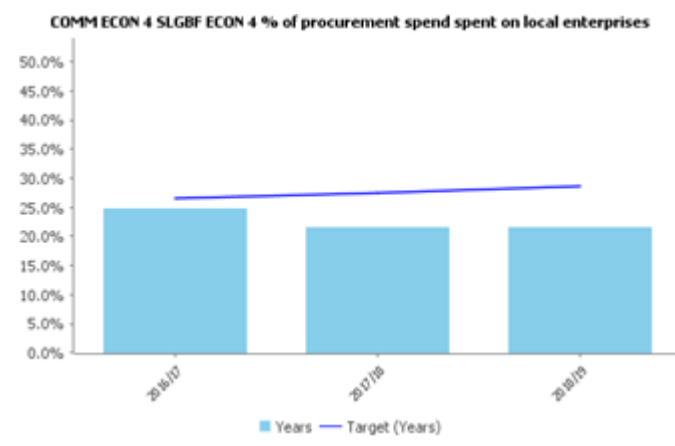
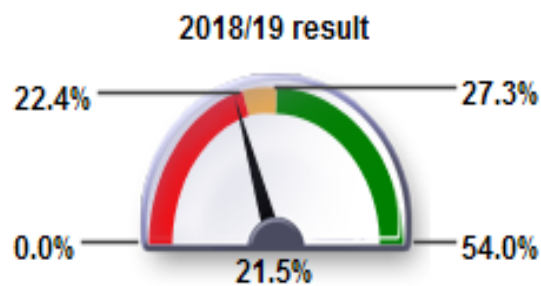
**4. Finance & Controls – Commercial and Procurement**

Performance Indicator	2016/2017		2017/2018		2018/2019		2018/19 Target
	Value	Status	Value	Status	Value	Status	
*LGBF - % of procurement spend spent on local enterprises	24.6%		21.4%		21.5%		28.7%

\*Target and status based on Scottish National Average

Performance Indicator	Current Status	2020/21 Target
<b>The annual Audits on internal control systems for procurement processes and systems, including delegated procurement and financial authority do not identify major rated issues.</b> On track - no major issues identified in audit reports.		100%
<b>Demand management is embedded for all contracts above £50K contracts at strategy stage and throughout life of contract to ensure that the quantity and specification of goods and services match, but do not exceed, the actual needs of the Council.</b> Demand Management Control Board reviews strategy documents pre-procurement at strategy stage. Review of contract management guidance and templates underway to ensure Demand Management is embedded across the life of all contracts.		100%
<b>We will ensure that all contracts above £50K in value can be tracked to show community, local economic and environmental benefits.</b> Community Benefit question is incorporated into template tender document and information currently collated annually on community, local economic and environmental benefits through procurement. A tracking tool is being investigated to provide quarterly updates.		100%

% of procurement spend spent on local enterprises



**Why is this important?**

To support and grow the local economy, which in turn helps to deliver the LOIP target of reducing unemployment in the area.

**Benchmark Information:**

The national average is 25% of all local authority procurement spending on local enterprises.

**Target:**

The target is to increase the percentage of procurement spend on local enterprises each year, with a target of 28.7% for 2018/19.

**This is what the data is saying:**

The percentage of procurement spend on local enterprises in 2018/19 has remained consistent with the figure from 2017/18, however this is largely due to the contract for construction of The Event Complex Aberdeen (TECA) being awarded to a contractor based in Sheffield. If the TECA spend is excluded from the calculation, the percentage of local spend increases to 31.9%.

It is also important to note that the local spend is calculated using suppliers' invoice payment addresses; this is generally the address of their credit control department. In some cases the supplier may have a local base, is an employer, pays business rates or contributes in various ways to the local economy. Using the invoice payment address allows consistent benchmarking between public bodies but assumes that a single postcode receives the entire economic development benefit from the spend. The Council will also pay a number of suppliers as "Prime Contractors" with those suppliers sub-contracting within the local area, however within the 18/19 data it was not possible to capture the level of sub-contractor spend which was local.

**This is the trend:**

The percentage of procurement spend on local enterprises has dropped slightly over the last two years, therefore falling further behind the target. However, the percentage is expected to have increased significantly in 2019/20 due to the completion of the TECA construction project, as well as the award of the Energy from Waste project to a local supplier. For the 2019/20 data we should also be in a position to capture sub-contractor spend. Just now the data is aligned to payment to the prime contractor and where their accounts/invoicing centre is based which can often be outwith the City boundary, This figure will be reported within the annual procurement performance report to the next Strategic Commissioning Committee.

**This is the impact:**

The annual procurement spend increased significantly during the TECA construction project, which highlights that the TECA spend is in addition to the "business as usual" spend. As stated earlier, the percentage of local spend increases to 31.9% spend if the TECA spend is excluded, which shows that the target for local spend is being met – and in fact exceeded – if we only consider business as usual.

Initial indications show that local spend for 19/20 may be around 32% based on total annual expenditure with Core Trade Suppliers i.e. Suppliers with whom over £1000 has been spent in a 12 month period.

**These are the next steps we are taking for improvement:**

Positive Procurement Programme (PPP), facilitates engagement with the local business community. The purpose of PPP is to support local businesses across all business sectors (including 3rd sector) to develop their capacity and capability to bid successfully for public contracts. The overarching aim is to demonstrate positive steps the Council is taking to ensure the inclusive participation of local SMEs/local 3rd sector in our procurement activity. PPP is joint initiative between C&PSS and Aberdeen City and Aberdeenshire Council Economic Development units together. As at June 2020, registrations for the PPP Programme total 1284 suppliers.

Future intentions: in partnership with Supplier Development Programme (SDP), increased focus on future, actual contract opportunities 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.

SDP is the central supplier development programme for Scotland sharing almost identical aims and values to PPP. As at 31st March 2020, there are 16,219 Scottish SME registrations under SDP.

SDP will be hosting a virtual Meet The Buyer North event on 2 September 2020. The event allows businesses to connect with the public sector in the Grampian area, Highlands and Islands, Fife and Tayside. As of 10 August more than 1000 suppliers have registered to attend. Craig Innes, Head of Commercial & Procurement Service, will be delivering a presentation around how businesses can benefit from PPP. Other procurement colleagues will be available to assist suppliers with queries.

**Responsible officer:**

**Last Updated:**

Craig Innes

18/8/2020

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	27 August 2020
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	CPA Annual Outcome Improvement Report 2019/20
<b>REPORT NUMBER</b>	CUS/20/104
<b>DIRECTOR</b>	Angela Scott, Chief Executive
<b>CHIEF OFFICER</b>	Martin Murchie, Data and Insights
<b>REPORT AUTHOR</b>	Michelle Cochlan, Corporate Strategy and Community Planning Manager
<b>TERMS OF REFERENCE</b>	4.2

### 1. PURPOSE OF REPORT

- 1.1 This report presents Community Planning Aberdeen’s third Annual Outcome Improvement Report since the Local Outcome Improvement Plan (LOIP) was published in August 2016, and the first to be published since the LOIP was refreshed in February 2019.

### 2. RECOMMENDATION

That the Committee:-

- 2.1 approves the Annual Outcome Improvement Report 2019/20 as a representation of the Council’s contribution to partnership working in delivery of the Local Outcome Improvement Plan 2016-26.

### 3. BACKGROUND

- 3.1 The refreshed [Aberdeen City Local Outcome Improvement Plan](#) (LOIP) was approved by Community Planning Aberdeen Board on 26 Feb 2019. It introduces 15 Stretch Outcomes to be delivered by 2026 and 120 shorter term improvement projects which will be initiated over 2019 to 2021.
- 3.2 The [CPA Improvement Programme 2019-21](#) sets out a phased approach to the initiation of the projects in the LOIP to help ensure we are channelling our resources to those projects which are most likely to have the biggest impact; and/ or set the foundation for further improvement activity over the next two to three years.
- 3.3 The Community Planning Aberdeen [Outcome Management and Improvement Framework](#) sets out how CPA ensures effective, systematic and collaborative scrutiny of progress towards the achievement of outcomes within the LOIP. These arrangements include quarterly reporting to the CPA Board on progress made in taking forward the LOIP [improvement projects](#), as well as a

commitment to produce an Annual Outcome Improvement Report against the LOIP. This is in line with the Community Empowerment Act (CEA) 2015 which requires Community Planning Aberdeen to report progress against the LOIP and Locality Plans annually for the period 1 April to 31 March.

#### **4. ANNUAL OUTCOME IMPROVEMENT REPORT 2019/20**

- 4.1 The Annual Outcome Improvement Report 2019/20 contained at Appendix 2 is the first progress report against the [Aberdeen City Local Outcome Improvement Plan](#) (LOIP) since it was refreshed in February 2019. It provides the Community Planning Partnership and members of the public with an overview of progress made during 2019/20 towards the achievement of the 15 stretch outcomes and improvement project aims within the Local Outcome Improvement Plan 2016-26.
- 4.2 Drawing on evidence from the latest data available within our [outcomes framework](#) and [data observatory](#), as well as improvement data captured from our improvement projects, the report demonstrates the achievements of the Community Planning Partnership and highlights priority areas for improvement.
- 4.3 From 16 March 2019, towards the end of the reporting period, progress with the CPA [improvement projects](#) has been impacted by Covid-19. Whilst this has had minimal impact on overall progress for 2019/20, it is clear that Aberdeen is facing a significant economic shock. It is anticipated that the consequences for businesses, individuals, young people and the most vulnerable groups in the city will be considerable. As well as Aberdeen City Council approving the Socio Economic Rescue Plan, which aligns to the LOIP strategic themes of Economy, People and Place, as an immediate and dynamic response to the impact of Covid19, the Community Planning Partnership is also reviewing its Improvement Programme 19/21, with improvement activity and submission of charters/ updates to CPA Board recommencing in August 2020.
- 4.4 A fuller understanding of the impact of covid-19 will be clearer next year and the revised CPA Improvement Programme, alongside the socio economic rescue plan, are the starting stages of the route map to the refreshed LOIP which will be presented in summer 2021.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1 Approval of the recommendation contained within the report will have no direct financial implications.

#### **6. LEGAL IMPLICATIONS**

- 6.1 Approval of the recommendation contained within the report will have no direct legal implications. Production of the annual report ensures compliance with the Community Empowerment (Scotland) Act 2015 (“CEA”) which requires Community Planning Aberdeen to report progress against the LOIP and Locality Plans annually for the period 1 April to 31 March.

## 7. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
<b>Strategic Risk</b>	There is a risk of the sustainability of stretch outcomes/ measures in light of Covid-19.	L	The Community Planning Partnership is reviewing its Improvement Programme 19/21, with improvement activity and submission of charters/ updates to CPA Board recommencing in August 2020 and thereafter a refreshed LOIP will be presented in 2021.
<b>Compliance</b>	N/A		
<b>Operational</b>	N/A		
<b>Financial</b>	N/A		
<b>Reputational</b>	There is a risk that the Annual Report does not accurately reflect progress made by the Partnership in delivering outcomes which may have a negative impact on the public's perception of the Council and Partnership working.		Colleagues across the Community Planning Partnership have contributed to the development of the annual report. It has been signed off by the Community Planning Partnership Board as an accurate reflection of progress made. An easy read version will be produced.
<b>Environment / Climate</b>	N/A		

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	The recommendation in the report has no direct impact on the Policy Statement.
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	The report provides an overview of what has been achieved over the last year to progress the Prosperous Economy Stretch Outcomes in the Local Outcome Improvement Plan 2016-26. This will inform the refresh of LOIP scheduled for 2021.

Prosperous People Stretch Outcomes	The report provides an overview of what has been achieved over the last year to progress the Prosperous People Stretch Outcomes in the Local Outcome Improvement Plan 2016-26. This will inform the refresh of LOIP scheduled for 2021.
Prosperous Place Stretch Outcomes	The report provides an overview of what has been achieved over the last year to progress the Prosperous Place Stretch Outcomes in the Local Outcome Improvement Plan 2016-26. This will inform the refresh of LOIP scheduled for 2021.
<b>Regional and City Strategies</b>	The recommendation in the report has no direct impact on the Policy Statement.
<b>UK and Scottish Legislative and Policy Programmes</b>	The report sets out the Annual Outcome Improvement Programme, which fulfils the requirements placed upon the Partnership by the Community Empowerment (Scotland) Act 2015 (“CEA”).

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

## 10. BACKGROUND PAPERS

[Local Outcome Improvement Plan 2016-2026 \(Refreshed 26 February 2019\)](#)

[CPA Improvement Programme 2019-21](#)

## 11. APPENDICES

11.1 Appendix 1 Annual Outcome Improvement Report 2019/2020

## 12. REPORT AUTHOR CONTACT DETAILS

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<b>Tel</b>	01224 522791





# ANNUAL OUTCOME IMPROVEMENT REPORT

2019/20



# FOREWORD

## By Councillor Jenny Laing and Chief Superintendent Campbell Thomson

This year's Annual Report is brought to you in exceptional circumstances. The Covid-19 pandemic has impacted on every area of our society. Although the consequences are set to be grave, this has not impacted on our overall performance during 2019/20, given it arrived only a few weeks before the end of the reporting year. This report serves as an important reminder of what we had achieved just weeks prior to the pandemic hitting and, as we approach the fourth year of our [Local Outcome Improvement Plan](#) (LOIP) 2016-26, confirms that our shared vision and priorities for the City remain as relevant as ever.

To tighten up our commitments, we refreshed the LOIP in February 2019 and introduced 15 Stretch Outcomes which provide a clear route map to 2026. The Partnership's ethos of cooperation and collaboration and relentless determination has yielded great results during 2019/20 and it is with pleasure that we offer our third Annual Outcome Improvement Report in demonstration of the work of Community Planning Aberdeen.

Over the course of the year we have initiated 52 improvement projects which seek to tackle diverse issues and deliver wide ranging benefits for our economy, people and place. For example our work to support and sustain new businesses in priority growth sectors and create employment opportunities outwith the prominent oil and gas sector is starting to pay dividends. This year we can report a 4.8% increase in the number of people employed in growth sectors and 45 new enterprises starting up since last year. Digital is a growth sector which is growing rapidly and we are doing a lot of work to upskill our workforce and citizens to be able to take advantage of the opportunities this presents. Our latest City Voice survey of March 2020 shows an increase of 8% in the number of people who have basic digital tools since 2018. We are also delighted to report a 2.3% increase in people in living wage employment since 2018, with five more employers across the City receiving accreditation.

Our enduring ambition, and indeed duty, is to ensure that all people in Aberdeen can enjoy safety, prosperity and dignity. All of our improvement projects are focussed on improving outcomes for people in Aberdeen. From pre-birth to end of life, we are supporting people on their journey and it is fantastic to be able to celebrate in people's great achievements. This year we can report that 93.2% of our young people have reached a positive destination, which is up from previous years, including in the City's most deprived areas. Our work to improve levels of attendance keeps young people engaged in school and encouraging the uptake of foundation apprenticeships offers a solid basis to find employment. This year we saw a significant increase in the number of children undertaking and completing a foundation apprenticeship from 17 last year to 93.

But not all people experience such a positive start in life. Much of the work of the partnership deals with the consequences of adverse childhood experiences and supporting children, people and families to thrive in very challenging circumstances. Through the city's ambition to become a Unicef accredited 'Child Friendly City', we are working increasingly closely with children and young people to provide them with a range of opportunities to directly influence and shape the city they live in and the services that they access.

Our work to improve access to services for families who need additional support means that 93% of families are now receiving an offer of service within 30 days; which surpasses our aim of 80% and is a vast improvement on the 174 days some families had to wait back in 2016.

Care experienced young people face many barriers to achieving positive outcomes and we are taking forward a range of initiatives to help them overcome these. Enabling care experienced children and young people to remain in kinship care can have a very positive impact on mental and physical health and wellbeing and our improvement work in this area has resulted in an increase in 17% of kinship care placements this year. We are also able to report that the proportion of care experienced young people attaining one or more qualifications at SCQF level 4 has increased from 73.9% to 76% since 2016/17 and sustained positive destinations have increased from 73.9% to 79% during the same period.

We have been doing targeted work with our young people in Northfield and Torry to reduce anti-social behaviour which can lead to more serious offences. Working closely with the Police and communities to divert young people into community based activities, we have seen calls regarding anti-social behaviour drop in Northfield by 34% since February 2019. We are also seeing evidence of a similar trend in Torry. It is this type of multi-agency problem solving approach that is helping us divert individuals from the justice system and reduce offending. Latest data available at the end of 2019/20 shows that 743 people aged over 18 received a first court conviction; which is a reduction of 8% overall from data available last year.

The support that the Partnership is offering through our improvement projects this year promises to be life changing for many vulnerable people across the City: supporting people in the justice system get back into employment, helping individuals recover from being involved in cuckooing, organising activities for people with long term conditions to be more active, working with homeless people and others to define and achieve their personal health and wellbeing outcomes, early and preventative interventions for people using drugs and alcohol, and ensuring every person in Aberdeen has access to healthy, tasty ,affordable food.

Looking ahead to 2020/21 we are dealing with the impact of COVID-19, which continues to unfold in a challenging and potentially uncertain financial environment. We would like to take this opportunity to give our sincere thanks to staff across the Partnership for the invaluable work they have undertaken in response to the emergency; and for their contribution to the recovery process that lies ahead. Throughout the report we have identified priority areas for improvement during 2020/21, derived from the one year Aberdeen City Socio-Economic Rescue Plan, which will lead us into the scheduled refresh of the LOIP in 2021.

We are encouraged by the results we have achieved this year and know that it is only by continuing to work together, and with the private sector, to build on these achievements that we remain on track to realise our vision of Aberdeen as a place where all people can prosper.



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



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

# CONTENTS

1	Foreword by Councillor Jenny Laing and Chief Superintendent Campbell Thomson	1
2	<b>Prosperous Economy</b>	4
3	<b>Prosperous People</b>	<b>9</b>
	Children	9
	Vulnerable Adults	17
4	<b>Prosperous Place</b>	<b>24</b>
5	<b>Working with Communities</b>	<b>27</b>
6	<b>Who's Who</b>	<b>30</b>

# PROSPEROUS ECONOMY



## Our Stretch Outcomes

### SO1

10% Increase in employment in priority growth sectors by 2026



### SO2

90% of working people will earn the living wage by 2026



## Headline achievements during 2019/20

9% increase in working age people in employment since 2016

4.8% more people employed in growth sectors and 45 new enterprises

451 people attending our first Annual Business Festival

8% more people able to use digital tools

2.3% increase in people earning living wage and 5 mor employers accredited

Tillydrone community helping shape community benefit clause

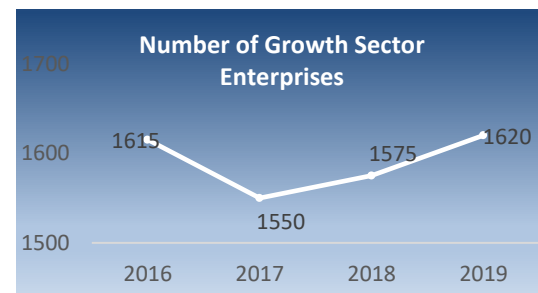
# Progress made during 2019/20

## Increase in Employment in Growth Sectors

Aberdeen City has one of the largest working age populations of any Scottish local authority areas at 69% compared to 64.5% for the rest of Scotland. The continued diversification of our economy from the prominent oil and gas sector into other growth sectors is vital to secure new and lasting employment opportunities for the people of Aberdeen. Latest data available at the end of 2019/20 showed that 79% of working age people in Aberdeen were in a job (up from 70% three years ago) and employment in growth sectors increased by 790 (4.8%), which is a continuing upward trend.



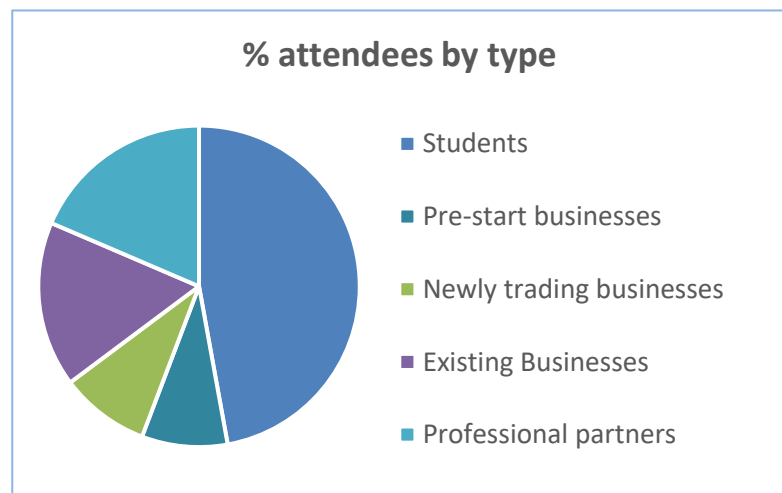
New companies can be the primary creators of new jobs and they also have an important role in sustaining jobs. This is why stimulating growth in start-up businesses across the nationally recognised growth sectors (digital/creative; food and drink; life sciences and tourism) and our locally identified priority sectors (health & social care and construction) is a priority for Community Planning Aberdeen. We are delighted to see that the number of growth sector enterprises is increasing, with 45 new enterprises starting up since 2018/19, offering the potential for more employment opportunities in these sectors.



As part of our improvement work to **increase the number of start-up businesses in growth sectors**, this year we held our first Annual Festival for businesses to: help business growth, challenge and stimulate, and draw attention to support available to new businesses. The event, led by community planning partners Elevator and Scottish Enterprise, was held in October 2019 and attracted 451 people. Feedback from the event was very positive and it is our intention to run it again during 2020/21.



**451 people**  
attended our first  
Annual Festival for  
Business in October  
2019

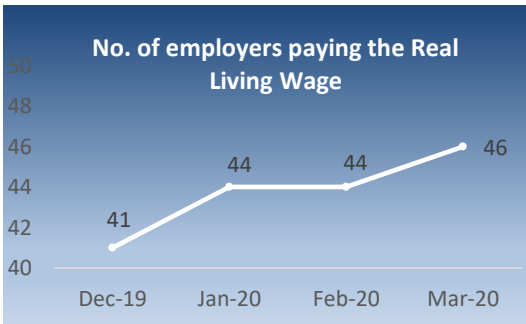
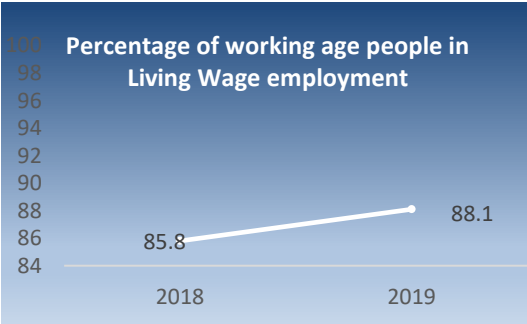


With an increase in jobs in growth sectors, comes an increase in demand for talent and a workforce equipped to support this diversification of business and economy. One of the growth sectors we have prioritised to support is the digital sector, which is growing rapidly, although it is not only the digital sector which is demanding digital skills. These skills are becoming ever more prevalent in roles across a range of sectors and occupations. We are working together to strengthen the talent pipeline for digital jobs through our improvement work to [increase qualifications in ICT and digital skills](#). Our intention is to conduct market research in two schools in Aberdeen City to understand how we can encourage young people, especially females, to pursue a in this qualification in this much sought after area. We are particularly keen to support an increase in people with ICT and Digital skills at SCQF Levels 7 and 8 which we believe will enable them to take advantage of digital opportunities as they arise and ensure a pipeline of talent to fill digital roles in the future.

Gaining a formal qualification is not the only way of acquiring skills in digital technology and increasing employment opportunities is not the only benefit. Digital connectivity can help individuals at risk of isolation and inequality in our communities and we recognise the benefits of upskilling all citizens. Working with community groups such as the Aberdeen Silver Surfers, the Partnership aims to [increase the number of people in Aberdeen who feel comfortable using digital tools](#) through sharing resources, best practice and recruitment of volunteers. We have been trialling community drop-in sessions for customers to learn how to set up and use email at Tillydrone Library and feedback will inform more community events in the future. Data from our City Voice Survey conducted in March 2020, shows an increase in the percentage of people in Aberdeen who have basic digital skills from 70% to 78% since 2018.

### Increase in People in Living Wage Employment

Latest data available at the end of 2019/20 showed that 88.1% of employees in the city were in living wage employment, which is 2.3% higher than 2018; giving us confidence that we are well on track to achieve our stretch outcome of 90% by 2026



The number of employers signed up to the real living wage has also increased. Based on data from Living Wage Scotland, there are currently 46 accredited Living Wage employers in the city, which is an increase of five since we started our improvement work to [increase employer sign up to the Real Living Wage](#).



We hope to continue to build on this success through further promotion of the real living wage on Community Planning Aberdeen's new corporate social responsibility platform. The website raises awareness of the opportunity for businesses to support improved outcomes for the City by signing up as a real living wage employer. We are also seeking a champion from one of the 46 accredited organisations in the City to help us raise awareness of the benefits of being a real living wage employer to enlist more employers from the private sector.

An employer's round table is being held to discuss issues around the wage and low pay of people living in priority localities, focussing initially on Torry. Greater uptake of the Real Living Wage helps tackle pockets of in-work poverty within the city, with the added effect of increasing average earnings, productivity and boosting the wider economy. Data available at the end of 2019/20 shows an increase in the median gross weekly pay for Aberdeen from £578 in 2018 to £599 in 2019, which is above Scotland's median of £587.

Community benefits clauses are another way that businesses can contribute to improving the outcomes for communities across Aberdeen. They are included within contracts with Aberdeen City Council and commit the successful bidder to deliver some form of social, economic or environmental benefit in addition to fulfilling the core purpose of the contract. We have been working to improve how communities and partner organisations participate with the process to [increase the impact and measured value of partnership wide community benefits programme](#). Input from communities ensure requirements sought are welcomed, aligned to local need and wherever possible, build on existing initiatives.

Our first opportunity to test this new approach has been in relation to the new primary school to be built on the site of former St Machar Primary School. We have engaged with various groups within the Tillydrone area and a community engagement session was facilitated in March 2020. As a result, community members have generated a number of ideas which the successful bidder will be asked to consider supporting.

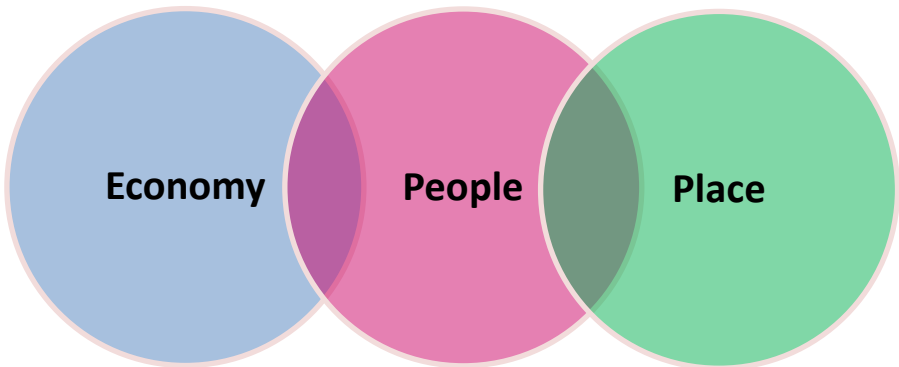


## Improvement priorities 2020/21

Next year our overarching priority will be to help the economy recover following the Covid-19 public health crisis, accelerating improvement work planned in the following areas:

- Job creation and skills development to address employment gaps in sectors such as health and care
- Promotion of job and learning opportunities through an online local jobs portal to increase access to jobs at all levels for city region residents
- Work with the business community to align corporate social responsibility efforts to our socio-economic recovery
- Promotion of opportunities for the digital sector to enable new ways of working long-term





# Connecting Outcomes: Removing the barriers to employment

Page 89

**Employability**

Supporting people to get into employment contributes to improved outcomes across our economy, people and place.

Increasing the pool of available workers supports employers as well the wider community.

But being employed, or volunteering, offers much broader financial, health and wellbeing benefits for an individual.

We take a holistic approach to delivering the positives of employment to all our citizens.

**How are we doing this?**

Through our multi agency improvement projects we are putting in place changes that open up the options for working and volunteering, for all of our citizens, regardless of their circumstances.

We're taking a multi-faceted approach recognising that the challenges and benefits are interconnected and support the delivery of multiple stretch outcomes.



**What changes are we currently testing?**

- Employer focus groups/events to raise awareness of employment opportunities from targeted groups and to identify support required to remove barriers
- Developing opportunities for upskilling through training or volunteering
- Introduction of an apprenticeship information pack for guidance teachers
- Identifying single points of contact who can provide support/information to individuals
- Identifying methods that could be used to help support young mums to remain in education

**What have we achieved?**

- Increase of 76 young people completing a Foundation Apprenticeship or currently training since 18/19
- 951 people attain their own personal outcomes through link work support
- 36 volunteers support the community pantries
- 8 employers attended autism awareness session
- Established a Fair Start Scotland Health and Wellbeing Group

# PROSPEROUS PEOPLE

# Children & Young People



## Our Stretch Outcomes

### SO3

95% of children will reach their expected developmental milestones



### SO4

90% of children/ young people report feeling mentally well by 2026



### SO5

95% of care experienced children have similar outcomes to their peers



### SO6

95% of children in localities sustain a positive destination



### SO7

Child Friendly City by 2026



### SO8

25% fewer young people charged with an offence by 2026



## Headline achievements during 2019/20

1.7% more babies being exclusively breastfed at 6-8 weeks

93.2% of young people achieving a positive and sustained destination

More young people living in quintiles 1,2 & 3 with positive destination

Increased qualifications and positive destinations for care experienced young people

17% increase in the number of Kinship Care placements

82% Increase in the number of young people undertaking a Foundation Apprenticeship

34% Drop in the number of youth disturbance calls in Northfield

# Progress made during 2019/20

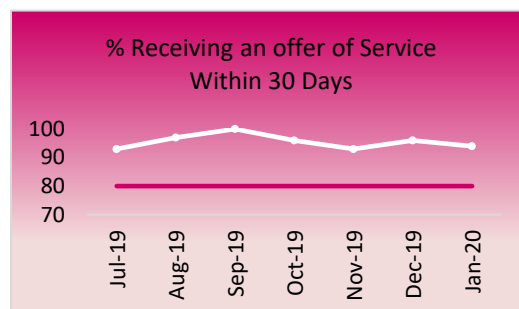
## Support to Reach Developmental Milestones

The early years of a child's life are very important for his or her health and development. Developmental milestones offer important clues about a child's developmental health and reaching milestones at the typical ages shows a child is developing as expected. Latest data available at the end of 2019/20 shows, 78.3% of children met their developmental milestones at the time of their 27-30 month review.

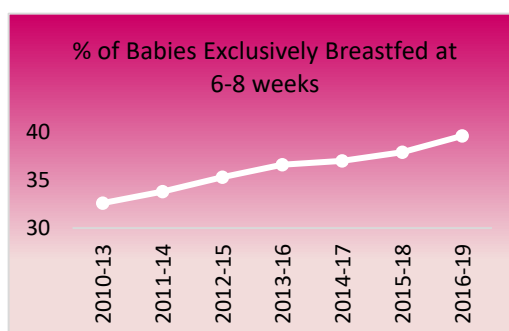


Parents are well supported in Aberdeen to understand the issues which have an impact on the health needs of their children and are able to put that knowledge into practice to help them reach their developmental milestones. However, we recognise that there are times that a family needs some extra support. In 2016 we discovered that some families were waiting as long as 174 days to be referred to specialist services. Since then we have worked with multiple partners to ensure families receive appropriate and timely support. At the time of refreshing our LOIP in 2019 we took this commitment a step further by setting an aim that 80% of families will receive an offer of an appropriate service within 30 days by 2021.

The development of a more effective referral system has achieved rapid improvement and over the past year families have consistently received an offer of service within 30 days at least 93% of the time. This improvement work involved creating a central referral system for all family support, enabling providers to identify and prioritise the families they felt best able to offer support to. Having achieved our aim, this year we aim to decrease the time it takes for our families to receive the service.



An area we seek to support mums with is breastfeeding. There is evidence demonstrating the health benefits of breastfeeding for both mothers and infants and it is recommended that every child should be exclusively breastfed for the first 6 months of life. Aberdeen shows an upward trend in breastfeeding with latest data showing a 1.7% increase from last year to 39.6% of babies being exclusively breastfed at 6-8 weeks. However, this is lower in our priority localities and we are working with local communities to test initiatives that might increase breastfeeding rates. For example, peer support groups to help first time mums to learn how to breastfeed; e-learning supports for dads; and linking in with business across the community to ask them to sign up to breastfeeding friendly Scotland.



Being a parent is one of the most rewarding jobs, but it can also be one of the most difficult. Many parents need support to cope with the change of having a new baby and this can be especially true for young mums. Whilst it is recognised that teenage pregnancy may be a choice and a positive experience, in many situations teenage pregnancy can be linked to adverse childhood experiences. Our improvement work to **reduce teenage pregnancy** tackles the issues which lead to pregnancy in young people, supporting choices and providing opportunities to improve their relationships and sexual health. Latest data at the end of 2019/20 shows that teenage pregnancies continue to reduce in Aberdeen and the rate of teenage pregnancies in under 16 is now lower than the Scottish average.

Young mums are less likely to complete their education, pursue positive post-school destinations (in employment or education), or to attain qualifications in adulthood. We also know from our family nurses that not all pregnant young women are known to their education system which means that they may not receive the support they need to remain. It has been shown that young school age women are considerably more likely to drop out of school if their needs are not met. As part of our work to help **increase the number of pregnant young women who are able to remain in education** during pregnancy we are testing ways to provide online learning opportunities and spaces such as breastfeeding areas/ childcare facilities at school. We are also raising the awareness of pupils, teachers and parents of how they can support pregnant young mums.

## Early Intervention for Children’s Mental Health and Wellbeing

The mental health and wellbeing of our children and young people in Aberdeen is of paramount importance. Information from the latest biennial salsus survey (2018) shows that 31% of 13-year olds and 34% of 15-year olds in the city had significant emotional concerns. Further 26% of 13-year olds and 25% of 15-year olds reported peer relationship concerns.

To address the needs of our young people with mental wellbeing concerns we have been working in collaboration with the Pan-Grampian Child and Adolescent Mental Wellbeing group to share intelligence, insight and best practice in delivering interventions which can improve mental health and wellbeing. In response to a deeper understanding of challenges faced by secondary schools, we have invested in a permanent Immunisation Team to release capacity for school nurses to deliver mental health consultations to support children and young people with Tier 1 and 2 mental wellbeing concerns before they escalate. We are developing a more inclusive referral system to ensure that school nurses maximise the number of relevant referrals they receive for children and young people. This involves working with parents, pupils and teachers to increase their confidence to **recognise and respond to young people with mental health concerns**. This has led to the development of the resilience alphabet targeted at both Primary and Secondary Pupils.

We have begun testing interventions in 4 of our schools namely: Bucksburn, Bridge of Don, Hazlehead and Aberdeen Grammar. We’re also testing an app which allows pupils to report how they feel. This will allow us to gather a much more effective picture of the needs of our young people in the area of mental wellbeing

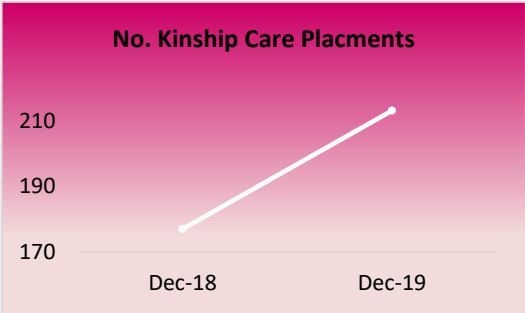


# Supporting Improved Outcomes for Care Experienced Children

Care experienced young people face a variety of barriers to achieving positive outcomes. They are more likely to be impacted by adverse childhood experiences which can influence aspects such as attachment, nurture and attainment. However, latest data available at the end of 2019/20 for Aberdeen City shows that the proportion of care experienced young people attaining one or more qualifications at SCQF level 4 has increased from 73.9% to 76% since 2016/17 and sustained positive destinations of the cohort have also increased from 73.9% to 79% during the same time period.

Statistically care experienced young people are more likely to have Additional Support Needs, have disrupted learning, low attendance and ultimately struggle to go on to a positive destination on leaving school. This year one of our improvement projects has been working to provide targeted support for this cohort of young people with a view to **increasing their attendance and reducing exclusions**. Initial data has been very promising, the first young people we worked with saw an overall increase of attendance of 20% and a 10% reduction in exclusions.

Children who grow up within their families have an increased sense of identity and security where they are supported to achieve in all aspects of their wellbeing. It is also very much the case for young people in the care system, being placed within their family reduces the impact of being away from their community network and research tells us these losses impact on mental and physically health and wellbeing. Children being placed with kin at an early stage, minimises the need for unnecessary foster placements which research tells us is not in the best interests of the child. This year our improvement work in this area has resulted in an increase of 17% in **the number of care experienced children and young people who have been able to remain in kinship care**.

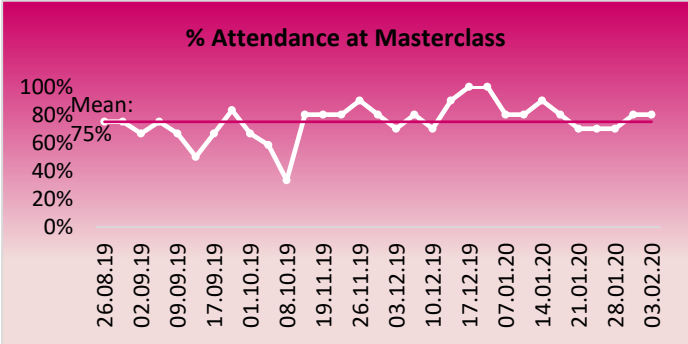


Recording is a crucial part of day to day practice, and for care experienced people, records hold deep meaning and represent their life history and identity. An individual’s decision to access their records is not taken lightly, and each person deserves the sensitive, person centred support they require to access and make sense of their records. We have been looking at ways that we can **support individuals to access their records** and train our staff in the gathering of information about our care experienced young people to ensure they feel their record accurately reflects their experience during and after being in care.

## Increased Positive Destinations

We are committed to ensuring that our children have the best possible opportunities to enter education, employment or training on leaving school. To achieve this, we have been seeking to improve our support for our most vulnerable young people, those most likely to leave school without a positive destination. As a result, positive destinations among young people in the city has increased significantly. Latest data available at the end of 2019/20 shows that the percentage of young people achieving a positive and sustained destination has reached 93.2% city wide and 80% for young people living in our 20% most deprived communities.

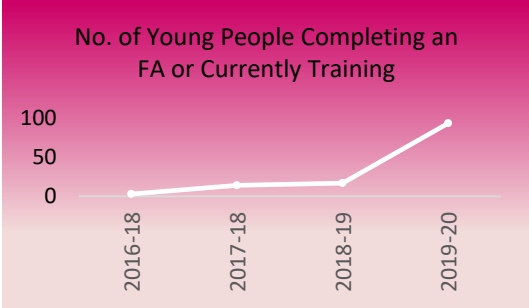
Improving attendance is an area that has a positive impact on achieving positive destinations. In St Machar we have been **working with a group of S2's considered at risk of disengaging from school** to improve their attendance and levels of engagement in school. This has involved providing an intensive masterclass to get young people to reflect on their strengths, weaknesses, aspirations and career choices. The aim has been to help the young people see the value of subject choice and the opportunities available to them on leaving school. The programme has seen attendance at the masterclass increase significantly over time, with the pupils involved indicating that they feel more confident about their career choices and their desire to stay on at school.



We are going to re-engage with those that completed the course this year in S3. Also testing the opportunity to provide these young people with the chance to become career ambassadors for the school and develop other roles to help the pupils gain additional skills for their CV.

An ideal opportunity for young people to secure a positive destination is the foundation apprenticeship. As well as being positive destinations in their own right, foundation apprenticeships also offer a solid basis to find employment on completion. However, uptake across schools can be variable as some communities value foundation apprenticeships more than others and it is not equitably promoted through schools.

This year we have focussed on informing school and parents about the value of **encouraging pupils to take up foundation apprenticeships**. This has had a positive impact and our initial findings have been that the guidance teacher packs promoting them have been well received, those involved reporting that they feel considerably more confident and knowledgeable about their use. Thanks to this, this year we have seen a significant increase in the number of young people undertaking and completing foundation apprenticeships in the city, from 17 to 93.



## Progress in Becoming a Child Friendly City

Through the city's ambition to become a Unicef accredited 'Child Friendly City', we have worked increasingly closely with children and young people to provide them with a range of opportunities to directly influence and shape the city they live in and the services that they access.

As a partnership we are fortunate to have a range of staff dedicated to the promotion of children's rights, for example Education Support Officers, a Social Work Children's Rights Service, school nursing teams, school-based Police Officers and a good range of Third Sector supports which empower young people. These key individuals model and champion positive engagement and participation with children, young people and those who are care experienced and help ensure that working practices are challenged to support improvement.

This year, a range of professional learning opportunities on the United Nations Convention on the Rights of the Child (UNCRC) has taken place and those directly supporting children and young people now take better account of Children's Rights in daily practice. We plan to extend the offer across the wider workforce by collaborating with UNICEF to develop an accessible professional learning programme which tracks impact on practice.

Council People and Organisational Development have developed a range of opportunities for young people to gain work experience or employment opportunities within the Council and this focus is reflected in The Council Workforce Plan which was approved in June 2019. Apprenticeship routes are now opening up in the Health Service and from a range of other partner agencies.

There is a guaranteed interview scheme in place for young people aged 16 to 24 (and 29 for care experienced young people) applying for Modern Apprenticeship (MA) roles within the Council. These programmes provide the opportunity to undertake a recognised qualification whilst gaining employment experience in an established role in the Early Years, Social Care, Trades, Business Admin, Customer Service, Finance and Housing. An internship for Care Experienced Young People, positively discriminates for those whom we have Corporate Parenting responsibility for.

The changes required to implement a digital curriculum in light of Covid-19 school closures were implemented at pace. All children and young people were invited to help evaluate the impact of the approach and over 4000 responses were received and are being used to help refine approaches.

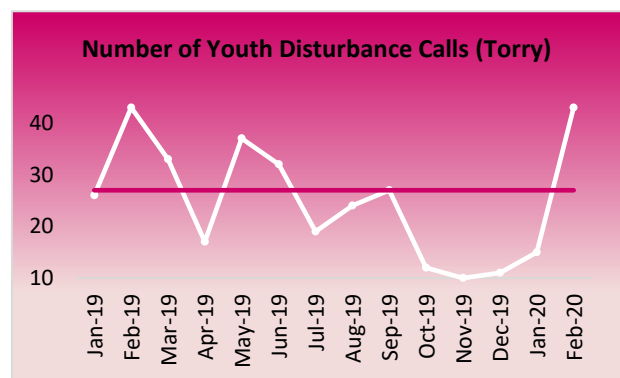
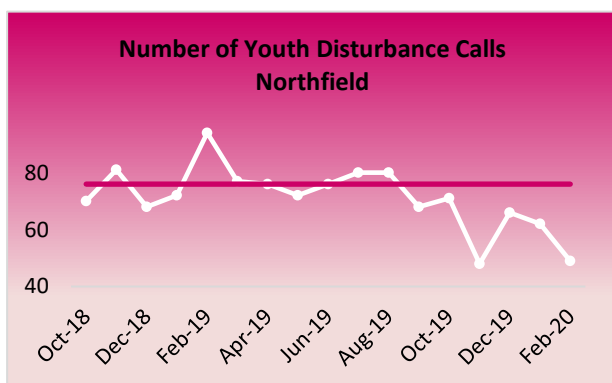
In collaboration with UNICEF, Staff from across the Partnership and Elected Members have taken part in 9 workshops to help raise awareness of children's rights. Elected Members have welcomed children and young people to the Council chamber to help determine how best children can influence the strategic decision making of partners. These workshops have informed the development of our Child Friendly Cities Plan and raised awareness of Children's Rights with decision makers.



## Reduction in Youth Disturbance in Priority Localities

There is significant evidence that the younger people enter the criminal justice system, the more likely they are to remain there, and the lower their overall life outcomes will be. This is a complex narrative involving a host of different markers that lead to the point of entry – educational attainment, adverse childhood experiences and experience of poverty for example. It is clear that entering the criminal justice system also poses a significant milestone in the life of a young person, and that keeping them out of the system would be a benefit for both those individuals and public services.

It is on this basis that we are working to reduce anti-social behaviour by providing early intervention support for young people at risk of offending and diverting them to community based activities. This year initial testing in Northfield has progressed, and a shift can be seen in the data relating to the number of calls to the Police regarding anti-social behaviour; calls this year are down by almost 34% from their peak in February last year. We've also seen some initial positive impact in Torry with reduced calls there too, though we have seen a slight rise in recent months which we are investigating.



## Improvement priorities 2020/21

Next year our planned improvement programme will be more relevant than ever as we support children and young people in the aftermath of Covid-19. To secure improved outcomes during this time we will want to prioritise improvement activity in the following areas:

- Providing support for mental wellbeing needs of children and young people at all stages through schools, community hubs and online forums
- Continuing to support young people to reach positive destinations, particularly our most vulnerable groups including care experienced young people and those living in priority localities
- Accelerating our Reboot programme to support winter leavers; and piloting an accredited course for young parents to aid them back into education or employment using Google classroom



# Connecting Outcomes: Improving Outcomes in Priority Localities

Economy

People

Place

## Equity of Outcomes

Young people growing up in areas of deprivation face significant barriers to achieving the same outcomes as their peers and this sets them up for an inequality of opportunity which continues into adulthood and old age.

The challenges priority localities face is multifaceted. Poverty, unemployment, crime, higher drug and alcohol levels among many other's make it difficult for families and children in these communities to have the same opportunities as those in the rest of the city.

## Our Approach

Supporting young people living in areas of deprivation requires a whole community approach to give them the best possible start in life. This includes improving safety; working to tackle intergenerational poverty and unemployment; improving the health and wellbeing of residents; and supporting our local schools.



## What changes are we currently testing?

Across our themes we have been and continue to test a number of interventions and supports, some of these include:

- Introducing Welcome to Breastfeed throughout local businesses and establishments
- Promoting the availability and eligibility of community pantries
- Working with community members to define community benefit requirements for local developments
- Supporting the educational outcomes care experienced young people in St Machar Academy

## What have we achieved?

- An increase in the number of families signed up to the Best Start Pantry
- Improved Substance Misuse curriculum in schools
- A 20% increase in attendance of the Care Experienced young people supported in St Machar

# PROSPEROUS PEOPLE Vulnerable Adults



## Our Stretch Outcomes

### SO9

25% fewer people receiving a first ever Court conviction each year by 2026



### SO10

2% fewer people reconvicted within one year of receiving a sentence by 2026



### SO11

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

**70-73**

### SO12

Rate of harmful levels of alcohol reduced by 4% and drug related deaths lower than Scotland



## Headline achievements during 2019/20

**8%** reduction in first ever court convictions

**951** people have achieved their identified personal outcomes through the link working approach

**17** individuals referred to the My Way To Employment project to-date.

An average of **188** referrals to the Aberdeen Links Service per month

Increase of **14** participants (**70%**) in the Housing First programme and **ALL** have reported improved health and wellbeing outcomes.

**Decrease** in drug related deaths and harmful levels of drinking

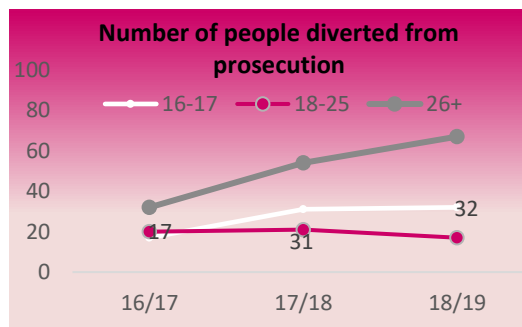
**33** people trained in Alcohol brief interventions across new settings

# Progress made during 2019/20

## Reduction in First Court Convictions for over 18s

Evidence has found that the less contact an individual has with the justice system, the less likely they are to have further involvement in offending. Latest data available at the end of 2019/20 shows that 41 individuals aged under 18 and 743 aged 18+, received a first court conviction; which is a reduction of 8% overall from the baseline figures in the refreshed LOIP.

Diversion from prosecution provides an opportunity to explore and address the factors underlying someone's offending behaviour. This reduces the likelihood of reoffending, as well as related stigma and therefore improves the life chances of people within a community. Through our **Diversion from Prosecution** improvement project, we are raising the awareness of diversionary options and their benefits to increase the likelihood of these being considered (where appropriate). Such steps have seen 136 people referred for diversion and 16 fiscal work orders issued over the year.



Through this project we are extending the multi agency problem solving approach to all 16 and 17 years charged with an offence to reduce the likelihood of reoffending. This approach has seen us focus on key areas for those involved in offending behaviour such as early intervention and diversion by Police and COPFS, where appropriate. These approaches not only benefit the individuals, but also the community resulting from individuals reducing their involvement in offending from an early stage through diversion opportunities, and investing more positively in economic growth and citizenship.

## People with Convictions Supported to Get Back on Track

Being employed can contribute to reducing the likelihood of someone reoffending, with the stability and quality of employment being key factors. People with convictions in the community, and those leaving prison, are often unnecessarily excluded from the labour market due to stigma and employer uncertainty. Through the **My Way to Employment (MWTE)** project we are increasing the number of individuals, who are in the community justice system, supported to make progress on the Employability Pipeline. This should result in positive outcomes for individuals, as well as for employers, such as the potential to address skills shortages. So far we have supported 17 individuals through MWTE which sees us half way towards achieving our aim of 30 people by 2021.

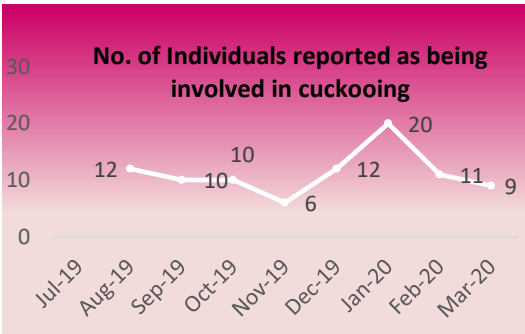
On average, one person a month is being referred to the MWTE project with positive impact on mental health of those referred. We now have a single point of contact in Criminal Justice Social Work Service (CJSWS) and have identified a lead professional to coordinate support for individuals; produced a handbook of project documentation and a flier for clients to explain about the project. Engagement with the Federation of Small Businesses has helped raise awareness and build links with local employers.



As part of our work to support the uptake and retention of people in the Justice System with drug and alcohol related problems in **specialist substance use services**, we have focused on improving co-ordination of care custody nursing and link working at police custody, in particular how prescribing can continue in custody. This year we have recruited a link worker located in Kittybrewster custody to support this co-ordination and to enable us to better understand the unmet needs of people entering the justice system. We're also trialling a clear process to improve case management on liberation from Court using the same systems and to notify ASAP of those liberated where return to HMP was expected.

### Multi-Agency Approach to Tackling Cuckooing

'Cuckooing' in Policing terms is described as taking over a person's home by intimidation or other means, including the use of violence, by an Organised Crime Group (OCG) for the purposes of utilising the premises in the course of criminality. The Partnership has introduced a new **Cuckooing** project in Aberdeen, with initial testing in the Seaton, Tillydrone and Kittybrewster areas. The project aims to identify individuals who are 'victims' of cuckooing and then offer them advice and support to help them get out of the situation they have found themselves in. This includes supporting them to protect and maintain their tenancy by referral to appropriate services (eg addictions, mental health and housing services).



Creating partner relationships has been key to the project and although we will continue to develop these, they have already resulted in greater awareness and more efficient management of victim engagement, with engagement rates fluctuating between 45 and 50%. Through raising awareness with the public and partner services and agencies, the introduction of multi agency visits and a case management approach for challenging cases, we've seen between July 2019 (the start of the project) and the end of March 2020, 96 individuals

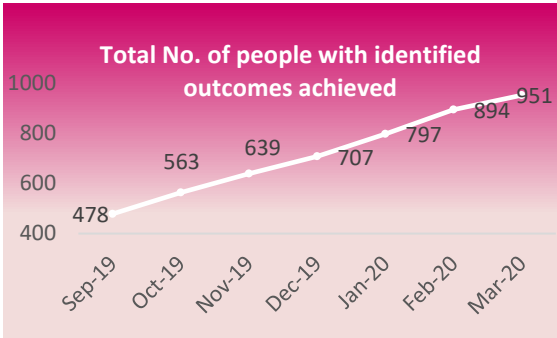
reported as being involved in Cuckooing. Of these, 23 'new' individuals started engaging with the Cuckooing 'service' and 10 were referred to support services for more specialised support. During this period, 119 multi agency visits were carried out.

# Support for People to Live a Healthier Life

Healthy life expectancy has decreased in each of the last four years, from 64 years in 2013-15 for males and 68.2 years for females to 61 years for males and 63.4 years for females in 2016-18. Providing support to vulnerable and disadvantaged groups to help them enjoy a longer life in good health is a fundamental priority.

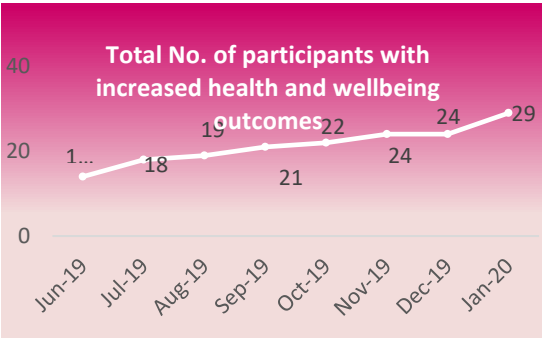
We have been supporting the participation of people with long term conditions to uptake a range of organised and informal activities, working directly with existing groups supporting people with diabetes, such as Living Well with Diabetes Peer Support Group. It is hoped this could encourage citizens to better manage their own long-term condition. Focusing, initially in Torry we have added additional health walk classes in the area, as well as further New First Steps classes to Walk Aberdeen. This approach has led to the increase in the number of health walk participants with long term conditions in Torry, with an average of 12 participants each month between July 2019 and January 2020. We have also increased the number of instructors with specialist GP referral qualifications which has increased the capacity to undertake referrals and we are working to further increase this with a programme to train the next cohort of instructors scheduled for Spring 2020.

The Aberdeen Links Service provides holistic care support to enable an individual to access the appropriate services to help them overcome their identified challenges. The service assists general practice teams to develop new capacities to become more effective in enabling patient self-management. This includes supporting people to live more interconnected lives which support their general wellbeing and sense of belonging. We have been working to extend the link working approach across



primary care to support 3,000 people attain their own identified outcomes by 2021. Through a number of changes made since August 2019 we've seen the total number of people with identified outcomes achieved more than double, an average of 188 referrals to the Aberdeen Links Service per month and a consistent increase in the number of people who attain their own personal outcomes.

Housing First is an innovative national pathfinder programme which ensures a holistic and joined up approach to improve the health and wellbeing in Housing First programme participants, who have a history of cyclical homelessness, chaotic mental health and substance misuse often entwined with repeat offending and custodial periods. Working collectively we aim to reduce their level of chaos and complexity and ultimately support each individual to maintain their own wellbeing and tenancy and reduce mental health and offending episodes.

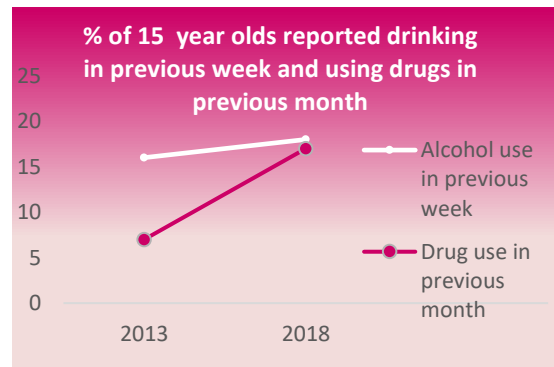


From July 2019 to January 2020 there has been an increase of 14 participants (70%) in the programme with a total of 29 as of January, all of whom have reported improved health and wellbeing outcomes. This work has seen a 70% increase in both the number of participants on the programme and the number of participants with increased health and wellbeing outcomes. There has also been a 7 day reduction in the average wait to move into home by the local authority to 69 days.

## Reduction in drug related deaths and harmful levels of alcohol

Latest data regarding drugs and alcohol has shown that in 2018 there were 52 drug related deaths: (36 males and 16 females). While slightly lower than the number of deaths in 2017 (54), the rate of drug-related deaths in 2018 was 24.1 per 100,000 population compared to 22.8 in Scotland. Similarly, in 2015-18 an estimated 26% of the adult population was drinking to hazardous/harmful levels. This is down from 29% in 2014-17 but higher than the rate for Scotland of 25%.

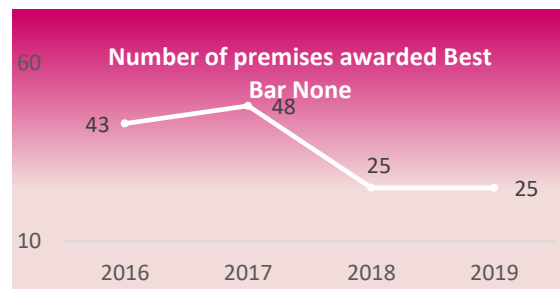
We are taking early intervention approach to alcohol and drugs through our work to develop a progressive, **cohesive and relevant substance misuse curriculum** for children and young people and **improving pathways** to educational support for care experienced children. Latest data at the end of 2019/20 shows 18% of 15 year-olds reported drinking alcohol in the previous week and 17% of 15 year-olds reported using drugs in the previous month. 43% of 15 year-olds reported they thought it was 'ok' for someone of their age to 'try taking cannabis to see what it's like'. Our improvement work aims to see a reduction in these figures going forward.



Although we are focussed on prevention we also need to minimise the harm to people for which drugs has become a problem. Our work to reduce the incidence of fatal drug overdose sees us testing innovative developments and **increasing the distribution of naloxone**. This year we started testing an outreach approach for the issue of naloxone with Police in Torry, targeting rough sleepers. A media campaign is planned to raise awareness of naloxone and enlist people to get involved.

To reduce harmful levels of drinking we have widened the setting for **Alcohol Brief Interventions (ABIs)** beyond the traditional settings of primary care, accident and emergency and maternity services. Since the project starting in December 2019 we have trained an additional 33 people to provide ABIs and are working with link workers, criminal justice social work and police custody health care teams to adopt the approach.

Best Bar None (BBN) was launched in Aberdeen in 2006 to work with the licensed trade to create a safer and more attractive environment. Aberdeen currently has an estimated 274 on-sales premises eligible to apply for BBN status and we are focussed on raising awareness of the scheme and increasing the number of licences premises across the city awarded **Best Bar None** status. This year we again saw 25 premises awarded BBN, with some new venues, both in the city centre and outwith awarded. Of the 25 awards, 17 were Gold Awards and 8 were Silver Awards.



# Improvement priorities 2020/21

Covid-19 has undoubtedly impacted on the people of Aberdeen, particularly the most vulnerable, although the precise implications are yet to be fully understood. Many of the areas impacted by Covid-19 align to the improvement aims in the LOIP, but these areas need to be continued at pace:

- Providing measures to support mental wellbeing, such as the creation of a Lived Experience network or panel, increasing the awareness and availability of mental health support for adults and preventing suicide
- Supporting and sustaining the increased level of volunteering seen through Covid-19, by continuing to promote and provide opportunities for volunteering through the development of an adult volunteering scheme
- Increasing support for victims of domestic abuse and improving and providing quicker access to counselling services
- Providing a tailored approach to overcome personal challenges to improve employment prospects and ability to maintain tenancies
- Providing innovative developments to reduce the incidence of fatal drug overdoses

# Connecting Outcomes: Changing Lives- Breaking the Cycle

Economy

People

Place

## Changing Lives

Involvement in the justice can define a person’s life and impact negatively on them, their family and the wider community. A single intervention may have some impact, but we recognise that the barriers to enable a person to succeed outwith the justice system are multi faceted and the interventions to enable success also needs to be.

## Our Approach

Through our cross cutting improvement projects we are putting in place changes that are connected and providing a whole person approach with a focus on early intervention.

## What we’ve achieved?

- **136** referrals for diversion from prosecution during 2019/20
- **17** individuals referred to the My Way To Employment project to-date.
- Increase of **14** participants (**70%**) in the Housing First programme and **ALL** have reported improved health and wellbeing outcomes
- An average of **188** referrals to the Aberdeen Links Service per month

23



## Outcomes for Martin

Martin – not his real name – left HMP Grampian in January and was supported by the My Way to Employment project. To prepare for his release, Martin gained work experience at the Mission Café on Union Street, Peterhead, where he helped out for a year as part of a day-release programme. Martin had battled against drug addiction over the course of several years and was suffering from leg ulcers almost certainly caused by intravenous drug use. Despite suffering from depression, Martin managed to reduce his methadone dose from daily collection on his release from prison to monthly collection. His ankle problems have healed, he has moved into permanent housing and has found work at a café.

Martin said, “I’m really enjoying it. The people are friendly, it’s great speaking to the customers – and the food at the café is good. I’m really pleased with the help I’ve had.” Mrs Ferguson, his Work Coach, said, “Martin has been on a journey and is a success story due to his hard work. He claims Employment & Support Allowance and, through the Permitted Work Scheme, can work up to 16 hours a week without losing that. He received help from Fair Start Scotland and his employer has been keen to help. Many ex-offenders who gain work, like Martin, get into a routine and build up confidence and become independent and – in the best way – they no longer need our help.”



# PROSPEROUS PLACE



## Our Stretch Outcomes

### SO13

By 2026, no one in Aberdeen will go without food due to poverty



### SO14

Addressing climate change by 2026 by reducing carbon emissions



### SO15

38% of people walking and 5% of people cycling as main mode of travel by 2026



## Headline achievements during 2019/20

2.5% Reduction in people worried about food

3% reduction in people who have had to skip a meal

52 families registered with the Best Start and Smile Pantry in Torry

36 volunteers support our 3 community pantries

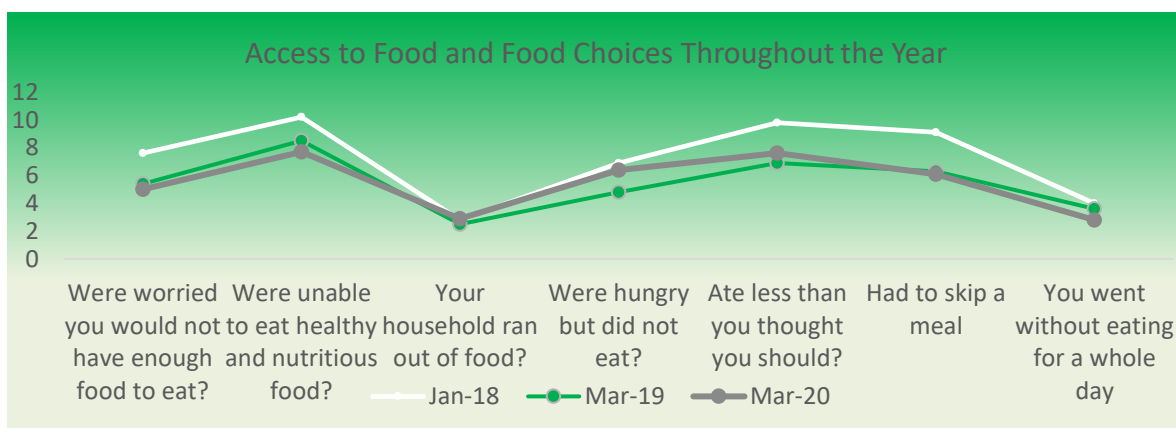
453 members of our 3 community pantries

Increase in the number of workplaces committed to growing food

# Progress made during 2019/20

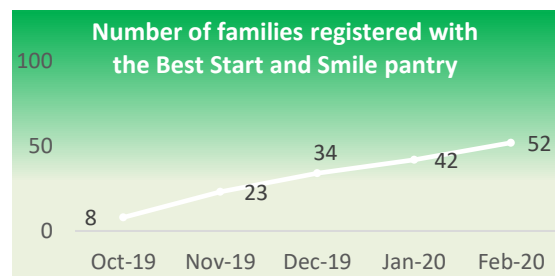
## Reduction in Food Insecurity

A families ability to nourish themselves is a key factor in healthy life expectancy and helping people affected by household food insecurity has and continues to be a key focus for the Partnership. Through a number of initiatives, such as free school meals and supporting communities to grow their own food, we have seen improvements since 2018 in all except one area through the City Voice data regarding access to food and food choices as below. Most notably, since 2018 there has been a 2.5% reduction in the number of respondents worried they would not have enough food to eat has been achieved as well as a 3% reduction in respondents who had to skip a meal.



Through our **community food growing project** work is taking place with regards to advancing food growing in schools and communities. Across the City many communities, friends' groups and gardening groups are making use of Aberdeen's plentiful green space to create their own growing spaces. Schools are now more involved in community growing than ever before through project Craster. However, we aspire to build on the good work and further advance food growing in schools and communities and develop workplaces undertaking food growing. We held an awareness raising event for workplaces on 7 October 2019. Following the event, 3 organisations (50% of our target) have signed up to workplace growing so far (ACC, NHS and Scottish Fire and Rescue) and 21 expressions of interest in participating in food growing activities. We've also published a promotional video by NHS Grampian as a signed up workplace to promote workplace growing and sustainability.

**Community Pantries** are an alternative model to food banks that we have been supporting to provide access to food in a dignified way. While food banks address an immediate need, pantries provide an alternative for local communities by making fresh and healthy food affordable and available. Last year we worked with CFine to launch the Best Start and Smile Pantry (BSPP) and the CFine Community Food Pantry in Torry, building on the success of the Woodside Pantry. The BSSP helps parents provide healthy food for their children and members who are entitled to Healthy Start vouchers and Best Start food cards. It also promotes free dental treatment during pregnancy and up to 12 months after birth and highlights the importance of good oral health through a variety of methods. At the end of 2019/20 52 families had registered with the pantry. Across the city's three pantries, we have 36 volunteers and 453 members.

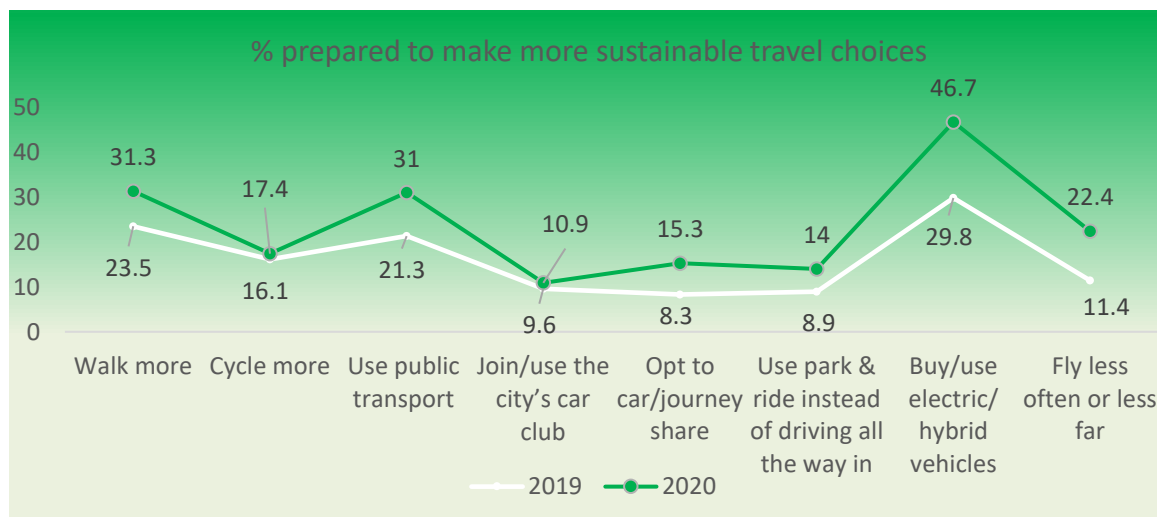


## Support for Active Travel

Active travel is good for the environment, helps address climate change and a shift from car dominated transport is needed for population health. There are many national and local strategies to promote and support active travel efforts with considerable effort already happening or underway. Through our improvement work we are seeking to improve access to facilities and equipment for walking and cycling and raise public awareness of the benefits and opportunities for active travel in the area.



Disappointingly, the latest data available from the Scottish Household Survey shows that the percentage of people who cycle as their main mode of travel reduced from 2.4% in 2017 to 1% in 2018. Although, our local City Voice survey does indicate an increase in the percentage of respondents prepared to make more sustainable travel choices.



## Improvement priorities 2020/21

Covid-19 has dramatically increased the demand for food parcels across the City and we are as committed as ever to ensuring no one in Aberdeen goes without food as a result of poverty. One of the few positive impacts of Covid-19 has been the reduction in pollution which we would hope to have a lasting impact. Over the next year we will:

- Continue to ensure people in food insecurity have access to food
- Signpost to welfare support, employability, volunteering services
- Continue to promote active and sustainable travel
- Support communities to prepare Community Resilience Plans for the future

# WORKING WITH COMMUNITIES



## Community Outcomes

Locality Partnerships



Funding for Communities



Empowered Communities



Community Learning & Development



## Headline achievements during 2019/20

Locality Partnership Annual Reports published

**£1.6m** Fairer Aberdeen Fund used to fund 42 community initiatives

**£10,000** allocated to community projects through participatory budgeting

**1** successful participation request and **30** expressions of interest for asset transfer

Review of CLD Plan well received by CPA Community Engagement Group

## Locality Partnership Annual Reports Published

Our three Locality Planning Partnerships have reported progress made in pursuing their local priorities in their most recent Annual Reports for 2018/19. The reports reflect the range of activities being taken forward in collaboration with the Community Planning Aberdeen Outcome Improvement Groups, also highlighted in this report, as well as local actions and initiatives. Information on the three locality partnerships and copies of their annual reports are available at [www.communityplanningaberdeen.org.uk/priority-localities/](http://www.communityplanningaberdeen.org.uk/priority-localities/)



Torry  
Locality



Middlefield, Mastrick,  
Cummings Park, Northfield  
and Heathryfold



Seaton, Woodside  
and Tillydrone

## Funding for Community Projects

The Fairer Aberdeen Fund is allocated by Aberdeen City Council and aims to tackle poverty and deprivation within the city, support partners to work together to achieve outcomes and to help more residents access and sustain employment opportunities. The funding supports initiatives and services work in priority areas and across the City with vulnerable groups and individuals. In 2019/20 £1.6m was made available to support this work. Overall a total of 34,235 people were involved in or benefitted from the 42 funded initiatives within the main programme, as well as a Community Support Fund supporting community engagement; an Employment Support Fund to support costs associated with getting people back into work, and a Participatory Budgeting event in Froghall, Powis and Sunnybank. Over 9,272 of the people involved were under 16 years old. 949 volunteers contributed 144,868 volunteer hours valued at over £2.2m more than doubling the value of the Fund.



The Fairer Aberdeen Fund has contributed £30,000 to UDECIDE participatory budgeting (PB) events across priority localities. PB activities were organised by the Locality Partnerships in Northfield and Torry, involving residents and

partners and supported by community staff from Aberdeen City Council. Northfield held a community event, whilst Torry sought participation online and via voting 'roadshows' at 11 venues across the community. PB in Woodside, Tillydrone & Seaton has been deferred to 2019/20.

Twenty two local volunteers were involved in running the events across Northfield and Torry, with Northfield PB (NPB) focusing on increasing the involvement of the young people in the area and delivering the project jointly with pupils from Northfield Academy. Almost 1,250 local residents participated in deciding which projects should be funded. Nineteen local groups submitted bids with 16 successful projects sharing the £20,000 allocated.

In Northfield, projects supported include a weekly Northfield youth group, outdoor activities for Syrian New Scots who have moved to the area as a result of civil war, Streetsport Gazebo, food provision, confidence building workshops for 2 primary 7 classes, the boogie at the bar project; the development of a basketball club for players to continue participation in basketball outside of school and provide

development opportunities in leadership. The projects supported in Torry include the Tullos Garden's Outdoor Activity Programme, developing an edible garden at St Fittick's, Torry Summer Fun trip for families organised by Tullos Community Centre, breakfast, lunch and foodbank services at Jesus House, Walker Road Netball Team, a new Torry support group for diabetics and an arts project in local primary schools run by VictoriArt

## Empowered Communities

This year the Partnership's Community Engagement Group, chaired by the Chair of the Civic Forum and Community Council Forum, has led the development of a range of materials to raise awareness and [support communities](#) to be able to engage with asset transfer and participation request process. This includes guidance materials, an information handbook, training for Council staff and identification of community champions.

During 2019/2020 one formal participation request to the city was determined. The request was from Tillydrone Flat Association and proposed that the Tilly Flat did not relocate to the new Tillydrone community campus and remained in its current accommodation. Following submission of requested information this request was granted. Also, 30 expressions of interest in community asset transfers were received from 18 different groups. Two groups have been granted a lease of ground in Torry; one looking to develop a shelter at the Torry Battery for those interested in watching the Dolphins and other wildlife in the area; and a growing group who want to convert a former depot site into a garden and education centre.

## Community Learning and Development





The first review of the Community Learning Development (CLD) Plan was presented to the Community Engagement Outcome Group and was well received by Community Partners. It was noted that the CLD Funded projects now report quarterly on the CLD plan and LOIP outcomes. The 11 Partnership Forums were issued with revised guidance and continue to develop work in their local communities using the improvement methodology. During 2019/20 the youth work team supported 186 children and young people to gain an accredited award. A number of notable achievements have been made.

The Adult learning team worked with 266 learners delivering 2,456 Learner hours covering Literacies, ESOL, ESOL for new Syrian Scots, ICT and Health and wellbeing. 23 adult learners achieved an adult learning qualification in 2019 and 12 completed an Adult Achievement Award. Among those learners who have completed an SQA are those on Unpaid Work contracts who attend the Willodale Centre. The Adult Learning team continued to support traveller families who live at the Clinterty travellers' site. The Healthy Minds team have provided support and learning opportunities with adults in recovery of poor mental health. The groups range from guitar, craft, cooking, badminton, men's groups to hillwalking and walking for health groups in the city. This year 1 learner has achieved an Adult Achievement Award and 12 learners have achieved the John Muir Award through the Branching Out course run in partnership with the Countryside Ranger Service. The Family Learning team have provided home support and Family learning opportunities to 10 primary schools in Aberdeen. Bespoke family learning opportunities were delivered through Schools PEF funding. An improvement project was set up to trial Adult Achievement awards and 8 adults were successful. 16 Families achieved the John Muir Family Award.

The Localities teams supported community members to become involved in the 3 locality partnerships and help develop locality projects such as community/wildlife gardens, Cruyff court, Living Streets, Boogie in the Bar. They have also supported the Management committees who organise the activities in the Learning Centres across the city. They have worked with partners such as AFCT and Sport Aberdeen to provide Food and fun for vulnerable families during the school holidays.




# Who's Who

**CPA Board and Management Group** Provides strategic leadership and direction.




<p><b>Chair CPA Board</b></p>  <p><a href="#">Councillor Jennifer Laing</a>, ACC</p>	<p><b>Vice-Chair of CPA Board</b></p>  <p><a href="#">Campbell Thomson</a>, Police Scotland</p>	<p><b>Partners involved</b></p> <ul style="list-style-type: none"> <li>• Aberdeen City Council</li> <li>• NHS Grampian</li> <li>• Aberdeen City Health and Social Care Partnership</li> <li>• Police Scotland</li> <li>• SFRS</li> <li>• University of Aberdeen</li> <li>• Skills Development Scotland</li> <li>• North East Scotland College</li> <li>• Nestrans</li> <li>• Active Aberdeen Partnership</li> <li>• Scottish Enterprise</li> <li>• Civic Forum</li> <li>• ACVO</li> </ul>
<p><b>Chair Management Group</b></p>  <p><a href="#">Angela Scott</a>, ACC</p>	<p><b>Vice-Chair of Management Group</b></p>  <p><a href="#">Graeme Duncan</a>, Police Scotland</p>	

## Outcome Improvement Groups




**Integrated Children's Services Board** Ensuring children are the future.

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

<b>Chair</b>  <a href="#">Sandra Ross</a> , ACHSCP	<b>Vice Chair</b>  <a href="#">Derek McGowan</a> , ACC	<b>Lead Contact</b>  <a href="#">Gail Woodcock</a> , ACHSCP	<b>Partners involved</b> <ul style="list-style-type: none"> <li>• Aberdeen City Health and Social Care Partnership</li> <li>• Aberdeen City Council</li> <li>• ACVO</li> <li>• NHS Grampian</li> <li>• Scottish Fire and Rescue Service</li> <li>• Police Scotland</li> <li>• Alcohol and Drugs Partnership</li> <li>• Active Aberdeen Partnership</li> </ul>
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## Community Justice Group Improving outcomes for people involved in the justice system.




<b>Chair</b>  <a href="#">Derek McGowan</a> , ACC	<b>Vice Chair</b>  <a href="#">David Paterson</a> , Police Scotland	<b>Lead Contact</b>  <a href="#">Val Vertigans</a> , ACC	<b>Partners involved</b> <ul style="list-style-type: none"> <li>• Aberdeen City Council</li> <li>• Health and Social Care Partnership</li> <li>• Crown Office &amp; Procurator Fiscal</li> <li>• NHS Grampian</li> <li>• Police Scotland</li> <li>• Scottish Courts and Tribunals</li> <li>• Scottish Fire and Rescue</li> <li>• Scottish Prison Service</li> <li>• Skills Development Scotland</li> <li>• ACVO</li> <li>• Alcohol and Drugs Partnership</li> <li>• Civic Forum</li> <li>• Active Aberdeen Partnership</li> <li>• Community Justice Scotland</li> </ul>
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## Alcohol and Drugs Partnership Tackling issues arising from substance misuse.

<b>Chair</b>  <a href="#">Richard Craig</a> , Police Scotland	<b>Vice Chair</b>  <a href="#">Alex Purdie</a> , SFRS	<b>Lead Contact</b>  <a href="#">Simon Rayner</a> , ADP	<b>Partners involved</b> <ul style="list-style-type: none"> <li>• Police Scotland</li> <li>• Aberdeen City Health and Social Care Partnership</li> <li>• Aberdeen City Council</li> <li>• NHS Grampian</li> <li>• ACVO</li> <li>• Scottish Fire and Rescue Service</li> <li>• Scottish Prison Service</li> <li>• Active Aberdeen Partnership</li> <li>• Alcohol and Drugs Partnership</li> <li>• Aberdeen in Recovery</li> <li>• Civic Forum</li> <li>• Aberdeen in Recovery</li> </ul>
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## Sustainable City Group Creating a safe, attractive, welcoming environment.

<p><b>Chair</b></p>  <p><a href="#">Jillian Evans</a>, Public Health, NHS Grampian</p>	<p><b>Vice Chair</b></p>  <p><a href="#">Gale Beattie</a>, ACC</p>	<p><b>Lead Contact</b></p>  <p><a href="#">Jagui Bell</a>, NHS Grampian</p>	<p><b>Partners involved</b></p> <ul style="list-style-type: none"> <li>• Aberdeen City Council</li> <li>• Active Aberdeen Partnership</li> <li>• ACVO</li> <li>• CFINE</li> <li>• Civic Forum</li> <li>• NHS Grampian</li> <li>• Police Scotland</li> <li>• Scottish Fire and Rescue Service</li> <li>• Sport Aberdeen</li> <li>• Nestrans</li> <li>• SEPA</li> <li>• Scottish Natural Heritage</li> </ul>
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## Aberdeen Prospers Responsible for improving our economy.

<p><b>Vice Chair</b></p>  <p><a href="#">Allison Carrington</a>, SDS</p>	<p><b>Vice Chair</b></p>  <p><a href="#">Duncan Abernethy</a>, NESCOL</p>	<p><b>Lead Contact</b></p>  <p><a href="#">Ishbel Greig</a>, ACC</p>	<p><b>Partners involved</b></p> <ul style="list-style-type: none"> <li>• Aberdeen City Council</li> <li>• Skills Development Scotland</li> <li>• North East Scotland College</li> <li>• Nestrans</li> <li>• Robert Gordon University</li> <li>• Scottish Enterprise</li> <li>• Civic Forum</li> <li>• ACVO</li> <li>• DWP</li> </ul>
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## Community Engagement Group Bringing the community perspective.

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

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

## Locality Partnerships Responsible for delivering our three Locality Plans.

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

<p><b>Community Planning Manager</b></p>  <p><a href="#">Michelle Cochlan</a>, ACC</p>	<p><b>Improvement Programme Manager</b></p>  <p><a href="#">Allison Swanson</a>, ACC</p>	<p><b>Performance and Improvement Officer</b></p>  <p><a href="#">James Simpson</a>, ACC</p>	<p><b>Research Officer</b></p>  <p><a href="#">Anne McAteer</a>, ACC</p>
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For all enquiries in relation to this report, or about Community Planning Aberdeen, please contact the Team by emailing: [communityplanning@aberdeencity.gov.uk](mailto:communityplanning@aberdeencity.gov.uk) or visit [www.communityplanningaberdeen.com](http://www.communityplanningaberdeen.com)

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	27 August 2020
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	British Art Show
<b>REPORT NUMBER</b>	COM/20/107
<b>DIRECTOR</b>	Rob Polkinghorne
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Deirdre Grant
<b>TERMS OF REFERENCE</b>	3.1.3

### 1. PURPOSE OF REPORT

- 1.1 To seek approval for the spend in relation to British Art Show 9 which is a partnership project with Wolverhampton, Plymouth and Manchester Art Galleries, led by Hayward Gallery Touring, Southbank Centre, London.

### 2. RECOMMENDATIONS

That the Committee: -

- 2.1 approve the expenditure of £100,000 to host British Art Show 9 taking place at Aberdeen Art Gallery from 3 July – 3 October 2021; and
- 2.2 delegate Authority to the Head of Commercial & Procurement Services following consultation with the Chief Officer, City Growth to enter into the contract to host British Art Show 9.

### 3. BACKGROUND

- 3.1 British Art Show (BAS) is the most ambitious and influential exhibition of contemporary British Art and is held every 5 years. Organised by Hayward Gallery Touring, Southbank Centre, London the exhibition is presented in 4 UK cities.
- 3.2 British Art Show 9 (BAS9), will be held from March 2021 – May 2022, and staged in Wolverhampton, Plymouth and Manchester, travelling to Aberdeen in summer 2021.
- 3.3 Our involvement in the tour is a major coup for the city; the exhibition has never been seen in Aberdeen as we did not have the capacity to undertake this scale of project until the Art Gallery redevelopment.
- 3.4 Aberdeen's involvement in the tour was announced in January 2019 and then again as part of the communications for the reopening of Aberdeen Art Gallery

in November 2019. A national and local media release on 29 June 2020 announced the 48 participating artists and revised tour dates.

- 3.5 BAS9 will be a major cultural event for the city. As part of the Art Gallery's exhibitions and public engagement programme it will play a key part in the city's Socio-Economic Recovery Plan 2021-22. It is included in the annual calendar of Event365 headline events and will be a driver for the return of local, national and international visitors to the city.
- 3.6 Previous British Art Shows have attracted between 80,000 and 120,000 visitors from the UK and overseas. Post Covid-19 we expect this major exhibition to draw visitors to Aberdeen who will spend both at the Art Gallery and elsewhere in the city, boosting the tourism, leisure and hospitality sector. We estimate audiences of 80,000 over the 13 weeks showing period which is a 60% increase on projected visitor figures for the equivalent period. We will work closely with VisitAberdeenshire, VisitScotland, Aberdeen Chamber of Commerce, Aberdeen Inspired and other agencies, to maximise opportunities to promote the exhibition and the city.
- 3.7 The British Art Show's visit to the city also has the potential to kick start a regeneration of cultural activity in Aberdeen through 'fringe' events and to offer an uplifting experience for both local people and visitors to the city as part of Build Back Better. Colleagues from Culture Aberdeen have met with the Hayward Gallery Touring team are keen to be involved in a range of activity during the Aberdeen showing.
- 3.8 Each participating city is to contribute a fee of £100,000 which covers all costs associated with organising the exhibition, including fees and expenses payable to curators and artists, transport and technical equipment, specialist support with the installation, publicity materials, a catalogue and a website.
- 3.9 Art Gallery & Museums staff have worked with the Commercial Legal Team to ensure a thorough review of the BAS9 exhibition contract which is in final preparations for signature. Aberdeen is the only partner still to sign the exhibition contract.
- 3.10 All partners are in regular discussions about the UK tour and how the exhibition can be adapted to comply with Covid-19 guidance.

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

- 4.1 Aberdeen Art Gallery and Museums contribution to the project is £100,000.
- 4.2 The £100,000 can be funded from the City Growth revenue budget. The contract is eligible to be considered as match funding for the existing National Heritage Lottery Fund grant awarded for the Art Gallery refurbishment. Officers have established that there are likely to be additional funding and sponsorship opportunities for the event.

4.3 BAS9 project is eligible for National Heritage Lottery grants and funding from Creative Scotland's Open Fund. Officers will pursue these funding opportunities in order to reduce the funding required from Aberdeen City Council.

4.4 Initial discussions with Creative Scotland are positive and indicate that this is a major cultural event for Scotland which they would want to support. A meeting with Creative Scotland took place on 13 August and an application will be submitted to the Open Fund early in September.

## 5. LEGAL IMPLICATIONS

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

5.2 The British Art Show 9 contract has been reviewed and is in the process of being signed off by colleagues in the Commercial Legal Team.

## 6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
<b>Strategic Risk</b>	Non delivery of a major exhibition which is part of the public programme of exhibitions 2019-2021, supported by the National Heritage Lottery Fund as part of the redevelopment of Aberdeen Art Gallery.	H	To proceed with the exhibition as part of the public programme at Aberdeen Art Gallery 2021.
<b>Compliance</b>	N/A	N/A	N/A
<b>Operational</b>	This is a large-scale exhibition featuring the work of 48 artists. The exhibitions team will work with staff and technicians from Southbank Centre	L/M	The exhibition will be installed following sector best practice and in line with the current social distancing advice if this is still in place in 2021.
<b>Financial</b>	Non approval of spend does not allow us to proceed with the exhibition	H	Approval of spend and completion of contract.
<b>Reputational</b>	Aberdeen Art Gallery & Museums has been selected as a partner in the British Art Show tour which has	H	Proceed to sign the contract for this partnership allowing us to be fully engaged in all plans to progress the tour

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
	been announced and promoted to the media. If we were to withdraw it would be detrimental to our relationship with national and local partners. It would also be difficult to source a replacement exhibition of this scale thus reducing visitor and tourism potential.		and exhibition at Aberdeen Art Gallery.
<b>Environment / Climate</b>	N/A	N/A	N/A

## 7. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b> Economy 3. Complete the refurbished Art Gallery. 4. Increase city centre footfall through delivery of the City Masterplan, including the redesigned Union Terrace Gardens. 7. Deliver Aberdeen 365, an annual calendar of headline and feature events.	The proposals within this report supports the delivery of Policy Statement 3, 4, and 7 under Economy. The British Art Show will deliver on the public programme 2019-2021 as part of the relaunch of Aberdeen Art Gallery. It forms part of the annual calendar of Aberdeen 365 headline events and will be a driver for the return of visitors local, national and international to the city.
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	The proposals within this report support the delivery of the Regional Economic strategy; internationalism – delivery of cultural, heritage and tourism attractions; LOIP Stretch Outcome 1. 1 and 1.2: increasing employment by 2026, diversification of the economy including tourism and improving investment.

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
Prosperous People Stretch Outcomes	The proposals within this report support the provision of engagement and quality of life opportunities through activity programmes within Museums and Galleries venues; LOIP Stretch Outcome 2.1: contributing to community learning and development
Prosperous Place Stretch Outcomes	Aberdeen Art Gallery & Museums contributes to making Aberdeen a welcoming place.
<b>Regional and City Strategies</b> Regional Economic Strategy and Action Plan; Tourism Strategy and Action Plan and Aberdeen 365 Plan.	The proposals within this report support the Regional Economic Strategy and Action Plan; Tourism Strategy and Action Plan and Aberdeen 365 Plan. Also supports the Socio-Economic Recovery 2020 plan Business theme (Tourism, Leisure Hospitality strand) and Place theme (strands 1 & 3)

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Impact Assessment</b>	Not required
<b>Data Protection Impact Assessment</b>	Not required

## 9. BACKGROUND PAPERS

None

## 10. APPENDICES

1. British Art Show Artists, Venues and Visitor Figures 1979 – 2017
2. Media Release issued by Southbank Centre, July 2020  
<https://www.southbankcentre.co.uk/about/press/press-releases/british-art-show-9-list-artists-and-new-dates-announced>
3. Media release issued by Aberdeen City Council, July 2020  
<https://news.aberdeencity.gov.uk/artists-and-new-dates-announced-for-prestigious-british-art-show-in-aberdeen/>

## 11. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Deirdre Grant
<b>Title</b>	Head of Public Programmes
<b>Email Address</b>	degrant@aberdeencity.gov.uk
<b>Tel</b>	01224 523711

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## The British Art Show

The *British Art Show* is a high profile touring exhibition celebrating the vitality and inventiveness of recent British art. It is presented every five years in different cities across the UK. The *British Art Show* is organised by the Hayward Gallery as a cornerstone of its touring programme.

### BRITISH ART SHOW 1 (1979)

#### Venues:

Mappin Art Gallery, Sheffield 1 December 1979 - 27 January 1980

Laing Art Gallery, Newcastle upon Tyne  
and Hatton Gallery, University of Newcastle 15 February - 23 March 1980

Arnolfini Gallery, Bristol  
and Royal West of England Academy  
in conjunction with City Museum and Art Gallery 18 April - 24 May 1980

**Total Attendance:** 77,000

**Curator:** William Packer

**Artists:** 112

John Abbott	Kenneth Draper	Albert Irvin	Andrew Mylius	John Selway
Ivor Abrahams	John Edwards	Allen Jones	Janet Nathan	Harry Snook
Norman Adams	Anthony Eyton	Wynn Jones	Martin Naylor	Norman Stevens
Michael Andrews	Brian Fielding	Jake Kempsall	Paul Neagu	Brian Thompson
Martin Ball	Lucian Freud	Michael Kenny	Victor Newsome	David Tindle
John Bellamy	Terry Frost	Dave King	Ken Oliver	Euan Uglow
Adrian Berg	Hamish Fulton	Phillip King	Brian Peacock	Michael Upton
Stephenie Bergman	Lloyd Gibson	Leon Kossoff	Michael Peel	John Walker
Elizabeth	Michael Ginsborg	Edwina Leapman	Heins Dieter	Margaret Walker
Blackadder	Derrick Greaves	Terry Lee	Pietsch	David Walker
Frank Bowling	Alan Green	John Loker	Nick Pope	Barker
Stephen Buckley	Anthony Green	Richard Long	Lawrence Preece	Karl Weschke
Jeffery Camp	Jon Groom	Michael Lyons	William Pye	Anthony Wishaw
Anthony Caro	Nigel Hall	Leonard McComb	Simon Read	Caroline White
John Carter	Maggi Hambling	John Macfarlane	Keith Reeves	David Willetts
Tony Carter	John Hilliard	John McLean	Bridget Riley	Victor Willing
Prunella Clough	David Hockney	John Maine	Peter Rippon	Laetitia Yhap
John Cobb	Howard Hodgkin	Barry Martin	Will Rogers	Ainslie Yule
Doug Cocker	Carole Hodgson	Michael Mason	Kate Rose	
Barrie Cook	Harry Holland	Robert Mason	Bruce Russell	
Jack Crabtree	John Hoyland	Michael Mayer	Michael Sandle	
Dennis Creffield	Patrick Hughes	Keith Milow	Gavin Scobie	
Michael Crowther	Paul Huxley	Jack Milroy	Bill Scott	
Francis Davison	Henry Inlander	Nick Monro	Sean Scully	

## **BRITISH ART SHOW 2 (1984)**

### **Venues:**

City of Birmingham Museum and Art Gallery and Ikon Gallery	2 November - 22 December 1984
Royal Scottish Academy, Edinburgh	19 January - 24 February 1985
Mappin Art Gallery, Sheffield	16 March - 4 May 1985
Southampton Art Gallery	18 May - 30 June 1985

**Total Attendance:** 160,000

**Curators:** Marjorie Allthorpe-Guyton, Alexander Moffat and Jon Thompson

**Artists:** 81

Art & Language	Gareth Fisher	Ian McKeever
Kevin Atherton	Joel Fisher	Stephen McKenna
Terry Atkinson	Barry Flanagan	Bruce McLean
Frank Auerbach	Gilbert & George	Alastair MacLennan
Gillian Ayres	Sandra Goldbacker	Keneth Martin
Jo Baer and Bruce Robbins	Antony Gormley	John Murphy
Peter Bailey	Mick Hartney	Avis Newman
Basil Beattie	Tim Head	Gerald Newman
John Bellany	Gerard Hemsworth	Philip Nicol
Tony Bevan	Susan Hiller	Thérèse Oulton
Stuart Brisley	John Hilliard	Jayne Parker
Victor Burgin	Howard Hodgkin	Paula Rego
Paul Bush	Shirazeh Houshiary	Michael Sandle
Steven Campbell	Anthony Howell	Terry Setch
Anthony Caro	John Hoyland	John Smith
John Carter	John Yatt	Ray Smith
Tony Carter	Stephen Johnson	Station House Opera
Helen Chadwick	Peter Joseph	Andrew Walker
Marc Chaimowicz	Anish Kapoor	John Walker
Alan Charlton	Mary Kelly	Boyd Webb
Tony Cragg	Ken Kiff	Richard Wentworth
Michael Craig-Martin	R.B. Kitaj	Alison Wilding
John Davies	Leon Kossoff	Victor Willing
Richard Deacon	Bob Law	Adrian Wiszniewski
Graham Durward	Richard Long	Bill Woodrow
Ian Hamilton Finlay	Leonard McComb	Stephen Taylor Woodrow
Rose Finn-Kelcey	Jock McFadyen	John Yeadon

## **BRITISH ART SHOW 3 (1990)**

### **Venues:**

McLellan Galleries, Glasgow

24 January - 11 March 1990

Leeds City Art Gallery

30 March - 20 May 1990

Hayward Gallery, London

14 June - 12 August 1990

**Curators:** Caroline Collier, Andrew Nairne, and David Ward

**Total Attendance:** 76,723

**Artists:** 42

Lea Andrews  
Eric Bainbridge  
Black Audio Film Collective  
Sonia Boyce  
Jyll Bradley  
Kate Bright  
Melanie Counsell  
Matthew Dalziel  
Ian Davenport  
Grenville Davey  
Cathy de Monchaux  
Jeffrey Dennis  
Willie Doherty  
Mona Hatoum  
Kevin Anderson

Gary Hume  
Kabir Hussain  
Bethan Huws  
Callum Innes  
Brian Jenkins  
Patrick Keiller  
Joanna Kirk  
Elizabeth Magill  
Lisa Milroy  
John Mitchell  
Locky Morris  
Julian Opie  
Cornelia Parker  
Vongphrachanh Phaophanit  
Fiona Rae

David Robilliard  
Caroline Russell  
Veronica Ryan  
Lesley Sanderson  
Louise Scullion  
Yolande Snaith  
Gary Stevens  
Linda Taylor  
Peter Turley  
Shafique Uddin  
Rachel Whiteread  
Caroline Wilkinson

## **BRITISH ART SHOW 4 (1995)**

### **Venues:**

#### **Manchester**

12 November 1995 - 4 February 1996

Upper Campfield Market, Castlefield  
Castlefield Gallery  
Chinese Arts Centre  
City Art Galleries  
Cornerhouse  
Metropolitan Galleries  
Whitworth Art Gallery

#### **Edinburgh**

24 February - 28 April 1996

City Art Centre  
Collective Gallery  
Fruitmarket Gallery  
Royal Botanic Garden  
Scottish National Gallery of Modern Art  
Stills Gallery  
Talbot Rice Gallery

#### **Cardiff**

18 May - 21 July 1996

Chapter Arts Centre  
L  
National Museum of Wales  
Oriol Gallery  
(in collaboration with St David's Hall and Cardiff Bay Art Trust)

**Total Attendance:** 258,151

**Curators:** Richard Cork, Rose Finn-Kelcey and Thomas Lawson

**Artists:** 25

Jordan Baseman	Douglas Gordon	Julie Roberts	Gillian Wearing
Christine Borland	Damien Hirst	Bridget Smith	Hermione Wiltshire
Mat Collishaw	Gary Hume	Georgina Starr	Jane and Louise
Tacita Dean	Perminder Kaur	Kerry Stewart	Wilson
Ceal Floyer	Steve McQueen	Marcus Taylor	Catherine Yass
John Frankland	Lucia Nogueira	Sam Taylor-Wood	
Anya Gallaccio	Chris Ofili	Mark Wallinger	

## **BRITISH ART SHOW 5 (2000)**

### **Venues:**

#### **Edinburgh**

8 April—4 June 2000

City Art Centre  
Collective Gallery  
Dean Gallery  
Fruitmarket Gallery  
Inverleith House — Royal Botanic Garden  
Scottish National Gallery of Modern Art  
Stills  
Talbot Rice Gallery

#### **Southampton**

23 June 1995—20 August 2000

John Hansard Gallery  
Millais Gallery — Southampton Institute  
Southampton City Art Gallery

#### **Cardiff**

8 September—5 November 2000

Centre for Visual Art  
Chapter Arts Centre  
Ffotogallery  
National Museum & Gallery

#### **Birmingham**

25 November 2000—28 January 2001

Birmingham Museum and Art Gallery  
Ikon Gallery

**Total Attendance:** 201, 242

### **Curators:**

Pippa Coles, Matthew Higgs and Jacqui Poncelet

### **Artists**

54

Lea Andrews	Paul Graham	Sarah Lucas	Donald Rodney
Art & Language	Lucy Gunning	Kenny Macleod	Paul Seawright
Phyllida Barlow	Graham Gussin	Chad McCail	David Shrigley
David Batchelor	Susan Hiller	Conor McFeely	Johnny Spencer
Martin Boyce	David Hockney	Lucy McKenzie	Simon Starling
Glenn Brown	Dean Hughes	David Musgrave	John Stezaker
Billy Childish	Anna Hunt	Mike Nelson	Wolfgang Tillmans
Martin Creed	Runa Islam	Paul Noble	Padraig Timoney
Jeremy Deller &	Emma Kay	Jonathan Parsons	Amikam Toren
Karl Holmqvist	Joan Key	Grayson Perry	Keith Tyson
Tracey Emin	Jim Lambie	Kathy Prendergast	John Wood & Paul
Graham Fagen	Michael Landy	Michael Raedecker	Harrison
Laura Ford	Hilary Lloyd	Paula Rego	Richard Wright
Liam Gillick	Rachel Lowe	Carol Rhodes	Cerith Wyn Evans

## **BRITISH ART SHOW 6 (2005—2006)**

### **Venues:**

#### **Gateshead**

24 September 2005 – 08 January 2006

Baltic Centre for Contemporary Art

**Attendance:** 105,321

**Manchester**

28 January – 02 April 2006

Castlefield Art Gallery

Chinese Arts Centre

Cornerhouse

Manchester City

Urbis

Whitworth Art Gallery

**Attendance:** 110,305

**Nottingham**

22 April – 25 June 2006

Angel Row Gallery

Beatties

Bonington Gallery

Djanogly Art Gallery

Nottingham Castle

**Attendance:** 50,143

**Bristol**

15 July — 17 September 2006

Arnolfini

Bristol City Museum and Art Gallery

R O O M

Royal West of England Academy

Spike Island

Station

**Attendance:** 91,411

**Total Attendance:** 357,180

**Curators:** Alex Farquharson and Andrea Schlieker

**Artists:**

50

Tomma Abts

Phil Collins

Kerstin Kartscher

Silke Otto-Knapp

Haluk Akakçe

Neil Cummings and

Janice Kerbel

Toby Paterson

Phillip Allen

Marysia Lewandowska

Mark Leckey

public works

Tonico Lemos Auad

Enrico David

Hew Locke

Paul Rooney

Claire Barclay

Chris Evans

Christina Mackie

Eva Rothschild

Anna Barriball

Doug Fishbone

Goshka Macuga

Zineb Sedira

Breda Beban

Siobhán Hapaska

Daria Martin

Lucy Skaer

Zarina Bhimji

Roger Hiorns

Andrew McDonald

Alia Syed

Ergin Çavuşoğlu

Matthew Houlding

Heather and Ivan

Mark Titchner

Gordon Cheung

Richard Hughes

Morison

David Thorpe

Adam Chodzko

Marine Hugonnier

Rosalind Nashashibi

Rebecca Warren

Marcus Coates

Gareth Jones

Nils Norman

Gary Webb

Nathan Coley

juneau/projects

Saskia Olde Wolbers

Carey Young

## **BRITISH ART SHOW 7 (2010—2011)**

### **Venues:**

**Nottingham** 23 October 2010 - 9 January 2011

New Art Exchange

Nottingham Castle Museum

Nottingham Contemporary

**Attendance:** 114,901

### **London**

Hayward Gallery 16 February – 17 April 2011

**Attendance:** 39,303

**Glasgow** 27 May - 21 August 2011

Centre for Contemporary Art

Gallery of Modern Art

Tramway

**Attendance:** 195,736

**Plymouth** 17 September – 4 Dec 2011

Peninsula Arts Gallery, University of Plymouth

Plymouth College of Art

Plymouth Arts Centre

Plymouth City Museum and Art Gallery

The Slaughterhouse, Royal William Yard

**Attendance:** 74,700

**Total Attendance:** 425,000

**Curators:** Lisa Le Feuvre and Tom Morton

### **Artists:**

39

Charles Avery

Brian Griffiths

Olivia Plender

Becky Beasley

Roger Hiorns

Elizabeth Price

Karla Black

Ian Kiaer

Karin Ruggaber

Juliette Blightman

Anja Kirschner &

Edgar Schmitz

Varda Caivano

David Panos

Maaïke Schoorel

Duncan Campbell

Sarah Lucas

George Shaw

Spartacus Chetwynd

Christian Marclay

Wolfgang Tillmans

Steven Claydon

Simon Martin

Sue Tompkins

Cullinan Richards

Nathaniel Mellors

Phoebe Unwin

Matthew Darbyshire

Haroon Mirza

Tris Vonna-Michell

Milena Dragicevic

David Noonan

Emily Wardill

Luke Fowler

The Otolith Group

Keith Wilson

Michael Fullerton

Mick Peter

Alasdair Gray

Gail Pickering

## **BRITISH ART SHOW 8 (2015—2017)**

### Venues/Cities

**Leeds** 9 October 2015 – 10 January 2016  
Leeds Art Gallery 139,605

City Attendance 139,605

**Edinburgh** 13 February – 8 May 2016  
Inverleith House 13,969  
Scottish National Gallery of Modern Art 66,733  
Talbot Rice Gallery 9,140

City Attendance 89,842

**Norwich** 24 June - 4 September 2016  
Norwich Castle Museum and Art Gallery 38,346  
Norwich University of the Arts 9,494

City Attendance 47,840

**Southampton** 9 October - 15 January 2017  
John Hansard Gallery including Bargate 13,000  
Southampton City Art Gallery 12,300

**City Attendance:** 25,300

**Total exhibition attendance:** 302,587

**Curators:** Anna Colin and Lydia Yee

**Artists** 42

Åbäke	Nicolas Deshayes	Ahmet Ögüt (with Liam	Daniel Sinsel
Lawrence Abu Hamdan	Benedict Drew	Gillick, Susan Hiller,	Cally Spooner
Caroline Achaintre	Simon Fujiwara	Goshka Macuga)	Patrick Staff
John Akomfrah &	Martino Gamper	Yuri Pattison	Imogen Stidworthy
Trevor Mathison	Ryan Gander	Ciara Phillips	Hayley Tompkins
Aaron Angell	Melanie Gilligan	Charlotte Prodger	Jessica Warboys
Pablo Bronstein	Anthea Hamilton	Laure Prouvost	Stuart Whipps
Adam Broomberg &	Will Holder	Magali Reus	Bedwyr Williams
Oliver Chanarin	Alan Kane	James Richards	Jesse Wine
Andrea Büttner	Mikhail Karikis	Eileen Simpson & Ben	Lynette Yiadom-Boake
Alexandre da Cunha	Linder	White	
	Rachel Maclean		



## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	27 August 2020
<b>EXEMPT</b>	<p>Not exempt:</p> <p>Covering Report; Appendix 1 – Workplan, Summary of business cases</p> <p>Exempt: Yes – Paragraph 8</p> <p>Appendix 2</p> <p>The report refers to the amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services provided that disclosure to the public of the amount there referred to would be likely to give an advantage to a person or organisation entering, or seeking to enter, a contract with the Council.</p>
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Workplan & Business Cases – Revenue
<b>REPORT NUMBER</b>	COM/20/109
<b>DIRECTOR</b>	Rob Polkinghorne
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	Craig Innes
<b>TERMS OF REFERENCE</b>	3.1.1

### 1. PURPOSE OF REPORT

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

### 2. RECOMMENDATIONS

It is recommended that the Committee: -

- 2.1 reviews the workplans as detailed in the Appendices;
- 2.2 approves the estimated annual expenditure for framework agreements within financial year 20-21 as detailed within the appendices;
- 2.3 approves the procurement business cases, including the total estimated expenditure for the proposed contracts; and

- 2.4 approves the direct awards of contract where there are special circumstances outlined in the respective procurement business cases which justify not issuing a tender or calling off from a framework agreement.

### **3. BACKGROUND**

- 3.1 The ACC Procurement Regulations 2020 require that authority to incur expenditure must be sought 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) 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.
- 3.2 The ACC Procurement Regulations 2020 also require that if aggregated expenditure via framework agreements will exceed £50,000 (supplies/services) or £250,000 (works), then the authority of the Strategic Commissioning Committee to incur the expenditure must be obtained in advance of the applicable thresholds being exceeded. Aggregate expenditure via framework agreements will be reported annually by the Commercial & Procurement Shared Service where expenditure is recurring, though expenditure will be cross council in many cases.
- 3.3 Committee is asked to review the Commissioning and Operations Functions workplans and to approve the expenditure detailed in the Procurement Business Cases appended to the report.
- 3.4 There are no business cases for the Customer or Resources Function this cycle.

### **4. FINANCIAL IMPLICATIONS**

- 4.1 The indicative value of the proposed contracts is shown within the 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 The contracts shall be procured in accordance with procurement legislation and the Commercial Legal Team within C&PS shall provide legal advice where necessary.

## 6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
<b>Strategic Risk</b>	Contract expectations not being monitored/managed	M	Employees involved in Procurement Activity are required to complete online training modules in Contract Management.
<b>Compliance</b>	Failure to comply with internal procurement regulations and procurement legislation	L	Engagement with the Commercial Legal Team within the Commissioning Function.
<b>Operational</b>	Unable to control demand	M	Ongoing focus on demand reduction strategies, contract terms developed to be more flexible
<b>Financial</b>	Escalation of costs	L	A strong focus on value for money in all commissioning activities.
	Differing market conditions depending on commodity/service	M	Use of Business Intelligence to help predict market changes and trends.
<b>Reputational</b>	Insufficient information provided by officers, lack of transparency	M	A scrutiny process has been established to ensure sufficient/relevant information is provided.
<b>Environment/Climate</b>	Failure to consider sustainable options.	L	Ensure all contracts consider environmental considerations.

## 7. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
<b>Impact of Report</b>	
<b>Aberdeen City Council Policy Statement</b>	The ability to have an overview of contract expenditure is aligned to Core Outcomes of the LOIP and the whole systems commissioning cycle approach.
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Stretch Outcomes (Prosperous Economy/People/Place)	Community Benefits requirements are incorporated into all ACC Procurement Activity, consideration is given to the Stretch Outcomes within the LOIP at the development phase.
<b>Regional and City Strategies</b>	The proposals within the business cases appended to this report support Key Regional and City Strategies, details of anticipated outcomes are contained within each the business cases.
<b>UK and Scottish Legislative and Policy Programmes</b>	Each of the business cases appended to the report contains details of the legislative and policy programmes to be complied with.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Impact Assessment</b>	Not required
<b>Data Protection Impact Assessment</b>	Not required

## 9. BACKGROUND PAPERS

None.

## 10. APPENDICES

### **Public**

Appendix 1 Summary Workplan – Commissioning & Operations

Appendix 3 3:10 Memo summary

### **Private**

Appendix 2 Commissioning & Operations Workplan, and business cases

## 11. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Craig Innes
<b>Title</b>	Head of Commercial & Procurement Services
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<b>Tel</b>	01224 665650

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Commissioning Procurement Work Plan (Framework Agreement Expenditure)	Committee: Strategic Commissioning Committee	Date of Committee: 27th August 2020								
Framework Agreement Reference	Framework Agreement Host Organisation	Function	Cluster	Description of Requirement	Estimated Start date of Framework Agreement or Framework Extension	Estimated End date of Framework Agreement (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Framework Agreement (Including extension)	Summary	
RM6000	CCS	Commissioning	Commercial & Procurement	Fuel Card and Associated Services Framework ID: RM6000	23/03/2018	22/03/2021	12	22/03/2022	Framework Agreement for Card and associated services to purchase vehicle fuel at service stations, providing regional, nationwide and European coverage.	
RM6160	CCS	Commissioning	Commercial & Procurement	Non-Clinical and Fixed Term Staff	30/07/2019	25/07/2021	24	25/07/2023	Framework Agreement providing the ability to secure quality candidates regionally and nationally across the UK under a variety of specialisms including, but not limited to: administration and secretarial roles, finance, accounts and audit roles, IT technicians, analysts and technical engineer specialist, legal secretaries, paralegals and lawyers, clinical coders and health records secretaries, caterers, drivers, security, estates and maintenance roles, such as general labour, specialist labour e.g. electricians and surveyors, environmental and scientific roles.	
PS/19/38	East Ayrshire Council	Commissioning	Commercial & Procurement	Building Trades Agency Staff	18/07/2019	17/07/2021	24	17/07/2023	Framework Agreement for Recruitment Agencies and other Service Providers who can deliver the requirement for Building Trades Agency Staff.	
306-19	ESPO	Commissioning	Commercial & Procurement	Electrical testing services	12/07/2016	11/07/2019	12	11/07/2020	Framework Agreement for the provision of electrical testing services, namely portable appliance testing, fixed installation testing, and the electrical testing of street lighting and street furniture.	
953	ESPO	Commissioning	Commercial & Procurement	Modular Buildings	01/02/2018	31/01/2021	12	31/01/2022	Framework Agreement for Educational, healthcare, catering and accommodation units, will also cover other standard modular buildings such as: site offices, changing rooms, portable cabins, toilet blocks and drying rooms and many more options as well as bespoke buildings.	
24-18	Scotland Excel	Commissioning	Commercial & Procurement	Asbestos	01/06/2019	30/06/2021	24	30/06/2023	Framework Agreement asbestos related services to ensure housing stock and other buildings are kept up to date in terms of asbestos surveys, removal and testing.	

06-18	Scotland Excel	Commissioning	Commercial & Procurement	Audio Visual	01/04/2019	31/03/2023	0	31/03/2023	Framework Agreement for a range of audio visual equipment including, but not limited to, interactive touch screens; television screens; digital signage; and projectors.
05-16	Scotland Excel	Commissioning	Commercial & Procurement	Bitumen Products	01/03/2017	28/02/2020	12	28/02/2021	Framework Agreement for a range of Bitumen Products to be utilised for Road Repairs.
22-17	Scotland Excel	Commissioning	Commercial & Procurement	Boiler Maintenance	22/10/2018	13/09/2020	24	13/09/2022	<p>Framework agreement for the provision of annual maintenance checks and planned/emergency repairs. The framework will also offer supplementary measures to compliment the core services such as;</p> <p>Installation of part or entire heating systems so far as a system or appliance has been deemed beyond economical repair.</p> <p>Servicing, repairs or replacements to fire alarm systems</p> <p>Building and maintenance of asset lists</p> <p>Storage and refitting of boilers in void properties</p> <p>Servicing and maintenance of commercial gas boilers and/or; servicing and maintenance of boilers powered by other fuels.</p>
03-18	Scotland Excel	Commissioning	Commercial & Procurement	Building & Timber Materials	01/04/2019	31/03/2022	12	31/03/2023	Framework Agreement for the Supply and Delivery of Building and Timber Materials including doors, window frames, kitchen units, fencing etc.
19-19	Scotland Excel	Commissioning	Commercial & Procurement	Catering Sundries & Disposables	01/08/2020	31/07/2022	24	31/07/2024	Framework Agreement for a range of catering sundries products including disposables cups, bowls, plates and cutlery, tableware, food containers, food packaging, cookware, crockery, cutlery, glassware, utensils and other table services for use within council catering environments including schools, cafes and restaurants, corporate and civic locations, leisure centres, community centres and social work premises.



11-18	Scotland Excel	Commissioning	Commercial & Procurement	Commercial Catering Equipment	01/11/2018	31/10/2021	12	31/10/2022	Framework Agreement for a range of gas, electric and refrigerated commercial catering equipment. This includes, but is not limited to, blast chillers, combi ovens, fridges, freezers, hot and cold holding equipment, gas ranges, mixers, dishwashers and other associated products.
11-15	Scotland Excel	Commissioning	Commercial & Procurement	Demolition Services	01/08/2016	31/07/2018	24	31/07/2020	Framework Agreement for Demolition Works for domestic and non-domestic buildings including Emergency Works to secure dangerous buildings.
08-15	Scotland Excel	Commissioning	Commercial & Procurement	Domestic Furniture & Furnishings & White Goods	01/11/2016	31/10/2018	24	31/10/2020	Framework Agreement for a comprehensive range of domestic furniture and furnishings to enable people to live independently or to be supported in temporary accommodation via The Scottish Welfare Fund.
02-16	Scotland Excel	Commissioning	Commercial & Procurement	Education & Office Furniture	01/03/2017	29/02/2020	12	29/02/21	Framework Agreement for a wide range of furniture covering education and corporate requirements. This includes everything from classroom and flexible teaching spaces to dining areas through to standard and informal office accommodation.
09-16	Scotland Excel	Commissioning	Commercial & Procurement	Education Materials	01/08/2017	31/07/2019	24	31/07/2021	Framework Agreement for a range of Educational Materials including (but not limited to), classroom activity materials, early learning materials, exercise books, musical instruments, science equipment and sports equipment.
09-19	Scotland Excel	Commissioning	Commercial & Procurement	Electrical Materials	01/04/2020	31/03/2022	24	31/03/2024	Framework Agreement for a range of electrical materials, including Cables, Lighting, Wiring materials etc.
09-13	Scotland Excel	Commissioning	Commercial & Procurement	Energy Efficiency Contractors	01/05/2017	30/04/2019	24	30/04/2021	Framework Agreement providing a mechanism to engage contractors for services and works commonly required by Councils across the Energy Efficiency Scotland programme (EES) which will compliment the HEEPS:ABS programme and any successor/additional programmes.
06-16	Scotland Excel	Commissioning	Commercial & Procurement	Engineering and Technical Consultancy	18/03/2017	17/03/2021	0	17/03/2021	Framework Agreement providing a mechanism to engage consultancy services across a broad range of technical disciplines including Roads, Transport, Environmental, Geotechnical & Project Management.

10-18	Scotland Excel	Commissioning	Commercial & Procurement	First Aid Materials	01/10/2018	30/09/2021	12	30/09/2022	Framework Agreement providing a mechanism to adhere with the Health and Safety (First-Aid) Regulations 1981, and procure a range of first aid materials relevant for the workplace and the public.
10-16	Scotland Excel	Commissioning	Commercial & Procurement	Frozen Foods	01/07/2017	30/06/2019	24	30/06/2021	Framework Agreement for a range of frozen products including but not limited to bakery, poultry, fish, meats and vegetables, as well as taking into account requirements for the Schools (Health, Promotion and Nutrition) (Scotland) Act.
12-19	Scotland Excel	Commissioning	Commercial & Procurement	Groceries & Provisions	05/01/2020	30/04/2022	24	30/04/2024	Framework Agreement for the Supply & Distribution of Groceries & Provisions, a range of products is available via the framework including but not limited to, dairy and chilled products, dried goods, ambient products, crisps, confectionery, soft drinks and water to be procured by schools, nurseries, leisure centres, community centres, social work facilities, council buildings and civic centres.
09-18	Scotland Excel	Commissioning	Commercial & Procurement	Grounds Maintenance Equipment	01/03/2019	28/02/2022	12	28/02/2023	Framework Agreement for the Supply and Delivery of Grounds Maintenance Equipment, covering a range of grounds maintenance equipment purchased by councils for operational purposes.
03-17	Scotland Excel	Commissioning	Commercial & Procurement	Heavy Vehicles	01/01/2018	31/12/2021	0	31/12/2021	Framework Agreement for the supply of a range of heavy and municipal vehicles for a range of council services including refuse collection, winter maintenance and road sweeping as well as more general use vehicles including specialist body building services.
12-18	Scotland Excel	Commissioning	Commercial & Procurement	Janitorial Products	01/03/2019	28/02/2023	0	28/02/2023	Framework Agreement for a range of janitorial products including, but not limited to paper-towels, cleaning chemicals, hand-soap, refuse sacks, cleaning equipment, i.e. mops & buckets and sanitary products.
06-17	Scotland Excel	Commissioning	Commercial & Procurement	Library Books & Educational Textbooks	01/02/2018	31/01/2020	24	31/01/2022	Framework agreement for Library Books, Educational Textbooks & Multimedia Supplies, covering a wide range of genres and media formats and includes the top 12 Publishers used across Scotland for Educational Textbooks.
08-18	Scotland Excel	Commissioning	Commercial & Procurement	Light and Heavy Plant	01/03/2019	28/02/2023	0	28/02/2023	Framework Agreement for Light and Heavy Plant, covering an extension range of light and heavy plant purchased by councils for operational purposes.

01-18	Scotland Excel	Commissioning	Commercial & Procurement	Meats - Fresh, Prepared and Cooked (incl. Fresh Fish)	10/01/2018	30/09/2021	12	30/09/2022	Framework Agreement for the Supply & Distribution of Fresh Meats, Cooked Meats, taking into account requirements for the Schools (Health, Promotion and Nutrition) (Scotland) Act.
19-17	Scotland Excel	Commissioning	Commercial & Procurement	Milk	01/03/2018	28/02/2021	12	28/02/2022	Framework Agreement for a range of dairy products, including semi-skimmed milk, whole milk, organic milk, flavoured milk and fresh creams. It will take into account the requirements stipulated by the Schools (Health, Promotion and Nutrition)(Scotland) Act.
02-15	Scotland Excel	Commissioning	Commercial & Procurement	Outdoor Play Equipment & Artificial Services	01/05/2017	12/03/2019	24	12/03/2021	Framework Agreement covering a broad scope of works, services and supply arrangements for outdoor play equipment, safer surfaces, outdoor gym equipment, Multi-use Games Areas (MUGA), artificial surfaces and wheeled sport.
04-16	Scotland Excel	Commissioning	Commercial & Procurement	Personal and Protective Equipment	01/03/2017	28/02/2019	24	28/02/2021	Framework Agreement for a range of PPE, which is a legislative requirement to protect the user against health and safety risks at work. Users are expected to include employees from numerous council departments ranging from construction, school crossing patrol, lighting engineers, gardening, etc.
23-18	Scotland Excel	Commissioning	Commercial & Procurement	Plumbing & Heating Materials	01/12/2019	30/11/2022	12	30/11/2023	Framework Agreement for a range of plumbing and heating materials in support of construction projects, ongoing maintenance schedules and ad hoc repairs. Council departments likely to use the framework include stores and housing maintenance.
01-17	Scotland Excel	Commissioning	Commercial & Procurement	Recycle & Refuse Containers	03/11/2017	02/11/2020	12	02/11/2021	Framework Agreement for the purchase, supply and delivery of various container types to support councils in the delivery of waste and environmental services and is designed to assist councils in delivering collection services to households for a host of materials.
30-17	Scotland Excel	Commissioning	Commercial & Procurement	Road Maintenance Materials	17/09/2018	31/08/2022	0	31/08/2022	Framework Agreement aimed at Civil Engineering projects, includes Pedestrian Safety Barriers, Drainage Products, Concrete Products, Line Marking and Anti-Skid, Bollards and Verge Markings, Traffic Management.

14-18	Scotland Excel	Commissioning	Commercial & Procurement	Road Signage Materials	01/12/2018	30/11/2021	12	30/11/2022	Framework Agreement for a range of materials which will support road maintenance programmes. The lot structure is as follows; Lot 1 - Permanent Road Signage & Associated Products Lot 2 - Temporary Road Signage & Associated Products Lot 3 - Road Sign Posts & Associated Products Lot 4 - Electrical Road Signage & Associated Products
29-17	Scotland Excel	Commissioning	Commercial & Procurement	Salt for Winter Maintenance	01/07/2018	30/06/2022	0	30/06/2022	Framework Agreement for the Supply and delivery of bulk rock salt, bagged salt, bulk marine salt, bulk treated salt, de-icing products as well as associated equipment and accessories
07-19	Scotland Excel	Commissioning	Commercial & Procurement	Security Services and(Cash Collection)	16/09/2019	15/09/2023	0	15/09/2023	Framework Agreement for a range of Security Services including Manned Guarding, Taxi Marshals, Key Holding Services and Cash Collection.
20-17	Scotland Excel	Commissioning	Commercial & Procurement	Social Care Agency Workers	01/08/2018	31/07/2022	24	31/07/2024	Framework Agreement providing a mechanism to engage the services of Agency workers for Social Care.
26-17	Scotland Excel	Commissioning	Commercial & Procurement	Street Lighting Materials	01/08/2018	31/07/2021	12	31/07/2022	Framework Agreement for supply and delivery of street lighting materials such as LED lanterns,lanterns/luminaires, lamps,columns and maintenance components.
07-17	Scotland Excel	Commissioning	Commercial & Procurement	Trade Materials	17/02/2018	16/02/2021	12	16/02/2022	Framework Agreement for a broad range of trade materials for council stores, schools, works depots and other facilities, including: General and Ground Care Tools, General Ironmongery, Fixings, Adhesives, Sealants and Silicons & Paint and Paint Sundries
04-17	Scotland Excel	Commissioning	Commercial & Procurement	Tyres	01/11/2017	31/10/2021	0	31/10/2021	Framework Agreement for full range of tyre types and sizes purchased by councils as well as associated tyre management services in order for councils to deliver the various fleet services they provide to their end users.
01-16	Scotland Excel	Commissioning	Commercial & Procurement	Vehicle Parts	02/01/2017	31/12/2019	12	31/12/2020	Framework Agreement for a wide range of vehicle spare parts, replacement municipal road sweeper brushes, hydraulic hoses and replacement glass for a multitude of light and heavy vehicles.
02-17	Scotland Excel	Commissioning	Commercial & Procurement	Vehicles and Plant Hire	01/11/2017	31/10/2021	0	31/10/2021	Framework Agreement for the hire of a wide range of vehicles and plant (self drive or with operator).

32-17	Scotland Excel	Commissioning	Commercial & Procurement	Washroom Solutions (and sanitary Products)	01/10/2018	30/09/2022	0	30/09/2022	Framework Agreement for a range of products and services including, but not limited to: Sanitary waste disposal; nappy waste disposal; sanitisers; air fresheners, sharps disposal and medical waste disposal and the provision of sanitary products, to support the Scottish Government's commitment of promoting dignity to women by providing free sanitary protection to all students in educational establishments.
03-15	Scotland Excel	Commissioning	Commercial & Procurement	Water Coolers & bottled Water	08/01/2018	07/01/2020	12	07/01/2021	Framework Agreement for the purchase and rent a range of water coolers including free standing bottled water coolers and plumbed in water coolers, Including options to procure the associated maintenance and sanitisation services.
SP-19-016	Scottish Government	Commissioning	Commercial & Procurement	Desktop Client Device Framework	01/01/2020	31/12/2021	24	31/12/2023	Single supplier framework agreement for the provision of desktop client devices and associated services.
SP-17-004	Scottish Government	Commissioning	Commercial & Procurement	Electricity	01/04/2019	31/03/2021	36	31/03/2024	Framework Agreement for the supply of electricity for the Scottish public sector.
SP-14-009	Scottish Government	Commissioning	Commercial & Procurement	General Stationery and Office Paper	01/06/2016	31/05/2020	10	31/03/2021	Sole supply framework agreement for the provision of general stationery and office paper to the Scottish Public Sector.
SP-15-016	Scottish Government	Commissioning	Commercial & Procurement	IT Consumables	01/11/2016	31/10/2020	12	31/10/2021	Single supplier framework agreement for IT Consumables to the Scottish Public Sector.
SP-17-021	Scottish Government	Commissioning	Commercial & Procurement	IT Peripherals	14/03/2018	13/03/2021	12	13/03/2022	Single supplier framework agreement for IT peripherals to the Scottish Public Sector.
SP-15-005-1	Scottish Government	Commissioning	Commercial & Procurement	Liquid Fuels (CCS Framework Agreement Call-Off Contract)	14/10/2015	13/10/2019	24	13/10/2021	National collaborative contract for the Scottish Public Sector for the bulk supply of liquid fuels let under the CCS framework by Scottish Government.
SP-15-011-1	Scottish Government	Commissioning	Commercial & Procurement	Mobile Client Devices	16/11/2015	15/08/2021	0	15/08/2021	Single supplier framework for the provision of mobile client devices and associated services.
SP-15-011-5	Scottish Government	Commissioning	Commercial & Procurement	National Framework for Workstation Client Device Framework	09/03/2016	15/08/2021	0	15/08/2021	Single supplier framework agreement for the provision of workstation client devices.
SP-12-005	Scottish Government	Commissioning	Commercial & Procurement	Natural Gas	01/04/2019	31/03/2021	36	31/03/2024	Framework Agreement for the supply of natural gas for the Scottish public sector.
SP-15-014	Scottish Government	Commissioning	Commercial & Procurement	Postal Services Relet	01/10/2016	30/09/2020	10	30/06/2021	National framework agreement for the provision of postal services including Physical & Hybrid Mail/Scheduled & Bulk Mail.
NP5016/17	Scottish Government	Commissioning	Commercial & Procurement	Software - Value Added Reseller (VAR)	02/07/2018	02/07/2022	24	02/07/2024	Single supplier collaborative framework agreement for commercial off-the-shelf software and supporting services.
SP-18-012/014/015	Scottish Government	Commissioning	Commercial & Procurement	Temporary and Interim Staff Services Frameworks	13/04/2019	04/12/2023	0	04/12/2023	Temporary and interim staff services framework agreement(s) for the Scottish Public Sector.

Portal Ref: 430741	Scottish Government	Commissioning	Commercial & Procurement	Water And Waste Water Billing Services	01/03/2016	28/02/2020	12	28/02/2021	Framework Agreement for the provision of water and waste water billing services including automated meter reading (AMR) services.
SP-19-013	Scottish Government	Commissioning	Commercial & Procurement	Web Based & Proprietary Client Devices	30/11/2019	29/11/2021	24	29/11/2023	Single supplier framework for the provision of web based and proprietary client devices and associated services.
RM3816	CCS	Commissioning	Commercial & Procurement	Estates Management	25/07/2017	21/08/2021	0	21/08/2021	Framework Agreement for property services including purchase, disposal, raising income from property and facilities management services.
RM3741	CCS	Commissioning	Commercial & Procurement	Project Management and Full Design Team Services	05/03/2017	05/02/2021	0	05/02/2021	Framework Agreement for Project management, design and advisory services to support delivery of property and construction projects including environmental services.
000-FNRW2596	Aberdeenshire Council	Commissioning	Commercial & Procurement	Construction Design Services Framework	08/05/2020	08/04/2023	12	08/04/2024	Construction Design Services Framework Agreement let by Aberdeenshire Council for Services split across 7 Lots.
15-18	SXL	Commissioning	Commercial & Procurement	New Build Residential Construction	26/08/2019	31/07/2021	24	31/07/2023	Framework Agreement developed by Scotland Excel in order support the Affordable Housing Supply Programme introduced by the Scottish Government to address the issue of the shortfall in affordable homes and the inequality of living in Scottish society. Will be used throughout the next year to let Call Off contracts for New Build Housing Schemes.

Commissioning Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 27th August 2020
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Reference	Function	Cluster	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Contract (Including extension)	Summary
000-GUTU4722	Commissioning	City Growth	Revenue (maintenance and refuelling) costs associated with purchase and deployment by Aberdeen City Council of additional hydrogen buses as part of the JIVE project, raising number of buses delivered through JIVE to 25.	Revenue	Sep-20	Sep-26	18	Mar-28	Expenditure on maintenance and refuelling costs to support provision of additional buses which will raise demand for hydrogen in the region enabling a commercial supplier to enter the hydrogen market, furthering Aberdeen's energy transition and zero carbon emissions ambitions.

Operations Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 27th August 2020
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Reference	Function	Cluster	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Contract (Including extension)	Summary
OPS083	Operations	Operations & Protective Services	Waste Management System	Revenue	01/12/2020	30/11/2022	24	30/11/2024	Contract for the provision of a Waste Management System, providing an operational and routing platform, live data with workflows which allow for integration with other council systems, reporting capabilities and self-completion forms for public use.
000-NDNJ3819	Operations	Children & Family Services	Family Wellbeing Service (Direct Award)	Revenue	01/09/2020	31/08/2022	0	31/08/2022	Contract for the establishment of three "wellbeing hubs" to provide flexible and agile support to children and families within areas where elevated levels of concern exist.
000-NDNJ3819	Operations	Children & Family Services	Family Wellbeing Service	Revenue	01/09/2022	31/08/2025	0	31/08/2025	



### Appendix 3 - 3.10 Memo Summary

Function	Cluster	Description of Contract	Estimated Start date of Contract or Extension	Estimated End date of Contract	Total Estimated Contract Value £	SUMMARY OF EXPLANATION OF WHY THE CONTRACT WAS URGENTLY REQUIRED TO MEET THE EXIGENCIES OF THE SERVICE AND THEREFORE JUSTIFYING THE SUSPENSION OF PROCUREMENT REGULATIONS, IN WHOLE OR IN PART:
Resources	Finance	CONT164 Open Text - Content Suite Platform	01/04/2020	31/03/2021	69249.69	If the decision had been delayed, ACC would have incurred a late renewal fee of 3% i.e. £2,077.49 which would have increased on a monthly basis until confirmation of renewal provided to the supplier. The existing core corporate application is used across the organisation to direct and manage invoices, payments and credit notes for customers and suppliers of the Council. Should this application be suspended or withdrawn due to non-payment of renewal of the contract there would be significant delays in paying suppliers which would unquestionably result in suppliers withdrawing vital services to some of our most vulnerable citizens.
Operations	Operations and Protective Services	TotalMobile - Consilium Housing Repairs Renewal (CONH011)	01/04/2020	31/03/2021	111,136.50	If the service was suspended or withdrawn, the Council would no longer be able to ensure its housing and public buildings are wind, watertight and in all other respects reasonably fit for human habitation thereby failing to meet our obligations under the Housing (Scotland) Act 2001. It would also no longer meet its legal obligations to be able to provide the Scottish Housing Regulator and Scottish Government statistical performance management information under the Scottish Social Housing Charter.
Resources	People and Organisation	Employee Benefits	26/03/2020	30/11/2020	£613,895.80 (from 30/03/20 to 03/07/20) – Free school meal vouchers £1,800 (from 30/03/20 to 30/11/20) – Employee Benefits	In the case of COVID-19 there is an urgent need to provide free school meals to children within Aberdeen City which must be available as a matter of urgency. For this reason, the time limits for open procedure, restricted procedure or competitive procedure with negotiation cannot be complied with. The circumstances of the extreme urgency for this service are not attributable to ACC but due to the ongoing pandemic. A tender process was planned to take place to renew the employee benefits contract, however, in light of current circumstances an extension to 30th November 2020 is required.
Operations	Operations and Protective Services	Road and Pavement Weed Spraying	01/05/2020	30/04/2021	£104,879	A tender process was underway, and a business case scheduled to be presented to the Strategic Commissioning Committee to get a renewal contract, however due to the current COVID-19 situation it has not been possible to progress at this time.
Place	City Growth	Provision of Emergency Oil Spill Response and Related Services including Membership of the National Oil Pollution Control Club	01/04/2020	30/11/2020	£1,667 shared across 3 local authorities. The yearly fee is £2,500 amounting to a value of £61,250. A further contract extension will increase this cost, and additional expenses have been incurred to Buckie and Macduff Harbours who have used the oil spill services provided. A yearly fee is paid for a retainer but additional expenses incurred in response to incidents but not clear what these have been at this point.	The current contract expired on 31 December 2019 and an agreement has been in place with Briggs to provide cover in the interim until 31st March 2020. This contract is part of a statutory requirement to have an emergency plan in place as it supports our emergency response plans in the event of an oil spill across the region. The Council could be open to financial and reputational risk if there is an oil spill and there is no formal contract in place. The short-term nature of the contract for 6 months will allow time for a competitive tendering procedure to take place for a longer term contract, to commence 1st December 2020.
Operations	Integrated Children's and Family Services	ACC Chromebook Purchase	04/06/2020	Ongoing	£922,749.74	Given the on-going COVID-19 pandemic and the requirement to support a blended model of delivery for all stages of school education, the service requires a supply of ChromeOS devices to support access to the education offer. In order to meet demand for technology support for the curriculum offer and given the pressure on production and shipping of devices from manufacturers, we need to place this order as quickly as possible to ensure delivery within the required timescale. This purchase would ensure that all our young people have the same requirements for home learning, and that they are all engaging with the correct tools on a level playing field.
Operations	Integrated Children's and Family Services	SEEMIS Group LLP Annual Membership Fees and Charges 2020/21	01/04/2020	31/03/2021	£153,402.00	Following approval by the Demand Management Control Board on 01 May 2020, Education were asked to present a 3.10 for approval of Aberdeen City Councils Membership fees and charges as part of the SEEMIS Group LLP. There are no other current viable solutions for the management of school-based data. In terms of procurement, the Public Contracts (s) Regs 2015 do not apply as SEEMIS carries out more than 80% of its activities in the performance of tasks given to it by Local Authorities.

Operations	Operations and Protective Services	Drainage Clearing	11/02/2020	11/02/2021	£276,000	The services are vital to the Health, Safety and Wellbeing of Tenants and Building Users. Due to the current Covid 19 situation and furlough scheme being in operation, Tenderers who would normally be interested in submitting a tender may be unable to submit a response at the current time. Also, tender pricing may be artificially inflated in order to cover any perceived risk due to uncertainties in the labour market and supply chains. It is therefore proposed that an extension be issued to the current service provider for a 12 months term.
Operations	Operations and Protective Services	Fire Alarm Testing, Maintenance and Repairs	10/01/2020	30/09/2021	£100,100 for 12 months extension, £29.3m allowance for repairs and maintenance	The services are vital to the Health, Safety and Wellbeing of Tenants and Building Users. It was originally proposed that a procurement process be implemented with a contract start date of 1st July 2020 on a 3+1 year basis. Due to the current covid-19 situation and furlough scheme being in operation tenderers who would normally be interested in submitting a tender may be unable to at the current time. Also, tender pricing may be artificially inflated in order to cover any perceived risk due to uncertainties in the labour market and supply chains. It is therefore proposed that an extension be issued to the current service provider for a 12 months term. This will allow the extension completion date to coincide with the commencement of a new combined contract with the Dry Riser Testing, Maintenance and Repairs in October 2021.
Operations	Operations and Protective Services	Annual Testing and repair works to dry riser systems in housing properties	10/01/2020	30/09/2021	£40,000	The services are vital to the Health, Safety and Wellbeing of Tenants and Building Users. It was originally proposed that a procurement process be implemented with a contract start date of 1st July 2020 on a 3+1 year basis. Due to the current covid-19 situation and furlough scheme being in operation tenderers who would normally be interested in submitting a tender may be unable to at the current time. Also, tender pricing may be artificially inflated in order to cover any perceived risk due to uncertainties in the labour market and supply chains. It is therefore proposed that an extension be issued to the current service provider for a 16 months term. This will allow the extension completion date to coincide with the commencement of a new combined contract with Fire Alarm Testing, Maintenance and Repairs in October 2021.
Operations	Operations and Protective Services	CCTV Maintenance and Repairs	09/01/2020	31/08/2021	£57,000	The services are vital to the Health, Safety and Wellbeing of Tenants and Building Users. Due to the current covid-19 situation and furlough scheme being in operation tenderers who would normally be interested in submitting a tender may be unable to at the current time. Also, tender pricing may be artificially inflated in order to cover any perceived risk due to uncertainties in the labour market and supply chains. It is therefore proposed that an extension be issued to the current service provider for a 12 months term.
Operations	Operations and Protective Services	Parklets - Spaces for People Project	03/07/2020	03/09/2020	£350,000	As part of the 'Creating spaces for people' project, ACC staff are working in a cross-service approach to ensure the safety and free movement of pedestrians on highway areas, separating traffic under covid legislation. This will allow local business reopen quickly, if we as a council can act to implement these measures without delay. We have been timebound by the Scottish Government reinstatement phases, social distancing guidance, and our aspirations to support the city centre and adjacent shopping areas as best we can in as short a timescale as possible

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