Public Document Pack

To: Councillor Bell, <u>Convener</u>; Councillors Macdonald and John, <u>Vice-Conveners;</u> and Councillors Al-Samarai, Cormie, Delaney, Lesley Dunbar, Graham, MacKenzie, McLellan, Radley, Councillor Stewart, the Depute Provost and Townson.

Town House,
ABERDEEN 11 November 2021

OPERATIONAL DELIVERY COMMITTEE

The Members of the **OPERATIONAL DELIVERY COMMITTEE** are requested to meet in **Council Chamber - Town House on** <u>THURSDAY, 18 NOVEMBER 2021 at 2.00 pm</u>**. This is a hybrid meeting and Members may also attend remotely.**

Members of the press and public are not permitted to enter the Town House at this time. The meeting will be webcast and a live stream can be viewed on the Council's website. https://aberdeen.public-i.tv/core/portal/home

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

1.   There are no items of urgent business at this time.

DETERMINATION OF EXEMPT BUSINESS

2.   There are no items of exempt business

DECLARATIONS OF INTEREST

3.   Members are requested to intimate any declarations of interest

REQUESTS FOR DEPUTATION

4.   There are no requests for deputation at this time

MINUTE OF PREVIOUS MEETING

5.   Minute of the Previous Meeting of 16 September 2021 - for approval (Pages 5 - 12)

COMMITTEE PLANNER

6.   Committee Business Planner (Pages 13 - 18)

NOTICES OF MOTION

7.1.   Notice of Motion by Councillor Reynolds- referred from Council on 21 June 2021 - Coffee Pods (Pages 19 - 28)

That the Council instruct the Chief Officer - Operations and Protective Services to report to the Operational Delivery Committee on the next steps following discussions with Podback (which is operated and financed by the coffee pod manufacturers at no cost to this authority) with a view to Aberdeen City Council becoming the first local authority in Scotland to introduce the recycling of coffee pods.

7.2.   Notice of Motion from the Depute Provost, Councillor Stewart - Pedestrian Crossing Options (Pages 29 - 30)

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

8.   There are no reports under this heading

FINANCE, PERFORMANCE, RISK AND SERVICE WIDE ISSUES

9.1.   Performance Report - CUS/21/263 (Pages 31 - 70)

GENERAL BUSINESS

10.1.   Committee Annual Effectiveness Report - COM/21/261 (Pages 71 - 86)

10.2.   Keeping the Promise - OPE/21/273 (Pages 87 - 94)

EHRIAs related to reports on this agenda can be viewed here

To access the Service Updates for this Committee please click here

Website Address: aberdeencity.gov.uk

Should you require any further information about this agenda, please contact Lynsey McBain on 01224 522123 or email lymcbain@aberdeencity.gov.uk

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OPERATIONAL DELIVERY COMMITTEE

ABERDEEN, 16 September 2021. Minute of Meeting of the OPERATIONAL DELIVERY COMMITTEE. Present:- Councillor Bell, Convener; Councillors Macdonald and John, Vice-Conveners; and Councillors Al-Samarai, Cormie, Delaney, Lesley Dunbar, Graham, MacKenzie, McLellan, Radley, Councillor Stewart, the Depute Provost and Townson.

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.

DECLARATIONS OF INTEREST

1. Councillor Macdonald declared an interest in relation to item 10.4, Community Learning and Development Plan 2021-24 as a member of WEA but did not feel it necessary to withdraw from the meeting during consideration of the item.

Councillor Lesley Dunbar declared an interest in relation to item 10.12 on the agenda, Food Insecurity report, due to being a board member of CFINE and also the Chairperson for Sustainable Food Places but did not feel it necessary to withdraw from the meeting during consideration of the item.

Councillor McLellan also declared an interest in relation to item 10.12 on the agenda, Food Insecurity report, as he was a member of the Fair Trade Board, but did not feel it necessary to withdraw from the meeting during consideration of the item.

MINUTE OF THE PREVIOUS MEETING OF 27 MAY 2021

2. The Committee had before it the minute of the previous meeting of 27 May 2021, for approval.

The Committee resolved:-
to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

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

The Committee resolved:-

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to note the planner.

PERFORMANCE REPORT - CUS/21/194

4.   The Committee had before it a report by the Chief Operating Officer and the Director of Customer Services, which presented Committee with the status of key performance measures relating to the Operations function.

Members discussed the performance report in detail and offered various observations.

The report recommended:-
that the Committee provide comments and observations on the performance information contained in report Appendix A.

The Committee resolved:-
(i)   to request that the Chief Officer – Operations and Protective Services, liaise with the performance team and amend the target for delivering school meals for the next committee meeting to show the target was being met;
(ii)   to request that officers provide information on the two formal complaints that were received in relation to Environmental Services for quarter 1, 2021/22 and to report back to members on what the lessons learnt were, as detailed in the appendix; and
(iii)   to otherwise note the information provided in the Performance Report

TREE & WOODLAND STRATEGIC IMPLEMENTATION PLAN - OPE/21/211

5.   The Committee had before it a report by the Chief Officer – Operations and Protective Services, which sought approval for the draft Tree & Woodland Strategic Implementation Plan and associated Strategic Environmental Assessment to go out to public consultation.

The report recommended:-
that the Committee –
(a)   approve the draft Tree & Woodland Strategic Implementation Plan (Appendix A) and associated Strategic Environmental Assessment (Appendix B);
(b)   instruct the Chief Officer – Operations and Protective Services to carry out an 8-week public consultation on the Tree & Woodland Strategic Implementation Plan and associated documentation; and
(c)   instruct the Chief Officer - Operations and Protective Services, to report back to Operational Delivery Committee in January 2022 detailing;
    (a)   The findings of the public consultation; and
    (b)   A final draft of Aberdeen City Tree & Woodland Strategic Implementation Plan for approval and publication.

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16 September 2021

The Committee resolved:-
(i)   to request that officers look at the policy of not removing healthy trees even though they are older and may deliver a cost saving and to investigate if this can be incorporated into the final version of the plan;
(ii)   to request that officers consider replanting where diseased trees had to be removed; and
(iii)   to otherwise approve the recommendations contained in the report.

DIGITAL SUPPORT FOR CARE LEAVERS - OPE/21/201

6.   The Committee had before it a report by the Chief Officer – Integrated Children's and Family Services, which provided members with an update on the implementation of the scheme to support the digital needs of care leavers.

The report recommended:-
that the Committee note the progress and activities outlined in the report.

The Committee resolved:-
(i)   to request that a report be brought back to this committee in Autumn 2022, providing details on the impact the funding has had on the support for care leavers; and
(ii)   to otherwise approve the recommendation contained in the report.

ANNUAL ASSURANCE STATEMENT - CUS/21/181

7.   The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which sought approval for the Council's Annual Assurance Statement for the year 2021/22, to be submitted to the Scottish Housing Regulator by 31 October 2021.

The report recommended:-
that the Committee approve the Annual Assurance Statement appended to the report for submission to the Scottish Housing Regulator by 31 October 2021.

The Committee resolved:-
to approve the recommendation contained in the report.

COMMUNITY LEARNING AND DEVELOPMENT PLAN 2021-2024 - CUS/21/197

8.   The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which presented the requirements placed on Local

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Authorities by the Requirements for Community Learning and Development (Scotland) Regulations 2013, Regulation 4, to produce a plan that would cover a three year period from 1 September 2015 and to publish further plans every three years.

The report recommended:-
that the Committee approve the Community Learning and Development Strategic Plan 2021- 2024 contained in Appendix 1 as required under the Requirements for Community Learning and Development (Scotland) Regulations 2013.

The Committee resolved:-
to approve the recommendation contained in the report.

TARGETED LEARNING PACKAGE - CUS/21/192

9.   The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which presented details of the package developed to support those whose employment opportunities had been hardest hit by COVID-19 and how that was being implemented.

The report recommended:-
that the Committee -
(a)   note the details of the programme developed (appendix 1) and the implementation plan; and
(b)   note that the programme is included within the Community Learning & Development Strategic Plan 2021 – 2024 and progress will be monitored via the arrangements in place for that plan.

The Committee resolved:-
(i)   to request that officers liaise with NHS link workers in regard to the targeted learning; and
(ii)   to otherwise approve the recommendations contained in the report.

ROAD SAFETY PLAN ANNUAL UPDATE - OPE/21/214

10.   The Committee had before it a report by the Chief Officer – Operations and Protective Services, which updated Members on the road safety statistics for the Council over the past year and the progress made towards the targets.

The report also introduced Scotland's Road Safety Framework to 2030, published by the Scottish Government, setting out a vision for road safety in Scotland to 2050 where no one died or was seriously injured, with interim casualty reduction targets for 2030.

The report recommended:-

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that the Committee note the casualty figures and actions undertaken during 2020.

The Committee resolved:-
to approve the recommendation contained in the report.

HOUSEHOLD WASTE AND RECYCLING CENTRE (HWRC) POLICY - OPE/21/136

11. The Committee had before it a report by the Chief Officer – Operations and Protective Services, which sought approval for the Household Waste and Recycling Centre (HWRC) policy.

The report recommended:-
that the Committee approve the proposed Household Waste and Recycling Centre Policy.

The Committee resolved:-
to approve the recommendation contained in the report.

ROAD WINTER SERVICE PLAN 2021-22 - OPE/21/195

12. The Committee had before it a report by the Chief Officer – Operations and Protective Services, which presented Members with the Roads Winter Service Plan for the coming winter and highlighted any significant changes.

The report recommended:-
that the Committee –
(a)   approve the Roads Winter Service plan for 2021-22, at appendix 1; and
(b)   delegate authority to the Chief Officer - Operations and Protective Services, following consultation with the Chief Officer – Finance, to continue to deliver the Winter Maintenance Service.

The Committee resolved:-
(i)   to request that officers investigate any historic accidents in Heathryfold Circle, by checking statistics and liaising with Police Scotland and report back to members in this regard;
(ii)   to otherwise approve the recommendations contained in the report.

EMPTY HOME POLICY - CUS/21/189

13. The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which sought approval for the Aberdeen City Council's Empty Homes Policy.

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The report recommended:-
that the Committee -
(a)   approve the Aberdeen City Council Empty Homes Policy at Appendix 1; and
(b)   instruct Chief Officer – Early Intervention and Community Empowerment to provide an annual update report to this Committee in relation to empty homes.

The Committee resolved:-
to approve the recommendations contained in the report.

VARIOUS SMALL SCALE TRAFFIC MANAGEMENT STAGE 3 - OPE/21/202

14.   The Committee had before it a report by the Chief Officer – Operations and Protective Services which considered objections and comments received during the statutory consultation period with respect to three proposed Traffic Regulation Orders.

The orders were for:-
* The Aberdeen City Council (Macaulay Drive, Aberdeen) (Redetermination of Means of Exercise of Public Right of Passage) Order 202;
* The Aberdeen City Council (Disabled Persons' Parking Places in Aberdeen City) (Regulatory Parking Places) (Ref.B) Order 202; and
* The Aberdeen City Council (Burnbutts Crescent, Aberdeen) (Prohibition of Waiting) Order 202_.

The report recommended:-
that the Committee-
(i)   acknowledge the objections received as a result of the public advertisements for the proposed Traffic Regulation Orders;
(ii)   in principle, approve "The Aberdeen City Council (Macaulay Drive, Aberdeen) (Redetermination of Means of Exercise of Public Right of Passage) Order 202_" be made, however, in terms of the statutory process, instruct the Chief Officer, Operations and Protective Services, to refer the matter to the Scottish Ministers for a final decision on the proposed order;
(iii)   approve "The Aberdeen City Council (Disabled Persons' Parking Places in Aberdeen City) (Regulatory Parking Places) (Ref.B) Order 202_" be made and brought into effect; and
(iv)   approve "The Aberdeen City Council (Burnbutts Crescent, Aberdeen) (Prohibition of Waiting) Order 202_" be modified to the lesser extent specified by the plan in Appendix 5 and brought into effect.

The Convener moved as a motion, seconded by Councillor John, that the Committee –
(a)   approve the recommendations contained in the report; and

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(b)   instruct the Chief Officer – Operations and Protective Services to consult with local members and the community council after 12 months of the operation of the Macaulay Drive redetermination; and, if issues are raised through the consultation process from a pedestrian safety perspective, that a report be brought back to this committee by that Chief Officer, identifying whether any further measures may be needed.

Councillor Radley, seconded by Councillor McLellan, moved as an amendment, that the Committee approve recommendations (i), (ii) and (iii) as set out in the report; and the additional recommendation (b) proposed as part of the motion.

On a division, there voted:- <u>for the motion</u> (7) – the Convener, Vice Convener John, Vice Convener Macdonald and Councillors Dunbar, Graham, MacKenzie and Stewart, the Depute Provost; <u>for the amendment</u> (6) Councillors Al-Samarai, Cormie, Delaney, McLellan, Radley and Townson.

The Committee resolved:-
to adopt the motion.

VOID HOUSING PROPERTY PERFORMANCE - CUS/21/198

15.   The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which provided an update on the progress of managing Void Housing.

The report recommended:-
that the Committee notes the current position regarding Void Housing performance.

The Committee resolved:-
(i)   to request that the Director of Customer Services provide members with a Service Update providing details on the types of people who were currently on the waiting list for housing;
(ii)   to request that the Director of Customer Services clarify and email members with details on the way voids were categorised;
(iii)   to instruct a report be brought back to this committee by the Chief Officer – Early Intervention and Community Empowerment after two cycles to allow further monitoring of progress of the improvement plan in reducing the number of void properties; and
(iv)   to otherwise approve the recommendation contained in the report.

FOOD INSECURITY - CUS/21/199

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16. The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which informed the committee of developing interventions to address food insecurity and poverty, with £175,000 allocated at the Council budget meeting.

The report recommended:-
that the Committee support the developing proposals for use of the funding and the actions to address food insecurity.

The Committee resolved:-
to approve the recommendation contained in the report.
- **Councillor Philip Bell, Convener**

	A	B	C		E	F	G	H	I
1	**OPERATIONAL DELIVERY COMMITTEE BUSINESS PLANNER** The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	**Report Title**	**Minute Reference/Committee Decision or Purpose of Report**	**Update**		**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	**18 November 2021**								
4	Performance Report	The purpose of this report is to present Committee with the status of key performance measures relating to the Operations Directorate (non-Education).	On agenda		Business Intelligence and Performance Management	Customer	1.1.3		
5	Keeping the Promise	To introduce the Committee to the Scottish Government's Plan 21-24 to #KeepThePromise and to provide information and proposals on our implementation of it.	On agenda		Kymme Fraser	Integrated Children's and Family Services	Operations	1.1.1 and 1.1.2	
6	Notice of Motion by Councillor Reynolds - referred from Council on 21 June 2021.	That the Council instruct the Chief Officer - Operations and Protective Services to report to the Operational Delivery Committee on the next steps following discussions with Podback (which is operated and financed by the coffee pod manufacturers at no cost to this authority) with a view to Aberdeen City Council becoming the first local authority in Scotland to introduce the recycling of coffee pods.	On agenda		Hannah Lynch	Operations and Protective Services	Operations	1.1.5	
7	Committee Annual Effectiveness Report	To report on the annual effectiveness report for this Committee.	On agenda		Rob Polkinghorne Andy MacDonald	Operating Officer and Director of Customer Services	Operations and Customer	GD 8.5	
8	South College Street Junction Improvements (Phase 1) - Traffic Regulation Orders	To highlight objections received as a result of the statutory consultation for two Traffic Regulation Orders associated with the South College Street Junction Improvements (Phase 1) Project. With the committee thereafter considering the responses and recommendations made by officers; thereby reaching a conclusion as to whether the orders should be made as originally envisaged, or modified, or rejected.	On agenda		Graeme McKenzie	Operations and Protective Services	Operations	1.1.1	

	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update		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
	A	B	C	D	E	F	G	H	I
9	Cluster Risk Register and Assurance Map Reporting	To report on the cluster risk register.	On agenda	Jacqui MacKenzie, Steve Roud, Derk McGowan, Mark Reilly, Graeme Simpson, Martin Murchie	Various	Various	1.1.4		
10	Annual Action Plan for Child Poverty 2020/21	To be submitted annually to the Scottish Government. This report is scheduled to come to Committee in September, on the basis that national data is available for inclusion in the report. If this is not available, the report will come before a future Committee as advised by the Chief Officer - Early Intervention and Community Empowerment.		Derek McGowan	Early Intervention and Community Empowerment	Customer	1.1.3	D	Report delayed as the national data for child poverty is not yet available, and is required to inform the progress and impact of work, as well as the actions required over the next year to continue to tackle child poverty.
11	Child Poverty Action Plan update	At the Committee on 13 January 2021, it was agreed that committee receives a half yearly report on the actions being taken by Community Planning Aberdeen to reduce and eradicate child poverty around the priorities for 2020/21. This report is scheduled to come to Committee in September, on the basis that national data is available for inclusion in the report. If this is not available, the report will come before a future Committee as advised by the Chief Officer - Early Intervention and Community Empowerment'		Derek McGowan	Early Intervention and Community Empowerment	Customer	1.1.3	D	Report delayed as the national data for child poverty is not yet available, and is required to inform the progress and impact of work, as well as the actions required over the next year to continue to tackle child poverty.
12	Various Small Scale Traffic Management Stage 2	To present the results of the initial statutory consultation process undertaken. (Will only be presented if representations are received during the statutory consultation process)		Doug Ritchie	Operations and Protective Services	Operations	1.1.1	R	No objections received therefore report not required.
13	**19 January 2022**								
14	Performance Report	The purpose of this report is to present Committee with the status of key performance measures relating to the Operations Directorate (non-Education).		Louise Fox	Business Intelligence and Performance Management	Customer	1.1.3		

	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update		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
	A	B	C	D	E	F	G	H	I
15	Managed Student Accommodation Waste Policy	To implement a policy for the provision of domestic waste services to managed student accommodation in Aberdeen		Hannah Lynch	Operations and Protective Services	Operations	1.1.5		
16	Tree and Woodland Strategic Implementation Plan	At the committee on 16 September 2021, it was agreed to instruct the Chief Officer - Operations and Protective Services, to report back to Operational Delivery Committee in January 2022 detailing; (a)The findings of the public consultation; and (b)A final draft of Aberdeen City Tree & Woodland Strategic Implementation Plan for approval and publication.		Steven Shaw	Operations and Protective Services	Operations	1.1.1 and 1.1.5		
17	Void Housing	At the Committee on 16 September 2021, it was agreed that a report be brought back to this committee by the Chief Officer – Early Intervention and Community Empowerment after two cycles to allow further monitoring of progress of the improvement plan in reducing the number of void properties.		Derek McGowan	Early Intervention and Community Empowerment	Customer	1.1.3		
18	Duties to Brothers and Sisters - new legislation			Graeme Simpson	Integrated Children's and Family Services	Operations	1.1.1 and 1.1.2		
19	Various Small Scale Traffic Management Stage 2	To present the results of the initial statutory consultation process undertaken. (Will only be presented if representations are received during the statutory consultation process)		Doug Ritchie	Operations and Protective Services	Operations	1.1.1		
20			**09 June 2022**						
21	Performance Report	The purpose of this report is to present Committee with the status of key performance measures relating to the Operations Directorate (non-Education).		Louise Fox	Business Intelligence and Performance Management	Customer	1.1.3		
22	Various Small Scale Traffic Management Stage 2	To present the results of the initial statutory consultation process undertaken. (Will only be presented if representations are received during the statutory consultation process)		Doug Ritchie	Operations and Protective Services	Operations	1.1.1		

	A	B	C		D	E	F	G	H	I
	Report Title	**Minute Reference/Committee Decision or Purpose of Report**	**Update**			**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**
23	A92 Haudagain Improvement – Detrunking Settlement				Doug Ritchie	Operations and Protective Services	Operations	1.1.1		
24	Windmill Brae	ODC 19/04/18 - To request that a report be brought back to Committee on an update in regards to Windmill Brae.	This was at committee on 5 March 2020 and it was agreed to wait for the prioritised delivery programme of transport interventions from the Chief Officer Strategic Place Planning and Chief Officer Capital before determining its position on the proposed overnight prohibition of motor vehicles on Justice Mill Lane/Langstane Place/Windmill Brae etc as outlined in the report. Likely to be June 2022 to committee.		Joanna Murray	Strategic Place Planning/ Capital	Place	1.1.3		
25	Autism Strategy Action Plan	ODC 17/01/19 - To instruct that annual reports would be submitted on the progress of implementation of the Action Plan. Reported 5 March 2020 and will then be annually.	An update was provided to ODC in May 2021, therefore annual reports will be submitted May/June 2022 onwards.		Jenny Rae	Health and Social Care Partnership	Health and Social Care Partnership	GD 7.1		
26	Proposed Removal of Pedestrian Crossings and Traffic Signal Controlled Junctions	The purpose of this report is to advise members of the budget savings already approved through the budget process for 2020 / 21 which have yet to be implemented due to the ongoing pandemic and to seek approval from the Committee to carry out further monitoring of the traffic signal installations (previously considered for removal) to ascertain their true level of usage.	Delayed from Jan 21 committee due to Covid and the inability for officers to carry out surveys to identify which ones could be removed, if approved by committee. Given the Covid restrictions and the ongoing changes to traffic movements/increase in pedestrian movements and more people out exercising, its unlikely that these surveys will be carried out until Autumn 2021 at the earliest. Committee in June 2022		Donald Kinnear	Operations and Protective Services	Operations	1.1.1		
27	**31 August 2022**									

	A	B	C	D	E	F	G	H	I
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update		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
28	Performance Report	The purpose of this report is to present Committee with the status of key performance measures relating to the Operations Directorate (non-Education).		Louise Fox	Business Intelligence and Performance Management	Customer	1.1.3		
29	Various Small Scale Traffic Management Stage 2	To present the results of the initial statutory consultation process undertaken. (Will only be presented if representations are received during the statutory consultation process)		Doug Ritchie	Operations and Protective Services	Operations	1.1.1		
30	Digital Suppoort for Care Leavers	At the Committee on 16 September 2021, it was agreed that a report be brought back in Autumn 2022, providing details on the impact the funding has had on the support for care leavers.		Graeme Simpson	Integrated Children's and Family Services	Operations	1.2		
31	Child Poverty Action Plan	To be submitted annually to the Scottish Government. Due to be submitted September 2021		Derek McGowan	Early Intervention and Community Empowerment	Customer	1.1.3		
32	Child Poverty Action Plan update	At the Committee on 13 January 2021, it was agreed that committee receives a half yearly report on the actions being taken by Community Planning Aberdeen to reduce and eradicate child poverty around the priorities for 2020/21.		Derek McGowan	Early Intervention and Community Empowerment	Customer	1.1.3		
33	Empty Home Policy	At the Committee on 16 September 2021, it was agreed that an annual report be brought back in relation to empty homes.		Derek McGowan	Early Intervention and Community Empowerment	Customer	1.1.5		
34	Road Winter Service Plan	To present the Road Winter Maintenance programme every September.		Doug Ritchie	Operations and Protective Services	Operations	1.1.1, 1.1.3, 1.1.5		
35	**01 November 2022**								
36	Performance Report	The purpose of this report is to present Committee with the status of key performance measures relating to the Operations Directorate (non-Education).		Louise Fox	Business Intelligence and Performance Management	Customer	1.1.3		
37	Various Small Scale Traffic Management Stage 2	To present the results of the initial statutory consultation process undertaken. (Will only be presented if representations are received during the statutory consultation process)		Doug Ritchie	Operations and Protective Services	Operations	1.1.1		

	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update		Chief Officer	Directorate	Terms of Referen ce	Delayed or Recommen ded for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
	A	B	C	D	E	F	G	H	I
38	Future reports								
39	South College Street/Queen Elizabeth Bridge Junction		CH&I - 8/11/17 - To instruct the interim Director of Communities, Housing and Infrastructure to report back to this Committee on a preferred option for South College Street/Queen Elizabeth Bridge junction. This report is awaiting opening of Phase 1 of the South College Street Project currently programmed for Summer 2022, updated traffic counts and modelling thereafter. Estimated Committee date 2023.	Joanna Murray / David Dunne	Strategic Place Planning	Place	1.1.5		
40	Macaulay Drive Aberdeen	At the meeting on 16 September 2021, it was agreed to instruct the Chief Officer – Operations and Protective Services to consult with local members and the community council after 12 months of the operation of the Macaulay Drive redetermination; and, if issues are raised through the consultation process from a pedestrian safety perspective, that a report be brought back to this committee by that Chief Officer, identifying whether any further measures may be needed.		Mark Reilly	Operations and Protective Services	Operations	1.1.1		
41	Traffic Management Measures for TECA site	To advise the committee as to the functionality and success of the measures installed within and around the TECA site, this being based on a review from the events held to date.	Delayed as it was to contain an element of public consultation into the parking behaviours of those attending TECA. However due to Covid-19 diverting resources, and the suspension of events at TECA, consultation and the report have been delayed. Service updates were issued in November 2020 and May 2021 to outline the delay.	Jack Penman/Ross Stevenson	Operations and Protective Services	Operations	1.1.1		

ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	18th November 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	"Podback" Coffee Pod recycling Scheme
REPORT NUMBER	OPE/21/163
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Mark Reilly
REPORT AUTHOR	Hannah Lynch
TERMS OF REFERENCE	1.1.5

1   PURPOSE OF REPORT

To consider a member's proposal for Aberdeen City Council to become the first local authority in Scotland to introduce a kerbside collection for recycling used coffee pods.

2   RECOMMENDATION(S)

That the Committee:-

2.1.1   instructs the Chief Officer – Operations and Protective Services to assess the viability of installing collection points at Household Waste Recycling Centres (HWRC's), and if appropriate instruct the installation of collection points;

2.1.2   approves the promotion of the "Podback" Coffee Pod recycling scheme to inform householders and the general public about the scheme and provide further information about coffee pod recycling; and

2.1.3   agree that, at this time, adding coffee pods collection to the kerbside recycling collections is not considered viable due to logistical limitations, operational impacts and environmental sustainability considerations.

3   BACKGROUND

Coffee pods are small self-contained pods used in purpose-built coffee machines, which have become increasingly popular recently, with approximately 30% of households believed to own a machine. The pods are either made of plastic or aluminium with a foil or plastic lid that contain coffee grinds or milk substitute products.

It is estimated that 1.8 billion non-biodegradable coffee and hot beverage machine pods are consumed in the UK with much going to disposal, resulting in the non-biodegradable coffee pods taking up to 500 years to decompose in landfill or being treated in energy from waste (EfW) facilities.

Major coffee pod manufacturers have collaborated to create a new national scheme called "Podback" to deal with this hard to recycle, single-use waste stream. This scheme is set up, and already in operation, enabling users to recycle coffee pods by dropping them off in a pre-ordered bag at local collection points free of charge.

Podback also provides funding to local authorities wishing to collect coffee pods through setting up kerbside collection schemes.

Used coffee pods are collected and sent to a specialist reprocessing plant near Manchester to separate the packaging from the used coffee grounds. The aluminium and plastic are then sent for recycling while the coffee grounds are treated by anaerobic digestion and used as a soil improver. The plastic and aluminium is transformed into new products such as drinks cans or plastic garden furniture. The plastic recycling bags are recovered and sent to Energy from Waste facilities to create energy.

Currently, no local authority in Scotland collects pods at the kerbside. In England, Cheltenham Borough Council started collections in May 2021, collecting pods on a weekly basis with 1,582 households signing up in the first 7 weeks.

Current Process

Within Aberdeen, the Materials Recycling Facility (MRF) does not have the technology to separate and process this material from the mixed recycling stream. Presently, where the customer does not participate in the existing take-back scheme, the coffee pods are collected with the general waste then processed to produce refuse derived fuel (RDF) which is subsequently sent to EfW. Our contractor has confirmed it would be impossible for the materials recovery facility (MRF) at Altens to separate the plastic, aluminium, and coffee grounds within the pods due to the composite nature of the pods and their small size.

Aberdeen's RDF is currently processed through EfW facilities in Europe although this will transition to the NESS EfW in Aberdeen when it opens in 2022. Here, any plastic and coffee grounds will be turned into heat and electricity, the aluminium will go through the facility and be recovered through the bottom ash at the end. With each of these processes, value is generated for the authority.

Tonnage Data/Potential Yield

The consultancy, Eunomia, estimates in their research that approximately 30% of households have a pod-based coffee machine, with households using approximately 2.4 pods a day. They project a 42% participation rate of pod users would equate to 12.6% of total households.

Cheltenham Council has been operating a kerbside collection since May 2021 and 7% of their households participate. Their initial figures indicated that participating households use 0.18kg pods per week however, their total tonnages to date indicate that that this yield has been overestimated and could be less than half that.

Potential tonnages have been projected for Aberdeen, using Eunomia's estimates and Cheltenham's feedback. Please see table 1 below.

It should be noted that the projected tonnages below will include material that is already diverted through Podback's existing drop-off scheme. Also, the projections in the table below assume that a collection can be provided to all households in Aberdeen. However in reality this would not be case as there is no obvious kerbside collection solution for those households using communal bins (approximately one-third of households).

Table 1 potential tonnages.

Assumed 120,000 households and 0.18kg per participating household per week	Based on Eunomia estimates	Based on Cheltenham actual data	Comments
% total HH participating	12.6%	7%	
Number participating HH	15,120	8,400	
Tonnages	141.5	78.6	The Cheltenham data indicate that the 0.18kg per participating yield may be overestimated and ACC's annual tonnage could be as low as **33.3T**

4   COST BENEFIT ANALYSIS

4.1   COSTS

Tonnage

The predicted tonnage is minimal compared to Aberdeen's overall waste arisings. For scale, in 2020, the total tonnage of material collected in the kerbside recycling scheme was around 21,000 tonnes. Using the predicted tonnage data, collected pods would only account for 0.6% of Aberdeen City's kerbside recycling tonnage. This figure is calculated using Eunomia's research estimate that approximately 30% of households own a pod machine.

It should be noted that this number is based on sales figures from the brands and as this is confidential, the data cannot be verified. Podback's tonnage projections are also based on the assumption that the 30% of households who own a pod machine, use their pod machine regularly, which may not always be the case.

Existing alternatives

There are other types of coffee machines that do not use pods but instead use coffee beans or ground coffee. This aligns better with the waste hierarchy by avoiding single use packaging.

For those that do use pods, options to recycle already exist, for example:

- The Podback drop off scheme to participating Collect+ Drop stores. This is a free of charge service where pod users request a recycling bag from Podback for either metal or plastic pods. There are 25 collection points for coffee pods in Aberdeen.

- Drop off to Nespresso Boutique Stores for Nespresso pod users. The nearest one is currently located at Union Square.
- Nespresso also offer a doorstep pick up.

Sustainability

The environmental sustainability of the Podback scheme's logistics must be considered. The pods are transported to a facility south of Manchester, around 370 miles from Aberdeen. Haulage would most likely be via diesel trucks.

Currently, Podback do not offset their carbon emissions. A spokesperson from Eunomia clarified that preliminary environmental modelling undertaken for Podback has demonstrated a carbon benefit for recycling, even taking haulage into account, however this has not been verified.

The pods themselves are a single use material, which is contributing to Scotland's throwaway culture. In Scotland, the law is changing on single use products (SUP), with the draft regulations for the single-use plastics ban now published. It is intended that items such as plastic straws and single use plastic cutlery will no longer be available from 2022. Coffee pods are an example of an SUP product that may be restricted in the future. The emphasis is on restricting the SUP product at the manufacturing stage and not dealing with it as an end waste product after use e.g. recycling.

In terms of the waste hierarchy, the first aim is waste prevention, followed by preparing for reuse then recycling.

Furthermore, the pods must be placed in a pre-ordered plastic bag. The production and delivery of these bags creates the need for another SUP to enable this material to be recycled, thus offsetting the benefits of the recycling process. These bags cannot be reused or recycled in the process resulting in them being sent to EfW.

Also, the proposal does not align with LOIP stretch outcome 13: "to reduce the generation of waste in Aberdeen by 8% by 2023" as it encourages the use of non-essential single-use materials (bags and pods), thus increasing waste arisings. Additionally, it does not align with the Council's Waste Strategy goal to "Minimise waste production; objective: Reduce the amount of waste produced per person in the city".

Costs

Podback state that local authorities should incur no additional costs. This includes vehicle modifications, additional time for collection crews, storage cages at depots, pod processing, haulage and a communications campaign for promoting the scheme to householders

However, there will always be hidden costs to the local authority, whether this be from maintenance and replacement of collection equipment; staff training; administration of the logistics chain or time/resource required to communicate the scheme to households and respond to queries. These hidden costs are currently not quantifiable but do represent a risk, given that the benefits to the Council do not appear significant.

Technical and Operational Considerations

The pods are collected in plastic bags supplied by Podback and collected as part of the kerbside collection. However, while the bags of used pods can be collected on the usual recycling day, they must be collected and stored separately to the mixed recycling. The bags cannot be placed in the bin with the recyclables as they cannot be processed with this material and would pose a contamination risk.

The bags of used coffee pods must therefore be left on top of the wheeled bin and deposited in a specially made container located separately from the main body of the vehicle. This limits the collection service to those with individual bins as there is no obvious collection system for households using communal bins. This also means a space must be found to fit a container on the collection vehicle. Note that it is intended that the collection vehicles are retrofitted with hydrogen tanks as part of the fleet hydrogen programme and space for this must be protected.

Also, although minimal, uplifting the bags will add additional time to the collection routes. The pods will also require additional administration time to organise, as part of the kerbside collection.

As well as budget and resource issues, there are also operational considerations to be made. Coffee pods are very light therefore there is a risk from littering on windy days. These non-biodegradable materials persist in the environment.

Provision and associated cost of securely storing the bags of pods would be required before being collected by Podback on an infrequent basis.

4.2   BENEFITS

Public Perception

Residents generally want to do the right thing for the environment and recycle as much as possible, and this scheme would provide a further convenient recycling opportunity.

Recycling Rates

Diverting pods from the EfW process may minimally increase Aberdeen City Council's recycling rates, however, any increase would not be significant due to the minimal tonnage collected and lightweight nature of the material, and in any case waste prevention is better environmentally and financially.

5   ALTERNATIVE OPTIONS

An alternative option, to enhance the existing mail back scheme, would be to have drop off point for bags of pods at the Council's four Household Waste Recycling Centres (HWRCs) around the city. This option poses fewer logistical challenges and would be more equitable as it would be available to all households and not restricted to those who have their own bins. Podback have indicated that there may be a secondary option to collect pods this way and can be explored further.

One additional option for Podback to explore is a local partnership between Podback and supermarkets.

6 FINANCIAL IMPLICATIONS

There are no financial implications to consider.

7 LEGAL IMPLICATIONS

The Council has a duty to provide household waste collection services under the Environmental Protection Act 1990 and to take reasonable steps to increase the quantity and quality of recyclable materials under the Waste (Scotland) Regulations 2012.

8 MANAGEMENT OF RISK

Each risk detailed below is associated with including pods as a kerbside collection

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	This would conflict with LOIP stretch outcome 13: "to reduce the generation of waste in Aberdeen by 8% by 2023" as it: 1. encourages the use of single-use materials, thus increasing waste arisings 2. the recycling scheme requires plastic bag production in return for a very low tonnage of material to be recycled. Additionally, it does not align with the Council's Waste Strategy goal to "Minimise waste production; objective: Reduce the amount of waste produced per person in the city".	H	By not proceeding with the proposal, the Council would mitigate this risk
Compliance	This directly contradicts the Circular Economy principles to reduce and reuse products before the need to recycle.	H	By not proceeding with the proposal, the Council would mitigate this risk

Operational	The below operational risks could occur: - resources issues - requirement for administration time - littering - coffee pods are lightweight and risk blowing away - Storage issues of bags of pods	**H**	By not proceeding with the proposal, the Council would mitigate these risks.
Financial	- The Council could incur unforeseen adverse financial implications directly associated with signing up to Podback. - There could also be financial implications if Podback were to suddenly terminate the service.	**M**	By not proceeding with the proposal, the Council would mitigate these risks.
Reputational	- There is a risk to joining a scheme that is unproven economically and is very new. - It must also be considered a risk that Podback could decide it can no longer afford to collect from Aberdeen, which would present a reputational risk.	**M**	By not proceeding with the proposal, the Council would mitigate these risks.
Environment / Climate	There are various sustainability issues such as: - The carbon footprint of haulage is substantial and not offset (Podback's claim of carbon benefits cannot be validated). - Pods are a SUP. - Plastic bags used to store pods are not recycled therefore are a SUP. - Directly conflicts with the waste hierarchy aims.	**H**	By not proceeding with the proposal, the Council would mitigate these risks.

9   OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Local Outcome Improvement Plan	

Prosperous Place Stretch Outcomes	The proposal not to proceed with kerbside collections of coffee pods aligns with Stretch outcome 13: Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate. Specifically, Improvement project aim: Reduce the generation of waste in Aberdeen by 8% by 2023.
UK and Scottish Legislative and Policy Programmes	The proposal not to proceed with kerbside collections of coffee pods aligns with the Scottish Government's zero waste society and circular economy principles, specifically: "we aim to shift behaviour in Scotland away from single-use materials completely".

10 IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	IIA completed
Data Protection Impact Assessment	not required

11 BACKGROUND PAPERS

https://www.zerowastescotland.org.uk/single-use-plastics/draft-regulations
https://www.gov.scot/publications/draft-environmental-protection-single-use-plastic-products-oxo-degradable-plastic-products-scotland-regulations-2021-discussion-paper/
https://www.aberdeencity.gov.uk/sites/default/files/2021-02/2014-2025-Waste-Strategy.pdf
https://communityplanningaberdeen.org.uk/wp-content/uploads/2021/07/Final-LOIP-2016-26-Refreshed-July-21.pdf

12 REPORT AUTHOR CONTACT DETAILS

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<u>Notice of Motion – the Depute Provost Cllr Stewart</u>

"That this Committee instructs the Chief Officer – Operations and Protective Services to submit a report to the next appropriate committee concerning the alternative options of installing another pedestrian crossing on King's Gate in the vicinity of the Atholl Hotel from the south side to the north side of King's Gate and installing such a crossing on Forest Road near its junction with King's Gate and any other options which are considered by the Chief Officer to be appropriate.

This motion is made on pedestrian safety grounds, addressing the needs of local people, particularly of families living within the King's Gate/ Forest Road West End area, wanting to walk children safely to local schools, mainly Mile End Primary School and to match the pedestrian crossing provisions for local schools on the Queen's Road corridor.

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COMMITTEE	Operational Delivery Committee
DATE	18 November 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Operational Delivery Performance Report
REPORT NUMBER	CUS/21/263
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Louise Fox
TERMS OF REFERENCE	1.1.3

1.   PURPOSE OF REPORT

1.1   To present Committee with the status of key performance measures relating to the Operations (non-Education) and Customer functions.

2.   RECOMMENDATION(S)

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

3.   BACKGROUND

3.1   This report is to provide members with key performance measures in relation to the Operations (non-Education) and Customer functions as expressed within the 2021/22 Council Delivery Plan.

3.2   Performance Framework Reporting was introduced in 2019/20, initially against in-house delivery directly contributing to the City's Local Outcome Improvement Plan (LOIP) to the Operational Delivery and City Growth and Resources Committees, and has informed the 2021/22 Council Delivery Plan (the Plan) that was agreed by Council on the 10th March 2021.

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 also outlines the

systematic approach that will be taken during 2021/22 to identify, plan and deliver improvement.

3.4   The Plan also reflects on the identification of Service Standards against each function/cluster, that builds on the original Framework which offers insight into the effectiveness, and accessibility of core service provision to the Council's stakeholders and City communities.

3.5   Where appropriate, data capture against these Standards is now directly incorporated within the suite of metrics contained within Appendix A and will be reported against on either a monthly, quarterly or annual basis.

3.6   The Performance Management Framework provides for a consistent 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 Committees.
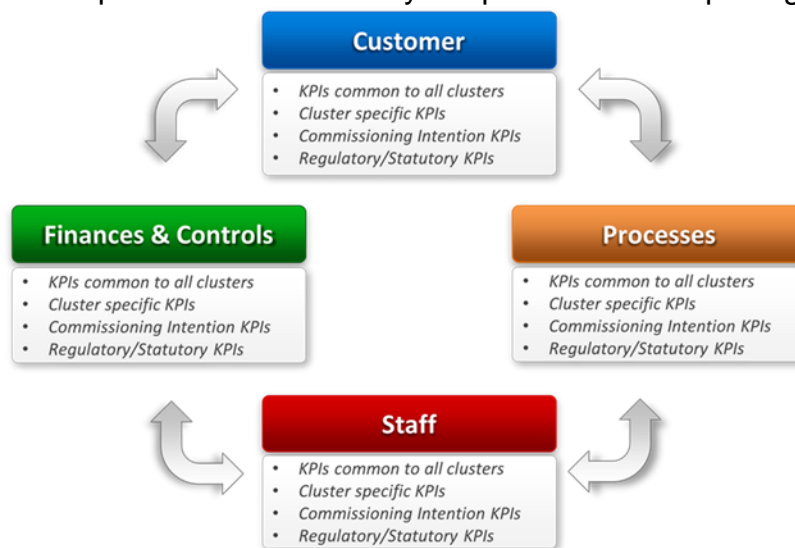
3.7   This report, as far as possible, details performance up to the end of September 2021 or Quarter 2 2021/22, as appropriate. Additional data for October has been added on this occasion in relation to voids.

3.8   Appendix A provides an overview of performance across the Operations (non-Education) and Customer functions, with reference to recent trends and performance against target. It also includes, at appropriate points in the Appendix, further analysis of several performance measures which have been identified as exceptional. These are listed below:

- % of Looked After Children who are looked after in a Kinship Care Arrangement
- % Assessments of foster carers and adopters completed within 6 months of application
- Dog Fouling - % responded to within 2 days
- Average Call Wait Time (IT Helpdesk)
- % Priority 1 and 2 incidents closed in timescale

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

<u>Performance Measures</u>

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

Where narrative analysis of progress against Service Standards is provided and has been attributed with a RAG status by the relevant Service Manager, these are defined as follows:

RAG Status

- GREEN   – Actions are on track with no delays/issues emerging

- AMBER   – Actions are experiencing minor delays/issues emerging and are being closely monitored

- RED   - Actions are experiencing significant delays/issues with improvement measures being put in place

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
Strategic Risk	None		
Compliance	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.
Operational	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
Financial	No significant related financial risks.	L	N/A
Reputational	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.
Environment / Climate	No significant related environmental risks.	L	N/A

7. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Council Policy Statement	**None**
Aberdeen City Local Outcome Improvement Plan	
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.
Regional and City Strategies	None

UK and Scottish Legislative and Policy Programmes	None

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	The recommendations arising from this report do not require that a full Impact Assessment is completed
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

Local Outcome Improvement Plan

Council Delivery Plan 21/22 – COM/21/054

10. APPENDICES

Appendix A – Performance Summary Dashboard

11. REPORT AUTHOR CONTACT DETAILS

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Operational Delivery Committee Performance Report Appendix A

Operations and Protective Services

Building Services

<div style="background:#29ABE2;color:white;font-weight:bold;padding:4px">1. Customer – Building Services</div>

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
The year to date percentage of repairs appointments kept	99.53%	✅	99.47%	✅	99.46%	✅	90%
Percentage of tenants who have had repairs or maintenance carried out in the last 12 months satisfied with the repairs and maintenance service (year to date).	96.08%	✅	96.08%	✅	96.08%	✅	80%

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received (stage 1 and 2) - Building Services	59	📈	39	📈	90	📈	
% of complaints resolved within timescale stage 1 and 2) - Building Services	42.4%	🔴	56.4%	🔴	45.6%	🔴	75%
% of complaints with at least one point upheld (stage 1 and 2) - Building Services	33.9%	📈	33.9%	📈	27.8%	📈	
*Total No. of lessons learnt identified (stage 1 and 2) - Building Services	3	📈	3	📈	2	📈	

*Lessons learnt referred to throughout 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 – Building Services

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
The year to date average length of time taken to complete emergency repairs (hrs)	3.46	✅	3.52	✅	3.61	✅	4.1
The year to date average length of time taken to complete non-emergency repairs (days)	6.18	✅	6.27	✅	6.26	✅	8.3
The year to date percentage of reactive repairs carried out in the last year completed right first time	91.06%	✅	90.67%	✅	90.81%	✅	90%
The percentage of Repairs Inspections completed within 20 working day target (year to date)	98.9%	✅	99.1%	✅	99.2%	✅	100%

3.	Staff – Building Services

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Quarter - Building Services)	3	📈	0	📈	1	📈	
Accidents - Non-Reportable - Employees (No in Quarter - Building Services)	4	📈	1	📈	3	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
*Sickness Absence - Average Number of Days Lost - Building Services	3.1	✅	2.9	✅	2.9	✅	10
Establishment actual FTE	414.54	📈	419.23	📈	418.13	📈	
Staff Costs - % Spend to Date (FYB)	31.7%	✅	40.1%	✅	48.2%	✅	100%

*All sickness absence data contained in this Appendix now reflects the 12-month rolling average of days lost per FTE

4.	Finance & Controls – Building Services

Environmental Services

1.	Customer – Environmental Services

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received (stage 1 and 2) - Environment	10	📈	17	📈	33	📈	
% of complaints resolved within timescale (stage 1 and 2) - Environment	80%	✅	100%	✅	72.7%	✅	75%
% of complaints with at least one point upheld (stage 1 and 2) - Environment	40%	📈	58.8%	📈	27.3%	📈	
Total No. of lessons learnt identified (stage 1 and 2) - Environment	0	📈	2	📈	1	📈	

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Number of Partners / Community Groups with links to national campaigns - Green Thread	No activity Q4		107	📈	93	📈	

2.	Processes - Environmental Services

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
*Street Cleansing - LEAMS (Local Authority Environmental Audit Management System) **(Conducted 3 times annually)**	85.9%	✅	85.9%	✅	85.9%	✅	80%
Grounds - LAMS (Land Audit Management System)	No activity Q2						87%
Number of Complaints upheld by Inspector of Crematoria	0	✅	0	✅	0	✅	0
% Outdoor play areas visited, inspected, and maintained to national standards on a fortnightly basis	100%	✅	100%	✅	100%	✅	100%
% Water safety equipment inspected within timescale	99.9%	✅	99.9%	✅	96.1%	✅	100%

* LEAMS figure is an overall outcome for the period April to September 2021

3. Staff - Environmental Services

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Quarter - Environment)	0	📈	1	📈	0	📈	
Accidents - Non-Reportable - Employees (No in Quarter - Environment)	2	📈	0	📈	6	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/2022 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence - Average Number of Days Lost - Environmental	8.7	✅	9.2	✅	9.7	✅	10
Establishment actual FTE	314.52	📈	312.87	📈	309.62	📈	
Staff Costs - % Spend to Date (FYB)	33%	✅	41.3%	✅	49.5%	✅	100%

4. Finance & Controls - Environmental Services

Facilities Management

1. Customer – Facilities Management

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received (stage 1 and 2) - Facilities	1	📈	3	📈	2	📈	
% of complaints resolved within timescale (stage 1 and 2) - Facilities	0%	🔴	100%	✅	100%	✅	75%
% of complaints with at least one point upheld (stage 1 and 2) - Facilities	0%	📈	66.7%	📈	100%	📈	
Total No. of lessons learnt identified (stage 1 and 2) - Facilities	0	📈	1	📈	0	📈	

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		Q2 2021/22 Target
	Value	Status	Value	Status	Value	Status	
Number of school lunches served in the year - Primary (YTD)	592,653	🔴	264,525	✅	402,093	🔺	*500,000

*The target shown for this measure is cumulative. Target at end of Q3 will be 750,00 and at end Q4 1,000,000.

Performance Indicator	Current Status	2021/22 Target
All meals served to children and young people in our schools will meet the Nutritional requirements for Food and Drink in Schools (Scotland) Regulations	✅	100%
The Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations were updated in 2020, with changes coming into effect from April 2021. Our School Catering service aims for 100% compliance with the regulations to ensure that whilst in school, our children and young people are receiving the nutrition they require to be effective learners. We have set this as a service standard particular to Aberdeen City Council's school catering service and there is no comparative benchmarking information which we can use to compare performance with other local authorities. Performance is not reported as a metric, but the intention of the measure is to highlight to Committee any reports received on nutritional non-compliance from Education Scotland's school inspection visits.		

2. Processes – Facilities Management

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
% Fly tipping alerts at housing multi-storey blocks responded to within 48 hours	90.7%	✅	100%	✅	92.8%	✅	80%
% Response cleaning alerts responded to within priority timescales	100%	✅	100%	✅	92.9%	✅	80%
% Void cleaning alerts responded to within priority timescales	83.3%	✅	100%	✅	94.1%	✅	80%

Performance Indicator	Current Status	2021/22 Target
We will deliver 39 weeks contracted school cleaning	✅	95%
Cleaning service is delivered by the in-house team at all non-3Rs schools in the city, for the 38 weeks of school term plus the five annual in-service days. We will use this measure to highlight any instances where a school has been unable to open due to our inability to provide a satisfactory cleaning service. No issues identified.		

3.   Staff – Facilities Management

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Quarter)	1	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No Quarter)	3	📈	7	📈	5	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence - Average Number of Days Lost - Facilities	9	✅	9.2	✅	9.1	✅	10
Establishment actual FTE	472.36	📈	475.24	📈	486.22	📈	
Establishment actual FTE (Cleaning)	218.87	📈	215.57	📈	219.11	📈	
Establishment actual FTE (Janitorial)	53.29	📈	54.33	📈	58.68	📈	
Staff Costs - % Spend to Date (FYB)	33.3%	✅	41.6%	✅	49.9%	✅	100%

4.   Finance & Controls - Facilities Management

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
*Inspection - Number of overdue corrective actions requests as at month end	0	✅	0	✅	0	✅	0

Fleet and Transport

1. Customer – Fleet and Transport

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received (stage 1 and 2) - Fleet	0	📈	1	📈	0	📈	
% of complaints resolved within timescale (stage 1 and 2) - Fleet	No complaints Q4		100%	✅	No complaints Q2		75%
% of complaints with at least one point upheld (stage 1 and 2) - Fleet			0%	📈			
Total No. of lessons learnt identified (stage 1 and 2) - Fleet			2	📈			

2. Processes – Fleet and Transport

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
% HGV's achieving first time MOT pass	87.5%	🔺	96.8%	✅	96.9%	✅	100%
% Light Vehicles achieving first time MOT pass	94.7%	🔺	94.7%	🔺	91.9%	🔺	100%
% of Council fleet - alternative powered vehicles	8.2%	📈	8.4%	📈	8.7%	📈	
% of Council fleet lower emission vehicles (YTD)	85.5%	🔺	85.8%	🔺	87.7%	🔺	100%

3. Staff – Fleet and Transport

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Quarter - Fleet)	1	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No in Quarter - Fleet)	1	📈	1	📈	0	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence - Average Number of Days Lost - Fleet	5.6	✅	5.8	✅	6	✅	10
Establishment actual FTE	37.6	📈	38.07	📈	40.27	📈	
Staff Costs - % Spend to Date (FYB)	33%	✅	41.2%	✅	49.7%	✅	100%

4. Finance & Controls – Fleet Transport

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		Q2 2021/22 Target
	Value	Status	Value	Status	Value	Status	
Fleet Management - First Use Check Exceptions (Environmental) – Year to date	39	🔴	3	✅	11	✅	15
Fleet Management - First Use Check Exceptions (Fleet) – Year to date	0	✅	1	✅	1	✅	2
Fleet Management - First Use Check Exceptions (Roads) – Year to date	6	✅	6	🔴	7	🔴	2
Fleet Management- First Use Check Exceptions (Waste) – Year to date	12	✅	3	✅	7	✅	18
Unreported Vehicle, Plant and Equipment Accidents (Environmental) - Year to date	3	✅	0	✅	1	✅	8
Unreported Vehicle, Plant and Equipment Accidents (Roads) - Year to date	1	✅	0	✅	0	✅	2
Unreported Vehicle, Plant and Equipment Accidents (Waste) - Year to date	4	✅	0	✅	2	✅	15

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Fleet Services - % of LGV/ Minibuses/ Small Vans Vehicles under 5 years old	78.33%	✅	64.94%	⚠️	64.03%	⚠️	80%
Fleet Services - % of large HGV vehicles under 7 years old	69.57%	⚠️	67.83%	⚠️	76.98%	✅	80%

Integrated Children's Services (excluding Education)

1. Customer – Integrated Children's Services (ex-Education)

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received (stage 1 and 2) - CSW	10	📈	15	📈	13	📈	
% complaints resolved within timescale (stage 1 and 2) - CSW	70%	🔺	46.7%	🔴	61.5%	🔺	75%
% of complaints with at least one point upheld (stage 1 and 2) - CSW	10%	📈	20%	📈	30.8%	📈	
Total No. of lessons learnt identified (stage 1 and 2) - CSW	0	📈	0	📈	0	📈	

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
% Care provided in Council children's homes, fostering and adoption services achieve a care standard of good or better	100%	✅	100%	✅	100%	✅	100%
LAC looked after in a residential placement in Aberdeen City (%)	4.7%	✅	5%	✅	4.6%	✅	5%
LAC looked after in a residential placement out with Aberdeen City (%)	6.4%	🔺	5.9%	🔺	6.1%	🔺	5%
Looked After Children looked after at home (%)	19.7%	🔴	18.9%	🔴	19.2%	🔴	25%
Looked After Children looked after in Kinship (%)	20.3%	🔴	20.2%	🔴	20.3%	🔴	31%
Looked After Children looked after in Foster Care (%)	44.8%	🔴	46.2%	🔴	46.7%	🔴	33%

The percentage of Looked After Children who are looked after in a Kinship Care Arrangement

Q2 2021/22 result

29.5%
24.8%
0.0%
20.3%
100.0%

ICFS Comm CSWd Looked After Children looked after in Kinship (%)

30.0%
20.0%
10.0%
0.0%

Q3 2020/21   Q4 2020/21   Q1 2021/22   Q2 2021/22

Quarters ▬ Target (Quarters)
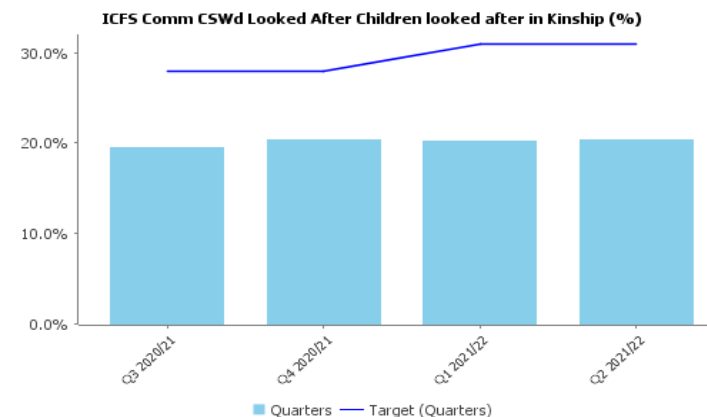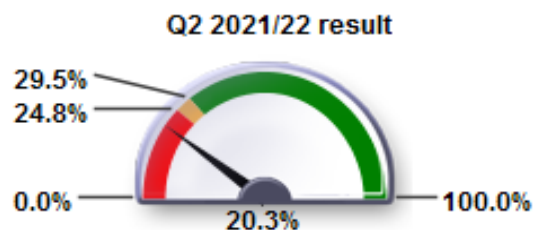
Why is this important?

Rebalancing the Care Profile is a service priority and is noted within The Promise and the LOIP.

Benchmark Information:

National benchmark data relating to looked after children are collated during July of each year. It is published during the course of the national information release through the Children's Social Work Statistics report (often referred to as the CLAS return) in March of the following year.
http://www.scotland.gov.uk/Topics/Statistics/Browse/Children/PubChildrenSocialWork

Target:

To be equal to, or better than the national average position. The refreshed LOIP has an Improvement Project Aim of increasing the proportion of children and young people who are supported to live in kinship care or are looked after at home to 43% by 2023

This is what the data is saying:

The overall number of looked after children has reduced over the past year from 563 Q2 2020/21 to 517 Q2 2021/22. This is a welcome trend as the service seeks to adapt its support offer to enable more children to remain in the care of their family where it is safe to do so. The past quarter has seen a reduction of 12 in the total number of looked after children.

This improving position reflects the aspiration and recommendations of the Independent Care Review – The Promise. The focus of the service is to ensure that **whenever children are safe in their families and feel loved, they must stay**.

Realignment of resource, both in-house and those we commission will enable increased capacity to support children to remain within their families.

This is not solely from a Children's Social Work perspective but is on a multi-agency basis recognising support in relation to educational need and mental health are often key components in supporting children to remain within their family. The impact of COVID has resulted in a significant backlog of Children's Hearings. This has meant that some children will be caught up in the delays both in terms of no longer requiring compulsory measures to reflect their care needs but also some who will require such measures.

This is the trend:

No change from the previous quarter. At Q2, the percentage of children in Kinship Care remains at 20.3%. The percentage of children being looked after at home increased from 18.2% to 19.1% between Q1 and Q2 2021/22. The percentage of children being looked after in foster care has remained fairly static at 46.8% in Q1 and 46.7% in Q2 2021/22.

This is the impact:

There will be a positive impact from any improvement in the performance of this measure through reducing the number of looked after children in foster care and supporting more children to remain with their family. Shifting the balance of care aligns with findings from the Independent Care Review published in February 2020.

These are the next steps we are taking for improvement:

- Realignment of Children's Social Work resources to support children to remain within their family.
- Development of Family Wellbeing Hubs to provide early and preventative multi-agency support to children, young people and families.
- Improvement programme around the earlier identification, assessment and support of potential Kinship Carers.
- Continuing to support the development of a trauma informed workforce across Children's Services.

Responsible officer:	**Last Updated:**
Kymme Fraser	Q2 2021/22

2. Processes - Integrated Children's Services (ex-Education)

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
% Child Protection joint interviews completed within 5 days	89.5%	🔺	92.8%	✅	88.6%	✅	90%
% Initial child protection conferences held within 21 days	60%	🛑	93.8%	✅	91.7%	✅	80%
% Child Protection Case Conference decisions issued to families within 24 hours	100%	✅	100%	✅	100%	✅	90%
% Child Protection Plans issued within 5 days	42.6%	🛑	67.9%	🔺	79.1%	✅	80%
% Care experienced children and young people with 3 or more consecutive placements away from home in 12 months	New measure		5%	✅	5%	✅	10%
% Care experienced children and young people with a pathway plan by age 15	100%	✅	100%	✅	100%	✅	100%
% Foster carers and adopters approved within a timescale of 6 months from application	4.35%	🛑	45%	🛑	33.3%	🛑	75%

% Assessments of foster carers and adopters completed within 6 months of application

Q2 2021/22 result
0% — 33.33% — 60% — 71.25% — 98%

OPS003CSW % Assessments of foster carers and adopters completed within 6 months of application
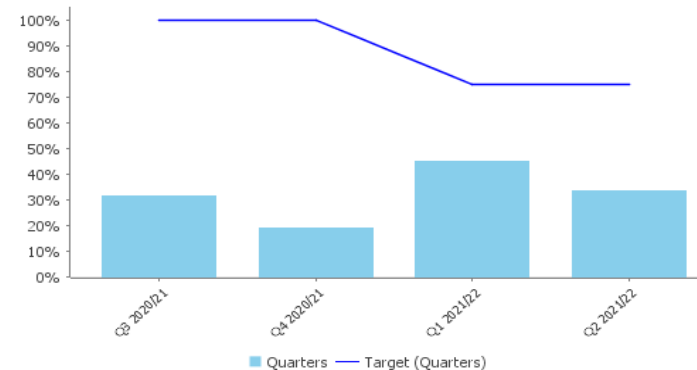
Why is this important?

The recruitment of foster carers and adopters is important to ensure that we enable children, who cannot be looked after by their families, to remain local to their communities and relationships that are important to them and to minimise the cost to the Local Authority.

Benchmark Information:

There is no local or national benchmarking data to be drawn on.

Target:

The target for this measure during 2021/22 has been set at 75%. The Standards recognise that for some the assessment timeframe will need to reflect their lived experiences and current circumstances. As such there will always be circumstances which necessitate an assessment exceedingly the 6-month time frame. Such instances should be kept to a minimum and agreed on an individual basis with the prospective carers.

Locally given the implications of the Oil and Gas sector this can mean individuals working away from home for extended periods of time. This impacts on their availability to undertake the assessment. The service has increasingly embraced the use of technology over the course of the past year to engage with prospective carers to limit the impact of such working arrangements.

The undertaking of an assessment requires input from medical professionals. Due to the COVID pandemic many of the medical staff involved in such have been moved to other roles. The delays in completing medical assessments have contributed to noted performance. Similarly, the restrictions imposed by lockdown have limited the ability of social work staff to undertake aspects of the assessment which require to be done in person and by visiting the prospective carers home.

The service has and continues to experience significant staffing challenges, which has impacted on the services capacity to complete the assessments within the noted timescale. There has been an increased use of independent assessors in light of these ongoing staffing challenges. The recruitment of suitably qualified social work staff however remains a challenge and something we are working with RGU to address as well as looking to develop our own Social Work trainee scheme.

The staff who undertake adoption and fostering assessments are also responsible for completing Court mandated adoption reports. These often have a tight legal deadline and as such require to be prioritised impacting on other work; there has been a significant increase in the numbers of these reports during this quarter period.

This is what the data is saying:

The data is reflecting that performance during Q2 of 2021/22 shows 33% of assessments were completed within the 6-month timeframe; staff shortages alongside summer holiday leave has impacted on the decrease in Q2.

This is the trend:

The trend is in part a reflection of the ongoing impact of Covid in relation to ensuring all formal checks including medicals and direct home visits are completed prior to the assessment being completed. Also, by their nature these assessments require to be in-depth and thorough. They can be emotionally demanding on prospective carers as they revisit parts of their life. This may require them to pause or take time out of the assessment. The delay in completion of the assessment within the 6-month timeframe if due to the circumstances of the prospective carers there are limits as to what the service can do. Separately as noted recruitment of social work staff continues to be very challenging and this impacts on the capacity of the service to meet this timescale. Due to a combination of vacancies, long-term sickness and maternity leave the team who are responsible for completion of the assessments has been at 50% capacity.

This is the impact:

The impact of the delay in completing these assessments places increased risk of children being placed out with the city and further from their communities and relationships that are important to them. It also potentially places financial pressures on the service of either children remaining within the "system" longer than necessary or adding to the financial costs experienced.

These are the next steps we are taking for improvement:

The service is currently undertaking 18 assessments of prospective adopters or foster carers as well as Court mandated adoption reports. Many remain on track for completion within the agreed timescale. There are others where delays are anticipated. The team manager and service manager are working closely to track each assessment to understand the reasons for potential delay and what further mitigation can be put in place to address.

Responsible officer:	**Last Updated:**
Angela Maitland	Q2 2021/22

3. Staff - Integrated Children's Services (ex-Education)

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Quarter - CSW)	0	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No in Quarter - CSW)	0	📈	0	📈	3	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence - Average Number of Days Lost - CSW	4.2	✅	4.2	✅	4.2	✅	5
Establishment actual FTE	353.62	📈	350.68	📈	354.11	📈	
Staff Costs - % Spend to Date (FYB)	33.3%	✅	41.7%	✅	49.1%	✅	100%

4. Finance & Controls Integrated Children's Services (ex-Education)

Protective Services

1. Customer – Protective Services

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received - Protective Services	1	📈	8	📈	5	📈	
% of complaints resolved within timescale - Protective Services	100%	✅	87.5%	✅	60%	🔴	75%
% of complaints with at least one point upheld (stage 1 and 2) - Protective Services	0%	📈	0%	📈	20.0%	📈	
Total No. of lessons learnt identified (stage 1 and 2) - Protective Services	0	📈	0	📈	0	📈	

2. Processes - Protective Services

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Non-Domestic Noise % responded to within 2 days	94%	⚠️	98.1%	✅	95.1%	✅	100%
High Priority Pest Control % responded to within 2 days	100%	✅	100%	✅	96.4%	✅	100%
High Priority Public Health % responded to within 2 days	100%	✅	100%	✅	100%	✅	100%
Dog Fouling - % responded to within 2 days	97%	✅	97.2%	✅	77.4%	🔴	100%

Dog Fouling - % responded to within 2 days
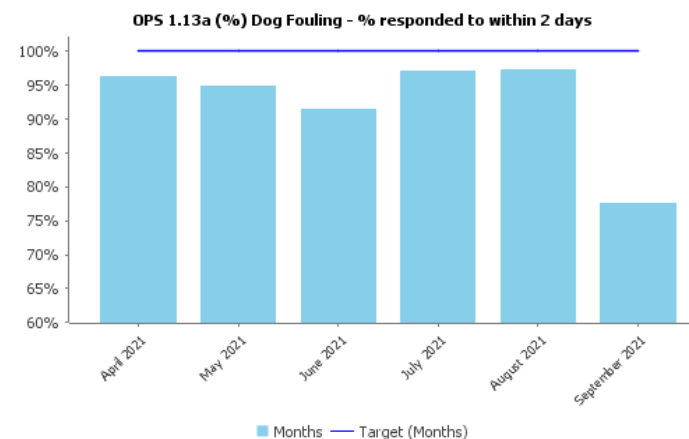
Why is this important?

Dog fouling can have a serious impact on public health. This measure takes into account complaints relating to fouling in open public spaces and communal shared areas of domestic properties.

Benchmark Information:

This measure is not currently benchmarked.

Target:

Due to the seriousness of the complaints to which this PI relates, the target is set at a 100% response within 2 working days .

This is what the data is saying:

77% of dog fouling service requests were responded to within 2 days, representing 24 of the 31 requests received.

This is the trend:

This is a significant fall in performance which consistently achieved 90-100% in recent years.

This is the impact:

Some of the consequences of this performance are:
- An inconsistent customer experience
- Some customers are experiencing a longer wait for a response, potentially resulting in poorer customer satisfaction levels.

These are the next steps we are taking for improvement:

The drop in performance was caused by longer term sickness absence throughout September within a small team, compounded by the need to meet existing annual leave requests. Planned annual leave is carefully managed so there is no service impact, however the service has limited capacity to cope with long term absences of such specialist officers. Staff vacancies and annual leave within the wider Environmental Protection team had prevented the provision of support from other team members.

Although the above level of absence through illness has continued into October and therefore performance is also likely to be affected in this month, it is anticipated a high level of performance will be restored in November when, hopefully, staffing levels in the team will return to normal and/or there will be additional capacity within the wider Environmental Protection team to support any shortfall in resource, should this be required,

Responsible officer: **Last Updated:**

Hazel Stevenson   September 2021

*Since the beginning of April 2020, an exemption from the Food Law Code of Practice (Scotland) has been granted in relation to routine food inspections . Work is ongoing in relation to the restart process and how this will be achieved. As part of this work, Protective Services will aim to identify the most appropriate PIs to capture food hygiene data based on the new risk rating system which came into force on 01/07/2019. This system now rates premises across 3 types of business based on the type of operations undertaken and 5 compliance categories, giving 15 separate ratings.

**Trading Standards ordinarily report on a quarterly basis the work carried out in respect of their advisory and enforcement work to regulate the retail sale of tobacco and e-cigarettes to person under the age of 18. The associated performance indicators are set by the Scottish Government and reported to them on an annual basis. However, due to the ongoing Covid response and concerns for the welfare of officers, it has not been possible to carry out this work in the first half of 2021-22. It is hoped we will be able to recommence this work in the second half of the year with a view to meeting the target of providing advice to 20% of retailers of tobacco and e-cigarettes, particularly those who have started doing so this year. Under-age sales test purchasing programmes are more problematic to carry out but will restart as soon as circumstances allow. It is intended to report on these measures at the end of the financial year.

3. Staff - Protective Services

Performance Indicator	Q4 2020/21		Q1 2020/21		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No. In Quarter - Protective Services)	0	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No. In Quarter - Protective Services)	1	📈	0	📈	0	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence - Average Number of Days Lost - Protective Services	0.3	✅	0.4	✅	0.5	✅	10
Establishment actual FTE	63.25	📈	62.62	📈	64.43	📈	
Staff Costs - % Spend to Date (FYB)	33.2%	✅	41.5%	✅	49.7%	✅	100%

4. Finance & Controls - Protective Services

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
% of External Quality Assurance reported results that were satisfactory (Aberdeen Scientific Services Laboratory)	100%	✅	97.8%	✅	98.8%	✅	95%

Road and Infrastructure Services

1. Customer - Roads

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received - Roads	70	📈	18	📈	37	📈	
% of complaints resolved within timescale - Roads	82.9%	✅	66.7%	⚠️	32.4%	🔴	75%
% of complaints with at least one point upheld (stage 1 and 2) - Roads	15.7%	📈	44.4%	📈	48.6%	📈	
Total No. of lessons learnt identified (stage 1 and 2) - Roads	1	📈	2	📈	0	📈	

2. Processes - Roads

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Percentage of all streetlight repairs completed within 7 days	88.98%	✅	90.04%	✅	86.01%	✅	90%
Number of Street Light Repairs completed within 7 days	113	📈	208	📈	166	📈	
Potholes Category 1 and 2 - % defects repaired within timescale	90.63%	✅	77.12%	⚠️	81.73%	⚠️	95%
Potholes Category 1 and 2 - No of defects repaired within timescale	387	📈	300	📈	255	📈	

<div style="background-color:red; color:white;">**3. Staff - Roads**</div>

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Quarter - Roads)	0	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No in Quarter - Roads)	3	📈	3	📈	1	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence - Average Number of Days Lost - Roads	4.1	✅	4.4	✅	4.8	✅	10
Establishment actual FTE	162.6	📈	160.97	📈	160.58	📈	
Staff Costs - % Spend to Date (FYB)	28.9%	✅	36.2%	✅	44.5%	✅	100%

<div style="background-color:green; color:white;">**4. Finance & Controls - Roads**</div>

Waste Services

<div style="background-color:#29ABE2; color:white;">**1. Customer - Waste**</div>

Performance Indicator	Q4 2020/21		Q1 2021/22		Q1 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received - Waste	28	📈	19	📈	46	📈	
% of complaints resolved within timescale - Waste	85.7%	✅	73.7%	✅	80.4%	✅	75%
% of complaints with at least one point upheld (stage 1 and 2) - Waste	92.9%	📈	63.2%	📈	67.4%	📈	
Total No. of lessons learnt identified (stage 1 and 2) - Waste	2	📈	1	📈	5	📈	

2. Processes – Waste

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
*% Waste diverted from Landfill	87.6%	✅	88.5%	✅	85.3%	✅	85%
*Percentage of Household Waste Recycled/Composted	44.5%	⚠️	46.3%	⚠️	46%	⚠️	50%

*% Waste diverted from Landfill/% Household Waste Recycled/Composted – These figures are intended and used for internal monitoring purposes only.

3. Staff – Waste

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Quarter - Waste)	2	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No in Quarter - Waste)	7	📈	0	📈	6	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence - Average Number of Days Lost - Waste	10.7	⚠️	10.8	⚠️	11.1	⚠️	10
Establishment actual FTE	190.33	📈	189.81	📈	188.52	📈	
Staff Costs - % Spend to Date (FYB)	33.4%	✅	41.8%	✅	50.9%	✅	100%

4. Finance & Controls – Waste

Customer

Customer Experience

1.	**Customer – Customer Experience**

Performance Indicator – Corporate	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total number of Stage 1 complaints	251	📈	208	📈	345	📈	
The number of complaints closed at Stage 1 within 5 working days as % of total no of Stage 1 complaints	74.5%	🔺	75%	✅	65.8%	🔺	75%
Total number of Stage 2 complaints	36	📈	36	📈	36	📈	
The number of complaints closed at Stage 2 within 20 working days as % of total no of Stage 2 complaints	63.89%	✅	55.56%	🔴	30.56%	🔴	75%
Total number Escalated Stage 2 complaints	26	📈	28	📈	36	📈	
The number of complaints closed at Escalated Stage 2 within 20 working days as % of total no of Stage 2 complaints	80.77%	✅	75%	✅	55.56%	🔴	75%
No. of Non-complex Subject Access Requests received	24	📈	81	📈	56	📈	
% Non-complex Subject Access Requests responded to within 1 month	66.7%	✅	75.3%	🔺	75%	🔺	80%
No. of Complex Subject Access Requests received	5	📈	4	📈	3	📈	
% Complex Subject Access Requests responded to within 3 months	40%	🔴	100%	✅	100%	✅	70%
No. of Environmental Information Regulation requests received	52	📈	91	📈	107	📈	
% of Environmental Info Requests replied to within 20 working days - Corporate	84.6%	🔺	93.4%	✅	92.5%	✅	85%
No. of Freedom of Information requests received	253	📈	234	📈	226	📈	
% of Freedom of Information requests replied to within 20 working days - Corporate	80.6%	🔺	92.7%	✅	88.5%	✅	85%
No. of Access to School Records requests received	3	📈	2	📈	3	📈	
% Access to School Records requests responded to within 15 school days	100%	✅	100%	✅	100%	✅	100%

Performance Indicator – Corporate	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
No. of Data Protection Right requests received	6	📈	4	📈	6	📈	
% Data Protection Right requests responded to within 1 month	83.3%	🔺	100%	✅	50%	🔴	100%

Performance Indicator – Service	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received – Customer Experience	65	📈	77	📈	94	📈	
% of complaints resolved within timescale – Customer Experience	86.2%	✅	90.9%	✅	75.5%	✅	75%
% of complaints with at least one point upheld (stage 1 and 2) – Customer Experience	61.5%	📈	39%	📈	43.6%	📈	
Total No. of lessons learnt identified (stage 1 and 2) – Customer Experience	8	📈	6	📈	4	📈	

2. Processes – Customer Experience

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Average time taken in calendar days to process all new claims and change events in Housing Benefit (monthly)	7.66	✅	8.52	✅	8.86	✅	12
Correct amount of Housing Benefit paid to customer (monthly)	98.04%	✅	97.89%	✅	Data not available		95%
% Customer Contact Centre calls answered within 60 seconds	75.31%	✅	74.76%	✅	75.64%	✅	70%
Percentage of invoices sampled and paid within 30 days	74.6%	🔺	75.05%	🔺	92.54%	✅	90%

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
% Crisis Grant applications processed within 2 working days	90.82%	✅	92.73%	✅	Data not available		90%
% Community Care Grant applications processed within 15 working days	50.24%	✅	58.44%	✅			50%

3. Staff – Customer Experience

Performance Indicator	Q4 2020/21		Q1 2020/21		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Quarter – Customer Experience)	1	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No in Quarter – Customer Experience)	0	📈	1	📈	1	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence – Average Number of Days Lost – Customer Experience	2	✅	2	✅	2	✅	5
Establishment actual FTE	302.66	📈	304.78	📈	306.26	📈	
Staff Costs - % Spend to Date (FYB)	33.1%	✅	41.5%	✅	49.8%	✅	100%

4. Finance & Controls – Customer Experience

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Council Tax Cash Collected (In Year) - monthly	£50m	✅	£61m	✅	£72.3m	✅	£72.9m

Data and Insights

1. Customer – Data and Insights

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received – Data and Insights	0	📈	1	📈	0	📈	
% of complaints resolved within timescale – Data and Insights	No complaints Q4		100%	✅	No complaints Q2		75%
% of complaints with at least one point upheld (stage 1 and 2) – Data and Insights			0%	📈			
Total No. of lessons learnt identified (stage 1 and 2) – Data and Insights			0	📈			

2. Processes – Data and Insights

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
% Reported Data Protection incidents receiving an initial response within 24 business hours	100%	✅	100%	✅	100%	✅	95%

3. Staff – Data and Insights

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Month Quarter – Data and Insights)	0	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No in Quarter – Data and Insights)	0	📈	0	📈	0	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence – Average Number of Days Lost – Data and Insights	0.03	✅	0.03	✅	0.03	✅	5

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Establishment actual FTE	28.09	📈	28.09	📈	28.09	📈	
Staff Costs - % Spend to Date (FYB)	28.3%	✅	35.4%	✅	42.4%	✅	100%

4.   Finance & Controls – Data and Insights

Digital and Technology

1.   Customer – Digital and Technology

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2020/21		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received – Digital and Technology	1	📈	1	📈	5	📈	
% of complaints resolved within timescale – Digital and Technology	0%	🔴	100%	✅	100%	✅	75%
% of complaints with at least one point upheld (stage 1 and 2) – Digital and Technology	0%	📈	0%	📈	0%	📈	
Total No. of lessons learnt identified (stage 1 and 2) – Digital and Technology	0	📈	0	📈	1	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Average Call Wait Time (IT Helpdesk)	144secs	✅	162secs	⚠️	232secs	🔴	150 sec.
Abandonment Rate % (IT Helpdesk)	21.99%	✅	33.1%	⚠️	37.36%	🔴	30%

Average Call Wait Time (IT Helpdesk)

September 2021 result

158 secs
180 secs
0 secs
232 secs
300 secs

CG0476 Average Call Wait Time (IT Helpdesk)

Months ——Target (Months)
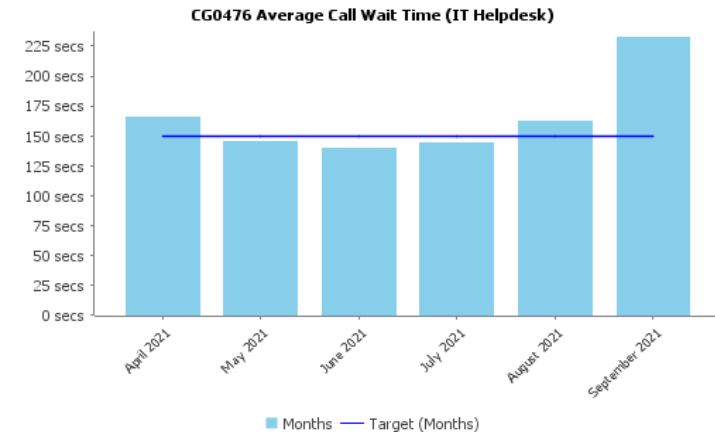
Why is this important?

This indicator shows the monthly average call wait time for customers contacting the IT Service Desk and demonstrates whether the service has met the target time set.

Benchmark Information:

This measure is not currently benchmarked.

Target:

The 2021/22 target for Average Call Wait Time has been set at 150 seconds.

This is what the data is saying:

Reporting of this measure showed an average call wait time ranging between 139 and 232 seconds over the first 6 months of the current financial year, with the high of 232 seconds being arrived at during September of 2021.

This is the trend:

Following an initial decrease during the first 3 months of the year, this has now reversed, with wait times increasing month on month since June 2021.

This is the impact:

The delivery of the Citrix "AlwaysON" VPN upgrade to users' laptops has resulted in an increase in the number of calls requiring remote support and intervention by the ICT Service Desk to diagnose and resolve. These incidents concerned issues specific to individual users' devices, rather than with the Citrix application itself, and over 90% of users carrying out the upgrade had no issues whatsoever.
Other incidents generating spikes in call volumes and longer waiting times included problems with Teams and Outlook, both of which have been addressed by updates to the software by Microsoft.

These are the next steps we are taking for improvement:

Efforts were made to mitigate the impact of the Citrix upgrade by staggering the deployment to small groups of users each day and providing support and updated FAQs through the Digital Champions. The Citrix upgrade itself does, in fact, address some of the connectivity performance issues experienced during the deployment period. We see Average Call Waiting times are being reduced significantly in Oct-21, and by month end 85% of all devices have been updated.

Responsible officer:	**Last Updated:**
Alastair Beaton	September 2021

2. Processes – Digital and Technology

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Percentage of Critical system availability - average (monthly)	99.9%	✅	99.5%	✅	99.5%	✅	99.5%
% Incidents logged by IT Helpdesk (including Self-Serve) resolved right first time	83.3%	✅	80.2%	✅	75.3%	✅	65%
% Priority 1 and 2 incidents closed in timescale	100%	✅	81.8%	🔺	60%	🔴	99.5%
% Priority 3 – 5 incidents closed in timescale	78%	🔺	75.1%	🔴	76%	🔺	95%

% Priority 1 and 2 incidents closed in timescale

September 2021 result

0% 60% 79.6% 94.5% 100%

CUS002DT % Priority 1 and 2 incidents closed in timescale

■ Months —— Target (Months)
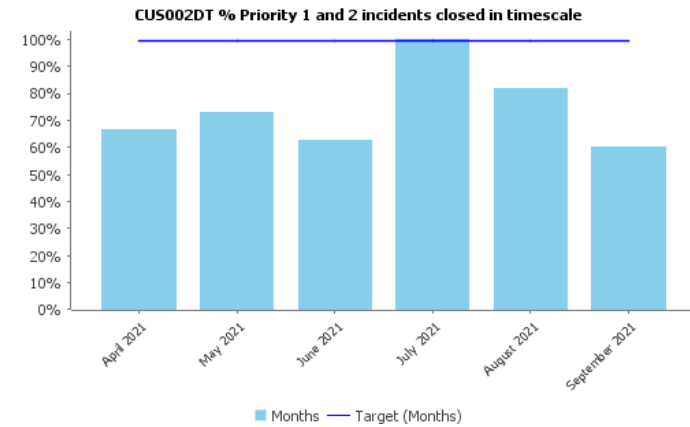
Why is this important?

This indicator shows the percentage of Priority 1 and 2 calls closed within agreed timescales over the previous six months and demonstrates whether the service has met these timescales. Priority 1 incidents should be closed within 4 hours and Priority 2 within 8 hours. Also monitored are Priority 3, 4 and 5 incidents which have timescales of 3, 5 and 30 days respectively. Time periods are classified as working days and hours.

In deciding the priority for a call to be allocated, there are a number of factors analysts must consider:
- Is the user being stopped from working?
- Can they work around the effects?
- Is more than one person affected?

They should also consider the number of people affected, whether a reasonable workaround is available and whether there are critical work deadlines, amongst other factors. As such, a degree of knowledge and use of judgement is involved in the setting of priorities for incidents.

Benchmark Information:

This measure is not currently benchmarked.

Target:

The 2021/22 target for % Priority 1 and 2 incidents closed in timescale is currently 99.5% and for Priority 3-5 incidents, 95%.

This is what the data is saying:

Reporting of this measure began in April 2020 when it was implemented as an agreed Service Standard. In the current financial year to date, there have been an average of 12 Priority 1 and 2 incidents logged per month, with an average of 9 or 75% resolved in time, significantly below the 99.5% target set. For the same period, there have been an average of 1,987 Priority 3-5 incidents logged with an average of 76.6% resolved in time, also failing to meet target by a sizeable distance.

This is the trend:

Following fluctuations in the first quarter of the year, performance peaked during July 2021 for Priority 1 and 2 incidents, with 16 incidents logged and all 16 resolved within the agreed timescale, 100% for that month. Since then, during August and September there has been a downturn, falling to 60% most recently. In relation to Priority 3-5 incidents, performance has remained more stable, between 70 and 80% for each month.

This is the impact:

Measures have been taken to adjust the priority of incidents logged by our monitoring systems to reflect when the premises affected are not in use (for example, schools that are closed for the holidays). Measures have also been taken to reduce the number and priority of incidents triggered by our Microsoft Azure cloud computing environment's monitoring tools, now that the performance and reliability of the applications and services deployed in Azure has been established. These factors, along with our ongoing focus on resource management, mean that there is a concentrated emphasis on ensuring that calls are closed in a way that is more effective and efficient for the customer.

These are the next steps we are taking for improvement:

We will continue to work to improve our suite of monitoring tools, to ensure that high priority alerts are triggered when the impact and urgency of the incident so demands and develop smarter implementation of these tools to minimise the number of high priority alerts raised under conditions where no users are affected. We do see a significant improvement in Priority 1 and 2 incidents in Oct-21.

We convene fortnightly management meetings to learn from our responses to recent high priority alerts to enable a consistent and effective approach to resource management across all D&T projects and operations. These meetings also explore each resolver team's work queues, service performance and resource management. Each resolver team has its own queue manager, using dashboard data to monitor the incidents assigned and work towards their timely resolution.

We anticipate that timescales will continue to improve towards the end of 2021 as Covid-19 restrictions are gradually lifted. This will, for example, allow us access to premises previously closed or operating under restrictions and will also allow us to make more staff available in person to help resolve incidents. It will also allow the completion of the main phase of our device refresh programme, which is improving the quality, performance and reliability of the technology used by our customers.

Responsible officer:	**Last Updated:**
Alastair Beaton	September 2021

3. Staff – Digital and Technology

Performance Indicator	Q4 2020/21 Value	Status	Q1 2021/22 Value	Status	Q2 2021/22 Value	Status	2021/22 Target
Accidents - Reportable - Employees (No in Quarter – Digital and Technology)	0	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No in Quarter – Digital and Technology)	0	📈	0	📈	0	📈	

Performance Indicator	Jul 2021 Value	Status	Aug 2021 Value	Status	Sept 2021 Value	Status	2021/22 Target
Sickness Absence – Average Number of Days Lost – Digital and Technology	0.9	✅	0.9	✅	0.9	✅	5
Establishment actual FTE	82.72	📈	80.36	📈	80.75	📈	
Staff Costs - % Spend to Date (FYB)	33.3%	✅	41.5%	✅	49.8%	✅	100%

4. Finance & Controls – Digital and Technology

Early Intervention and Community Empowerment

1. Customer – Early Intervention and Community Empowerment

Performance Indicator	Q4 2020/21 Value	Status	Q1 2021/22 Value	Status	Q2 2021/22 Value	Status	2021/22 Target
Total No. complaints received – Early Intervention and Community Empowerment	62	📈	53	📈	67	📈	
% of complaints resolved within timescale - Early Intervention and Community Empowerment	80.6%	✅	88.7%	✅	70.1%	⚠️	75%
% of complaints with at least one point upheld (stage 1 and 2) - Early Intervention and Community Empowerment	29%	📈	15.1%	📈	32.8%	📈	
Total No. of lessons learnt identified (stage 1 and 2) - Early Intervention and Community Empowerment	0	📈	4	📈	3	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2020/21 Target
	Value	Status	Value	Status	Value	Status	
Percentage of tenants satisfied with the standard of their home when moving in YTD	70.4%	⚠️	71.8%	✅	71.6%	✅	75%
Satisfaction of new tenants with the overall service received (Year To Date)	78.9%	⚠️	79.5%	⚠️	80.2%	⚠️	85%
Financial Inclusion - No of open cases per month	132	📈	137	📈	119	📈	
Financial Inclusion - No of enquiries per month	126	📈	147	📈	145	📈	
Number of visits to libraries - person	13.531	📈	16,006	📈	16,899	📈	
Number of visits to libraries - virtual	89,658	📈	103,606	📈	99,556	📈	
*% Libraries open during agreed opening hours	100%	✅	100%	✅	100%	✅	98%

*Reinstatement of services has continued to progress throughout the quarter with Central library opening hours extended by 1 hour per day from 5 July. Bucksburn Library commenced Click & Collect service from 4 August. Bookings for study spaces were introduced from 17 August. The Old Aberdeen Library at the University of Aberdeen was reinstated for students and staff on 31 August. Additional local libraries based services were reinstated in October.

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2.   Processes – Early Intervention and Community Empowerment

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Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
YTD % of cases reassessed as being homeless or potentially homeless within 12 months of a previous case being closed. (Data Provided by Scottish Government on a Quarterly Basis)	3.1%	✅	3.1%	✅	3.1%	✅	4.0%
YTD % of Unintentional homeless decisions reached within 21 Days	98%	✅	97%	✅	96%	✅	100%
YTD Average length of journey in days for applicants assessed as unintentionally homeless	115.5	⚠️	114.1	⚠️	113.2	⚠️	100
YTD Percentage of anti-social behaviour cases reported which were resolved	92.3%	⚠️	92.5%	⚠️	93.2%	⚠️	100%
YTD % of calls attended to by the ASBIT Team within 1 hour	94.7%	✅	87%	⚠️	80%	⚠️	100%
Number of Households Residing in Temporary Accommodation at Month End	243	📈	257	📈	237	📈	
The YTD number of Legal repossessions following decree (Arrears) - Citywide	0	📈	0	📈	0	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Applications processed 28 days YTD %	100%	✅	100%	✅	100%	✅	100%
Statutory Customer Service Actions - Decisions/Outcomes within statutory timescale	94.7%	⚠️	90.5%	⚠️	90.4%	⚠️	100%
New Tenants Visits YTD – Outcomes completed within locally agreed timescales (Citywide)	85.8%	⚠️	85.1%	⚠️	85.3%	⚠️	93.5%
Welfare Rights - % of Successful Appeals	100%	📈	100%	📈	50%	📈	
HMO License Applications Pending	217	📈	194	📈	177	📈	
HMO Licenses in force	1,046	📈	1,059	📈	1,072	📈	
% Library item requests satisfied within 21 days	65.8%	🛑	70.7%	⚠️	74.7%	⚠️	85%

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		Oct 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	Value	Status	
*The YTD Average time taken to re-let all properties (Citywide - days)	100.4	✅	101.2	✅	101.7	✅	102.2	✅	100.9
*Voids Available for Offer Month Number - Citywide	589	📈	631	📈	680	📈	785	📈	

3. Staff – Early Intervention and Community Empowerment

Performance Indicator	Q4 2020/21		Q1 2021/22		Q2 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Quarter - EICE)	0	📈	0	📈	0	📈	
Accidents - Non-Reportable - Employees (No in Quarter – EICE)	1	📈	1	📈	0	📈	

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Sickness Absence – Average Number of Days Lost - EICE	7	✅	7	✅	7	✅	8

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Establishment actual FTE	378.18	📈	372.32	📈	368.38	📈	
Staff Costs - % Spend to Date (FYB)	23.1%	✅	28.8%	✅	33.8%	✅	100%

4. Finance & Controls – Early Intervention and Community Empowerment

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Financial Inclusion - Total Financial Gains Achieved per month	£212,451	📈	£261,968	📈	£259,903	📈	
Gross rent Arrears as a percentage of Rent due	12.13%	⚠️	12.55%	⚠️	12.33%	⚠️	11.5%

Performance Indicator	Jul 2021		Aug 2021		Sept 2021		Oct 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	Value	Status	
*Rent loss due to voids - Citywide - YTD average	2.92%	🔴	2.91%	🔴	2.95%	🔴	3.02%	🔴	2.08%

*For all measures related to voids, please see relevant Voids Service Update for further detail

Traffic Light Icons Used

✅	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

ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	18 November 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Committee Annual Effectiveness Report
REPORT NUMBER	COM/21/261
DIRECTOR	Gale Beattie, Director of Commissioning
CHIEF OFFICER	Fraser Bell, Chief Officer - Governance
REPORT AUTHOR	Lynsey McBain
TERMS OF REFERENCE	GD 8.5

1. **PURPOSE OF REPORT**

1.1 The purpose of this report is to present the annual report of the Operational Delivery 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 Operational Delivery 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 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 won SOLAR Administration Team of the Year 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 has been 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 or stretch outcomes 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 stretch outcomes. Officers also actively review the data gathered to ensure that it aligns to the Council's operating model and decisions taken by the Council throughout the year.

3.7   Any comments from Members on 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 2020/2021 is therefore appended for the Committee's consideration. It should be noted that the annual reporting period for 2020/21 is longer than previous years due to the Covid-19 pandemic which resulted in a number of committee meetings being cancelled in the first half of 2020/21. Following consideration by the Committee, the report will be submitted to Full Council in December for noting.

4.   **FINANCIAL IMPLICATIONS**

4.1   There are no direct financial implications from the recommendations of this report.

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		
Compliance	Failure to submit this report would mean that the Council would not be complying with its instruction that all committees and Full Council receive such a report each year.	L	Council is given the opportunity to consider the reports and provide feedback on any amendments Members would wish to see in the content so that this can be taken on board for next year's Scheme of Governance review.
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 Operational Delivery Committee Annual Effectiveness Report (1 May 2020 to 31 October 2021)

11. REPORT AUTHOR CONTACT DETAILS

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Operational Delivery Committee
Annual Effectiveness Report
2020/2021

ABERDEEN
CITY COUNCIL

Contents

1. INTRODUCTION

1.1   I am pleased to present the third annual effectiveness report for the Operational Delivery 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. I am delighted that the Council was the first in Scotland to be awarded the CIPFA Mark of Excellence in Governance, and that the annual effectiveness report was highlighted by CIPFA as an example of 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.

1.2   As part of the 2021 review, minimal changes were made to the Operational Delivery 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 fourth annual committee effectiveness report.

1.3   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, whilst also providing the opportunity to reflect on the business of the Committee over the past year and to look to the Committee's focus for the year ahead.

1.4   Throughout the year, the Committee has worked collectively to monitor the delivery of all services provided by the Customer Services Function and the Operations Function (with the exception of educational services). It also aimed to scrutinise performance and approve options within set budgets to ensure best value and delivery of the Council's agreed outcomes.

Councillor Philip Bell
Convener, Operational Delivery Committee

2. THE ROLE OF THE COMMITTEE

The role of the Committee in this reporting period was to monitor the delivery of all services provided by the Customer Services Function and the Operations Function (with the exception of educational services). It also scrutinised performance and approved options within set budgets to ensure best value and delivery of the Council's agreed outcomes.

3. MEMBERSHIP OF THE COMMITTEE DURING 2020/2021

> 3.1   The Operational Delivery Committee has 13 Elected Members.

Committee political balance (seats)

Party	Seats
Independence Alliance Group	1
Aberdeen Labour	3
Liberal Democrats	1
Scottish Conservative and Unionist	3
Scottish National Party	5
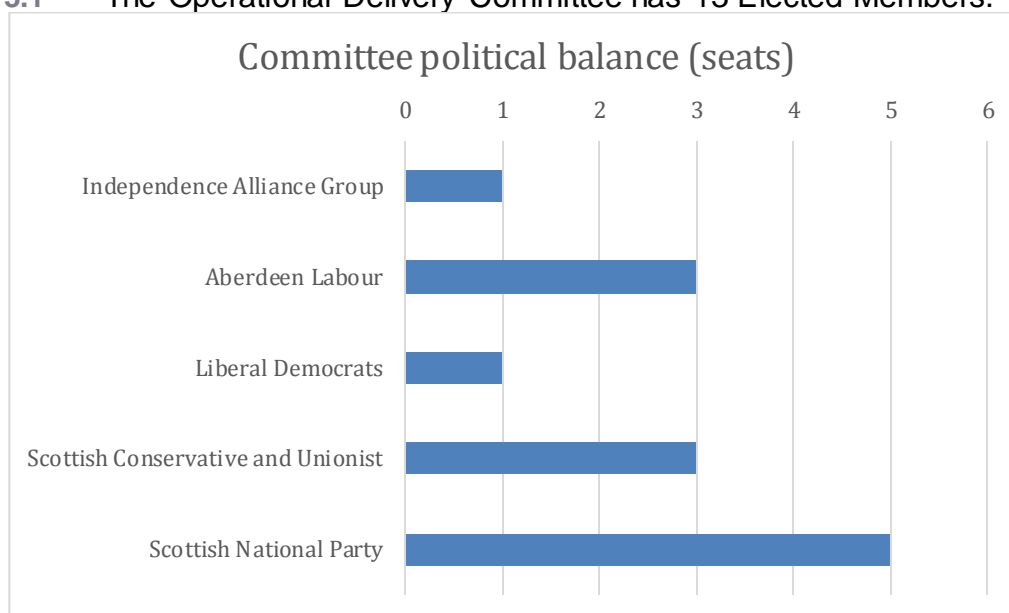
4. MEMBERSHIP CHANGES

> 4.1   Councillor Bell replaced Councillor Wheeler as Convener in May 2021.
>
> 4.2   Councillor Macdonald replaced Councillor Graham as Vice Convener in May 2021, with Councillor Graham remaining as a member of the committee.
>
> 4.3   Councillor John became Vice Convener in place of Councillor Bell in May 2021.
>
> 4.4   Councillor Radley replaced Councillor Jackie Dunbar MSP in January 2021.
>
> 4.5   Councillor McLellan replaced Councillor McRae in January 2021.
>
> 4.6   Councillor MacKenzie replaced Councillor Lumsden MSP in May 2021.
>
> 4.7   Councillor Townson replaced Councillor Audrey Nicoll MSP in May 2021.
>
> 4.8   Councillor Al-Samarai replaced Councillor Henrickson in May 2021.

4

5. MEMBER ATTENDANCE

Member (current)	Total Anticipated Attendances	Total Attendances	Nominated Substitute
Councillor Bell	6	6	
Councillor John	2	1	Councillor Mason
Councillor Macdonald	6	6	
Councillor Al-Samarai	1	1	
Councillor Cormie	6	5	Councillor Allard
Councillor Delaney	6	5	Councillor Yuill
Councillor Lesley Dunbar	6	5	Councillor Crockett, the Lord Provost
Councillor Graham	6	6	
Councillor MacKenzie	2	2	
Councillor McLellan	3	3	
Councillor Radley	3	3	
Councillor Stewart	6	6	
Councillor Townson	1	1	

Member (previous)	Total Anticipated Attendances	Total Attendances	Nominated Substitute
Councillor Jackie Dunbar MSP	2	2	
Councillor Henrickson	4	4	
Councillor Lumsden MSP	4	3	Councillor Sellar
Councillor McRae	2	2	
Councillor Audrey Nicoll MSP	4	4	
Councillor Wheeler	4	3	Councillor MacKenzie

6. MEETING CONTENT

6.1 During the 2020/21 reporting period (1 May 2020 to 31 October 2021), the Committee had 6 meetings and considered a total of 37 reports.

6.2 **Terms of Reference**

Of the 37 reports received the following table details how the reports aligned to the Terms of Reference for the Committee.

Terms of Reference	Count of Terms of Reference
Remit of Committee 1.1.1	14
Remit of Committee 1.1.2	2
Remit of Committee 1.1.3	10
Remit of Committee 1.1.4	2
Remit of Committee 1.1.5	7
Remit of Committee 1.1.6	0

6.3   During the course of 2020/21 the Operational Delivery Committee received reports under 5 of the 6 Terms of Reference. Two reports came under General Delegations.

6.4   Most of the reports considered related to remit 1.1.1 – to oversee, and make decisions relating to, service delivery.

6.5   Most 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   Local Outcome Improvement Plan

The following table details of the 37 reports how many had a link to the themes of the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference – see Appendix 2).

Reports with links to the LOIP
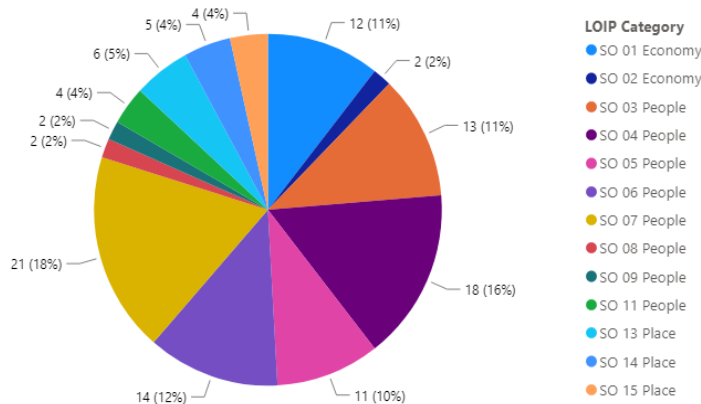
6.7 Reports and Committee Decisions

The following table details the outcome of the Committee's consideration of the 37 reports presented to it throughout the year.

Reports	Total
Number which were Exempt/Confidential	1
Number of reports where the Committee has amended officer recommendations	3
Number of reports approved unanimously	33
Number of reports requested by members during the consideration of another report to provide additional assurance and not in forward planner	3
Number of Service Updates requested	6
Number of decisions delayed for further information	0
Number of times the Convener has had to remind Members about acceptable behaviour and the ethical values of Public Life	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
Number of referrals to Council, or other Committees in terms of Standing Order 34.1	0

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

	Total
Number of notices of motion	1
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

7. TRAINING REQUIREMENTS

7.1 Training opportunities for elected members in the financial year 2020/21 were limited due to the impact of the Covid-19 pandemic. However, the following training did take place during this period for members. Waste and Recycling, held on 27 September 2021 and Councillors Code of Conduct held on 24 May 2021. In April 2021, responsibility for the training of elected members transferred from Customer Experience to People and Organisational Development.

8. CODE OF CONDUCT – DECLARATIONS OF INTEREST

8.1 3 declarations of interest were made by a Councillor 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 Civic Engagement in relation to all Traffic Orders has been carried out at the various stages of the legal process with Community Councils and through public consultations. Any objections received through the process have been presented to the Committee to allow an informed decision to be made.

10. OFFICER SUPPORT TO THE COMMITTEE

Officer	Anticipated Attendance	Attendances
Director of Customer Services	6	6
Chief Operating Officer	6	5
CO-Finance	6	6
CO-Governance	6	6
CO-Operations and Protective Services	6	6
CO – Early Intervention and Community Empowerment	6	6
CO – Integrated Children's and Family Services	6	6
CO-Data and Insight	6	5

11. EXECUTIVE LEAD'S COMMENTS

11.1 One of the Council's transformation projects is to deliver the CIPFA Mark of

Excellence in Good Governance. As part of this project, CIPFA recommended that each Committee should annually review its effectiveness, including its information reporting needs, to help ensure that each Committee was following its Terms of Reference; operating effectively; and would assist in identifying any training needs or improvements to the Council's decision-making structures.

11.2 It can be seen from the statistics in the annual report that no reports were required to be delayed and the vast majority of business was approved or noted unanimously. Nearly all business was able to be considered in public, which assists in maintaining transparency in the democratic process, with only one exempt report.

11.3 Occasionally a number of motions and amendments are submitted on the day of the committee. The Executive Lead may seek short adjournments to enable robust consideration by officers of such motions and amendments. This will help to further enhance the decision making process for elected members by ensuring they are able to make fully informed decisions.

12. NEXT YEAR'S FOCUS

12.1 In March 2021, Council approved the current Terms of Reference and a further review of the Terms of Reference will be reported to Council in March 2022. 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.

12.2 The Committee's Business Planner demonstrates commitment to the Council's Policy Statement which is categorised under the themes of economy, people and place. The Committee's business is related to all three themes.

12.3 Areas of focus from the Business Planner for the next reporting period will continue to include traffic management and regulation, road winter service plan, child poverty and void housing.

Operational Delivery Committee Terms of Reference
Approved by Council on 3 March 2021

PURPOSE OF COMMITTEE

1.   To monitor the delivery of all services provided by the Customer Services Function and the Operations Function (with the exception of educational services). It will also scrutinise performance and approve options within set budgets to ensure best value and delivery of the Council's agreed outcomes.

REMIT OF COMMITTEE
The Committee will, for all services except educational ones:-

1.1   The Committee will, in respect of the Customer Services Function and the Operations Function (with the exception of educational services):-

1.1.1   oversee, and make decisions relating to, service delivery;

1.1.2   approve options to improve/transform service delivery

1.1.3   scrutinise operational performance and service standards in line with the Performance Management Framework and consider recommendations for improvements where required

1.1.4   receive the cluster risk registers relative to its remit and scrutinise to ensure assurance of the controls in place;

1.1.5   approve all policies and strategies relative to its remit; and

1.1.6   receive reports on inspections and peer reviews in order to ensure best practice and note any actions arising from those inspections and reviews

1.2   in undertaking the aspects at 1.1, the Committee will ensure that it is acting within the budget set by Council and is supporting the delivery of the Council's agreed outcomes, commissioning intentions and service standards.

1.3   The Committee may make recommendations to the appropriate committee(s) or sub committee(s) on areas affecting the Customer Services Function or the Operations Function (with the exception of educational services) where the authority to approve sits within the remit of another Committee or Sub Committee

Appendix 2 – LOIP Stretch Outcomes (as at time of reporting period)

Economy

1.   10% increase in employment across priority and volume growth sectors by 2026.
2.   90% of working people in Living Wage employment by 2026.

People

3.   95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.
4.   90% of children and young people will report that they feel mentally well by 2026.
5.   95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.
6.   95% of children living in our priority localities will sustain a postive destination upon leaving school by 2026.
7.   Child Friendly City which supports all children to prosper and engage actively with their communities by 2026.
8.   25% fewer young people (under 18) charged with an offence by 2026.
9.   25% fewer people receiving a first ever Court conviction each year by 2026.
10.   2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.
11.   Healthy life expectancy (time lived in good health) is five years longer by 2026.
12.   Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.

Place

13.   No one in Aberdeen will go without food due to poverty by 2026.
14.   Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate.
15.   38% of people walking and 5% of people cycling as main mode of travel by 2026
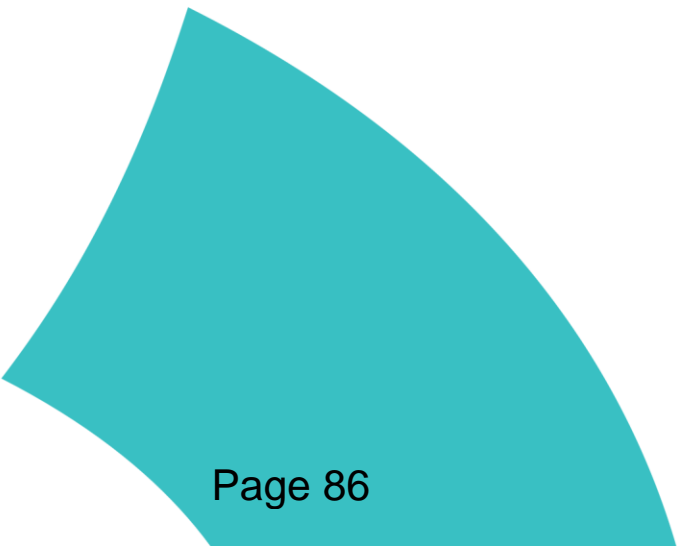
ABERDEEN
CITY COUNCIL

ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	18 November 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	#KeepingThePromise – Plan 21-24
REPORT NUMBER	OPE/21/273
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Graeme Simpson
REPORT AUTHOR	Kymme Fraser
TERMS OF REFERENCE	1.1.1

1. PURPOSE OF REPORT

1.1 To introduce the Committee to the Scottish Government's Plan 21-24 to #KeepThePromise and to provide information and proposals on our implementation of it.

2. RECOMMENDATION(S)

That the Committee:

2.1 Notes the national Plan 21-24 to #KeepThePromise;

2.2 Notes the local response to Plan 21-24;

2.3 Requests that the Chief Officer of Integrated Children & Family Services provides an annual report to this Committee on the Council's progress in delivering Plan 21-24; the first of these being in June 2022; and

2.4 Agrees to refer this report to the next meeting of Public Protection Committee on 7 December 2021 for information.

3. BACKGROUND

3.1 **The Promise and Plan 21-24**

1

The Promise Scotland is responsible for driving the work of change demanded by the findings of the Independent Care Review into Scotland's care system.

It works with a range of organisations to support shifts in policy, practice and culture so Scotland can **#KeepThePromise** it made to care experienced infants, children, young people, adults and their families – that every child grows up loved, safe and respected, and able to realise their full potential

3.1.2 On 5 February 2020, the Independent Care Review published seven reports, with '**The Promise**' narrating a vision for Scotland, built on five foundations, namely:

Voice: Children must be listened to and meaningfully and appropriately involved in decision-making about their care, with all those involved properly listening and responding to what children want and need. There must be a compassionate, caring, decision-making culture focussed on children and those they trust.

Family: Where children are safe in their families and feel loved they must stay and families must be given support together to nurture that love and overcome the difficulties which get in the way.

Care: Where living with their family is not possible, children must stay with their brothers and sisters where safe to do so and belong to a loving home, staying there for as long as needed

People: The children that Scotland cares for must be actively supported to develop relationships with people in supported to listen and be compassionate in their decision-making and care.

Scaffolding: Children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.

With cross-party support and broad commitment to **#KeepThePromise**, Scotland, its statutory agencies, local authorities, third sector and thousands of children and families knew that much needed to change to make sure that all Scotland's children grow up 'loved, safe and respected.'

3.1.3 The Scottish Government's Promise team translated the findings of the Care Review into **The Plan** for change which will be phased across ten years from 2020-2030. **Plan 21-24** https://thepromise.scot/plan-21-24-pdf-spread.pdf is the first of 3 plans and was published in April 2021. It sets a series of outcomes that must be fulfilled by 2024.

2

3.1.4   This initial phase focusses on the urgent and immediate changes which will have the greatest impact on the lives of children and young people and their families.

3.1.5   The five priority areas for Plan 21-24 are:

- The right to a childhood
- Whole family support
- Supporting the workforce
- Planning
- Building capacity

3.1.6   A Change Programme was published in June 2021 which outlines who and what need to work together to drive towards the changes needed in Plan 21-24. The Scottish Government's Oversight Board requires an annual update report on progress from all areas to assesses whether what is happening is good and fast enough to #KeepThePromise.

3.2   Progressing Plan 21-24 in Aberdeen City

3.2.1   Led by Aberdeen City Council colleagues under the auspices of the Children's Services Board, the partnership have commenced a self-evaluation exercise to map where we at across the City in relation to delivery on Plan 21-24. Partners are currently:

a) identifying where existing strategic and work plans have anticipated the expectations of Plan 21-24 and have already incorporated various improvements into their programmes;

b) checking that the activity in those existing strategic and work plans is sufficiently ambitious to meet aims of The Plan 21-24, and, if not, to undertake to highlight any gaps and initiate revision of the strategic plans to effect the aims of The Promise; and

c) putting in place mechanisms to provide relevant data and progress reporting to enable a collated update of this self-evaluation to be produced annually on 1 April each year.

3.2.2   This work will be supported by a new post, Corporate Parenting Lead Officer, who was appointed on 27 September 2021. The postholder will have a dedicated focus on The Promise and implementation of Plan 21-24 and support the shift in culture and practice called for. The role will work across the Council and the Partnership.

3.2.3   The self-evaluation is grouped into the 5 foundations of The Promise and in this way we will ensure that all expectations of Plan 21-24 are identified and progressed locally. These 5 foundation areas can be summarised as follows:

1)   A Good Childhood

Children who have been removed from their family of origin and live in and around the 'care system' will have a good, loving childhood.

3

Ensuring that children in Scotland's 'care system' feel loved, their needs are met, and their rights are upheld is a priority for Plan 21-24. The Promise Team consider that this change is urgent and must be a focus for all organisations that have responsibility towards care experienced children and young people.

2) Whole Family Support

All families need support at different times of their lives and family support is a crucial emphasis for Plan 21-24. The United Nation Convention on the Rights of the Child recognises family as the fundamental group in society and the natural environment for growth and wellbeing. Supporting families is a children's rights imperative.

'Families' means all families including families of origin, kinship, foster and adoptive families. Support will not be predicated on the setting of care.

Supporting families to stay together and thrive was an imperative before the pandemic and is of even greater import now.

3) Supporting the Workforce

Children experience the 'care system' through people. Over Plan 21-24, support for people who care and continue to care if times get tough, will improve. There will be consistency of approach, values and understanding across Scotland's workforce.

4) Planning

The Promise aims to achieve a different approach to investment and planning. National partners have a significant role to play in ensuring a new context for funding, investment and planning.

Children and families live in local communities and use local services. It is important that their experiences and outcomes are not determined simply by which local community they live in or local service they use. Planning and investment should be nationally coordinated to ensure that children and families get what they need.

Whilst the majority of The Promise relates to matters which are reserved to The Scottish Parliament, the English Independent Review of Children's Social Care has relevance in respect of cross-jurisdiction issues.

5) Building Capacity

Over the next 3 years, there will be a focus on work that ensures that the structural underpinning of the 'care system' is orientated to the needs of children and families. This work to build capacity and coherence reflects the planned obsolescence of The Promise Scotland. It will not always be there to provide oversight and accountability and the structures need to move to ensure that the scaffolding around the 'care system' facilitates and upholds children's rights.

3.3 **Annual reporting to Scottish Government and to this Committee.**

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3.3.1 A national "Promise Oversight Board" has been established to ensure that the Promise made to Scotland's children and families is kept. The Oversight Board will use the Plan 21-24, and its successive plans, to monitor the progress organisations make individually, and the progress Scotland makes collectively, towards The Promise's key priorities to make sure Scotland will #KeepThePromise.

3.3.2 We are required to report to the Oversight Board annually and as work develops more comprehensive reporting will be possible. It is proposed that this Committee also receives an annual update report in or around June each year outlining our progress across Aberdeen City in implementing Plan 21-24.

4. FINANCIAL IMPLICATIONS

4.1 Whilst there are no direct financial implications arising out of this report per se, the scale of reform anticipated by the Independent Care Review, as articulated in #KeepThePromise, will incur cost.

The Promise has called for a shift in the utilisation of resources away from the dealing with the consequences of the current system towards building a better system. The Scottish Government are currently looking at how this is to be achieved and local authorities await that response. Financial and other resources will be required. These will require to be met within Council, and partners', budgets and future reports to Committee will outline any implications in this respect.

5. LEGAL IMPLICATIONS

5.1 Some aspects of the Independent Care Review, as articulated in #KeepThePromise and already outlined in Plan 21-24 have been, or are anticipated to be, enshrined in statute. The Children (Scotland) Act 2020 has implications for local authorities as it brings the law further into line with children's rights under the United Nations Convention on the Rights of the Child (UNCRC), in particular:

- Supporting contact between brothers and sisters
- Making sure children have greater opportunity and means to have their views heard in family court cases and children's hearings
- Providing better advocacy and support for children in Hearings and Court cases
- Developing rules for contact centres where children, parents and other people in the child's life can meet

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	Many of the requirements of Plan 21-24 are already	M	The Children's Services Board and Community Planning Management

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	built into a variety of strategic plans. It is expected that gaps will emerge as the Council and partners scrutinise the requirements of Plan 21-24 in detail.		Group have oversight of the delivery of the relevant aspects of strategic plans in this respect. They are ensuring that the terms of Plan 21-24 are incorporated into current and future strategic planning.
Compliance	No significant related risks.	L	Services across all multi-agency partners are aware of legislative requirements and ensure compliance
Operational	The aims of Plan 21-24 are ambitious and will require our people, equipment and buildings to change in order to drive on the plan. This may impact on morale as the change process is undertaken.	M	Leadership supports participation and planning across the multi-agency partnership in the delivery of Plan21-24 to best ensure operational support for changes identified.
Financial	No significant related financial risks from this report.	L	n/a
Reputational	There are no material reputational risks attached to this report.	L	The Council and partners are committed to #Keepingthe Promise and implementing Plan 21-24.
Environment / Climate	n/a		n/a

7.   OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Council Policy Statement	Plan 21-24 has direct relevance to the delivery of the following policy statements contained within the Council Delivery Plan: 2. UNICEF Child Friendly accreditation. 3. Work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes. 4. Support the implementation of Developing the Young Workforce, seek to gain the highest level of investors in young people accreditation and ensure

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	there is a focus on supporting pupils excel in STEM subjects.
	5. Appoint a mental health champion.
	7. Commit to closing the attainment gap in education while working with partners across the city.
	9. Promote diversion activities for youths and adults in our city with enhanced focused on our three locality areas.

Aberdeen City Local Outcome Improvement Plan	
Prosperous People Stretch Outcomes	Plan 21-24 has direct relevance to the following stretch outcomes in the LOIP and will help support delivery of these:
	3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.
	4. 90% of children and young people will report that they feel mentally well by 2026.
	5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.
	6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.
	7. Child Friendly City which supports all children to prosper and engage actively with their communities by 2026.
	8. 25% fewer young people (under 18) charged with an offence by 2026.

Regional and City Strategies	Plan 21-24 is relevant to Aberdeen City Council Delivery Plan, the Local Outcome Improvement Plan, and the Children's Services Plan.

UK and Scottish Legislative and Policy Programmes	The report sets out the Scottish Government's drive to #Keepthe Promise and the national expectations of Plan 21-24. This wide ranging and ambitious programme impacts on a range of statutory duties on the Council in relation to vulnerable and care experienced children including those contained in the Children(Scotland) Act 1995, Children's Hearings (Scotland) Act 2011, Children & Young People (Scotland) Act 2014, Child Poverty (Scotland) Act 2017 and Children (Scotland) Act 2020.

8. IMPACT ASSESSMENTS

Assessment	Outcome

7

Impact Assessment	This report to introduce members to Plan 21-24 does not require an Impact Assessment to be completed.
Data Protection Impact Assessment	Not required.

9.   BACKGROUND PAPERS

#KeepthePromise	#KeepThePromise - The Promise
Plan 21-24	Plan 21-24 - The Promise
Children's Services Plan	Childrens-Services-Plan-2020-1.2.pdf (aberdeengettingitright.org.uk)
Local Outcome Improvement Plan	https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/
Aberdeen City Council Delivery Plan	Council Delivery Plan 2020-21 Appendix.pdf (aberdeencity.gov.uk)
National Improvement Framework	Schools: National Improvement Framework (NIF) - gov.scot (www.gov.scot)

10.   REPORT AUTHOR CONTACT DETAILS

Name	Kymme Fraser
Title	Children's Services Manager
Email Address	kfraser@aberdeencity.gov.uk

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ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery
DATE	18 November 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	South College Street Junction Improvements (Phase 1) - Traffic Regulation Orders - Objections following statutory consultation / public advertisement
REPORT NUMBER	OPE/21/271
DIRECTOR	Rob Polkinghorne
CHIEF OFFICER	Mark Reilly
REPORT AUTHOR	Graeme McKenzie
TERMS OF REFERENCE	1.1.1

PURPOSE OF REPORT

1. This report considers objections and comments received during the statutory consultation period with respect to two proposed Traffic Regulation Orders associated with the South College Street Junction Improvements (Phase 1) Project.

2. **RECOMMENDATION(S)**

    It is recommended the Committee: -

2.1 Acknowledge the objections received as a result of the public advertisements for the proposed Traffic Regulation Orders;

2.2 Approve "The Aberdeen City Council (South College Street Area, Aberdeen) (Controlled Parking) Order 202_" be made prior to completion of the new "South College Street Junction Improvements (Phase 1)" road layout, relevant to that section of South College Street between its junctions with Palmerston Place and Queen Elizabeth Bridge roundabout, and be brought into effect when the construction is complete;

2.3 Approve "The Aberdeen City Council (Off-Street Car Parks, Aberdeen) (Amendment) Order 202_" be made prior to completion of the new "South

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College Street Junction Improvements (Phase 1)" road layout, relevant to that section of South College Street between its junctions with Palmerston Place and Queen Elizabeth Bridge roundabout, and be brought into effect when the construction is complete.

3. BACKGROUND

3.1 This report deals with two proposed Traffic Regulation Orders (TRO) which at the public advertisement stage have been subject to statutory objections. The report presents the objections received and provides officers' responses to the issues raised. Plans detailing the provisions of the TROs are included within Appendix 1 and 2 to this report. Redacted copies of the e-mails / letters of objection received are presented in Appendix 3. While the public notices with respect to these orders can be viewed in Appendix 4.

The Aberdeen City Council (South College Street Area, Aberdeen) (Controlled Parking) Order 202_

3.2 The purpose of the above proposed order is to establish certain lengths of controlled parking measures on the east side of South College Street, adjacent to "The Arches" located between its junctions with Palmerston Place and Queen Elizabeth Bridge Roundabout. The proposed controlled measures are summarised below, while they are available to view in the plan in Appendix 1: -

- There will be certain lengths of parking places / bays for the exclusive use of vehicles actively being loaded / unloaded (operational on any day, except Sundays, between the hours of 7.00am and 5.00pm).

- There will be certain lengths of time-limited parking places / bays established that will provide for a maximum stay of 1 hour, with no return within 1 hour, and shall be operational on any day except Sundays, between the hours of 8.00am and 6.00pm. During the operational hours there will also be the option for eligible permit holders to use these bays without time-limit, whereby the bays are added to the administrative Controlled Parking Zone H. Business permits where eligible (Max 2) - £530 for 12 months, £291.50 for 6 months, £145.75 for 3 months. Residential permits where eligible (Max 2) – 1st permit: £60 for 12 months, or £33 for 6 months, or £24 for 3 months; 2nd permit: £140 for 12 months, £73 for 6 months, £41 for 3 months.

- There will be a parking place / bay established for the exclusive use of vehicles displaying a Disabled Person's Badge (the "Blue Badge").

3.3 The measures concerned were proposed on reviewing the upcoming road layout changes associated with the South College Street Junction Improvements (Phase 1) Project. The purpose of the project being to support the City Centre Masterplan aims to improve the public realm in the city centre. It will do this by providing additional road capacity to accommodate the rerouting of vehicular traffic arising from the implementation of public realm enhancements along Guild Street and Union Street. The corridor's

2

improved capacity and operation will also complement its position in the new roads hierarchy. In tandem the project will enhance infrastructure for walking and cycling along its length. Further detail can be viewed at the following web link: -

https://www.aberdeencity.gov.uk/services/roads-transport-and-parking/south-college-street-junction-improvements-project-phase-1

3.4   The existing situation with the eastern side of South College Street, adjacent to the arches, is a length of carriageway where vehicles can be parked without any limit on the period of waiting. The arches are a length of units that accommodate a diverse range of businesses which have visiting customers, and where at periods throughout the working day some of these businesses will have vehicular loading / unloading taking place. Accordingly, the length of road concerned is well used for parking, be that for business associated vehicles, staff vehicles, customer vehicles, or vehicles being loaded/unloaded.

3.5   There are significant issues with the current parking arrangement. The first is the practice of drivers parking their vehicles at a right angle to the carriageway, where with the limited width at certain points, the vehicles are effectively parked on the footway / pavement and thereby obstructing pedestrian passage. The result being that for pedestrians to pass, they will have to walk on the edge of the carriageway; this is unsafe and compounded for southbound pedestrians who will be walking with their back to the traffic. It also contravenes providing safe active travel for those with visual and mobility impairments, while similarly causing difficulties for wheelchairs, mobility scooters, prams, buggies etc. The Google 'StreetView' image in Appendix 5 illustrates the typical parking arrangement that can be observed at the location.

3.6   The second issue is with respect to vehicles being loaded / unloaded, whereby they will impinge on the carriageway as a result of not being able to get kerbside as other vehicles already occupy the available kerbside lengths for general parking. This can disrupt traffic flow, particularly at peak times, and can have a negative effect on road safety. There has been particular concern raised over instances of Large/Heavy Goods Vehicles operating in the vicinity of the bend when approaching the roundabout junction, the danger being associated with the limited visibility and manoeuvres for all road users when such activity is taking place.

3.7   Thus, as part of the project design, the arrangements for on-street parking have been specified to ensure there is an unhindered pavement / footway for pedestrians, where vehicles will park parallel to the kerbside. At the southern end of the length there has also been scope to provide a lay-by area with a dedicated 'in / out' arrangement.

3.8   From a traffic management perspective, the proposals detailed in 3.2 are necessary to manage the kerbside parking. To summarise: -

- there will be two distinct lengths on this section of road for the exclusive use of vehicles being loaded / unloaded; this will ensure opportunities for vehicles to wait without encroaching onto the carriageway;

- there will be four distinct lengths of time-limited / permit parking bay. These will provide for a turnover of parking and ensure capacity is available for genuine customers / visitors, as opposed to being occupied throughout the working day by commuters. There will be a permit option for eligible businesses in terms of those vehicles being used for day-to-day for business activities; and

- a disabled parking bay will would be established for mobility impaired 'Blue Badge' holders that require close-proximity parking to the businesses.

3.9 There were two objections received during the statutory consultation, both from businesses. The full content of these objections can be read in Appendix 3. A summary of the content follows, with points made by the objectors highlighted in bold, which are thereafter followed by a response from a traffic management perspective: -

- *"A vehicle exits an Arch blind- you can't see round the corner for pedestrians. If the proposed pavement is accepted all vehicles entering or exiting will have to cross the pedestrian pavement right outside the doorways. At either ends of the Arches are pedestrian crossings, it would be better on the grounds of health and safety there to be a barrier erected and pedestrians advised to cross to the other side of the road at these junctions rather than walk on the proposed pavement to take a short-cut. Customers drive to the Arches and park outside the door entering safely as they have always done."*

It is entirely appropriate there should be a footway/pavement serving this eastern section of South College Street. This is a significant road and pedestrians should be able to traverse its length safely; this applying to pedestrians who are traversing its entire length, or similarly to those customers, employees etc. who are pedestrians until the point they enter the arch which is their destination.

In terms of vehicles, pallet shifters etc. being manoeuvred from/to the arches, the onus is on the utmost care and attention from the driver/user. This situation, when considering historical buildings / infrastructure in a city environment is not unusual and could not justify a footway / pavement being closed. Again, it must be reiterated, customers, visitors, employees etc. are also pedestrians until they reach their destination.

- *"In the proposed plans there is no long-term parking for people working within the Arches. There are plans for permit parking which will be used for commercial vehicles but nothing for the*

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employees which for 170 years has been free to park with no restrictions.

I live outside of the City which means I can't walk or cycle to work and have to take the car or bus. The bus journey takes one hour therefore I would have to catch the bus at 7.00am which arrives at Union Square for 8.00am, by the time I walk from the Bus Station to the Arches I'm ready for an 8.30am start.

After I finish work at 5.30pm I catch the bus at 6.00pm to get home at 7.00pm. If I take the bus, I add 3 hours to my working day. If I drive it adds 40-45 mins to my day, the extra time taken to travel creates issues with my home life/work balance. This means I won't be home for 6.00pm, I won't have time to eat with my family, go to the gym, go running, do the things I want to do. This scenario is created in every Arch. By restricting parking, it changes how myself and my work colleagues live our lives and our mental wellbeing. It might seem on paper to be a little thing, but it affects everyone working at the Arches."

There is limited capacity for on-street parking on this section of road and it is therefore being prioritised in terms of providing for a turnover of parking for customers/visitors and loading activities. By providing a business permit option the proposal also recognises some businesses may want to run vehicles associated with day-to-day business activities.

Consequently, general lengths of uncontrolled parking for workday commuting purposes cannot be provided. This is also in-line with addressing the issues of general capacity on the road network and the environmental problems caused by motor vehicles. The onus being on commuters to consider sustainable transport such as public transport and/or active travel.

- *"So we are getting nice new pavements and parking bays, but it is going to cost me over £1000 per year for permits for my vans and no consideration for staff parking. I still don't see any need, sense, or benefit in the changes. Just a massive pointless cost onto the council.*

  I would still like to see some consideration for staff parking at least for a period to assist with the change that it is going to have in their conditions and also some allowance on our van parking costs."

The issue of general workday commuter parking is referred to in the previous response. In terms of the business permit cost, it is set at the tariff applicable to all controlled parking zones in the city, this being applied whether the business is in a core city centre zone, or in a peripheral zone.

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The introduction of a cost for parking, while often contentious, is necessary when considering the ongoing administration, maintenance, and enforcement of controlled parking measures.

3.10 For background, the proposed Traffic Regulation Order for controlling on-street parking on this length of road has been modified following a previous consultation earlier in 2021 which was subject to 49 objections. The first iteration had a proposal for establishing 'Pay by phone / Permit' parking, with purchase options for up to 30mins, or 1 hour, or 2 hours, or 3 hours (max). Similarly, it also included proposed lengths of loading bay and a disabled bay.

3.11 The current proposals are therefore based on further consultation with the businesses and a refinement in terms of aiming to mitigate their concerns. Principally, the payment for 'short stay' parking was removed and replaced with time-limited free parking (a maximum stay of 1 hour, no return within 1 hour), this based on the likely maximum stay a customer would have at any of the businesses concerned. Beyond that, there was a slight change to the operational hours of the proposed loading bays, while their position, and that of the proposed disabled bay, was also modified.

3.12 When looking at the new road design, it has been necessary to consider traffic management measures that are appropriate in terms of the location. The location is on the immediate periphery of controlled parking zones (Pay and Display / Pay by Phone) to the west and north, while for the future, it is envisaged the Palmerston area could also be subject to controlled parking measures.

3.13 The background to these controlled parking zones is they are protecting parking amenity for businesses and residents, while also addressing the promotion of sustainable transport, environmental issues, burden on the road network etc. The controlled parking bays thereby operate at times that deter 'long stay' parking by commuters, so to provide a turnover of parking opportunities for visitors, customers, tradesperson etc. While households and businesses (with vehicles necessary for day-to-day business activities) have the option to purchase a limited number of parking permits (in this case a maximum of 2), available in 3, or 6, or 12 month options.

3.14 The principle concern is without controlled parking measures on this section of South College Street, is the bays associated with the new layout would be taken up by commuters throughout the working day, thereby acting as hindrance to business activities, whereby customers and vehicles servicing the businesses cannot get access to parking opportunities in the near vicinity. The concern expressed by businesses over parking for staff was noted, however, where this falls into commuting for work purposes, it is at odds with retaining a turnover of parking for customers, particularly when capacity for parked vehicles is relatively modest.

3.15 During the original consultation, however, the businesses made strong protestations that establishing a charge for general on-street parking would discourage new customers, and lead to existing clientele taking their business

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elsewhere, particularly when considering the dual economic impacts of contracting oil and gas operations and the recent COVID-19 pandemic.

3.16   When taking these concerns into account, it is considered the time-limited free parking option, offers a compromise solution based on the length of road being on the immediate periphery of existing controlled parking areas. The caveat being, should a Controlled Parking Zone ever be promoted for the Palmerston area, it may be necessary to review this length of South College Street once more.

3.17   It is therefore recommended the "The Aberdeen City Council (South College Street Area, Aberdeen) (Controlled Parking) Order 202_" be made and brought into effect when the construction of the new "South College Street Junction Improvements (Phase 1)" road layout, relevant to that section of South College Street between its junctions with Palmerston Place and Queen Elizabeth Bridge roundabout, is complete.

"The Aberdeen City Council (Off-Street Car Parks, Aberdeen) (Amendment) Order 202_"

3.18   During discussions with businesses on the original traffic management proposals, the topic of the off-street car park located off the west side of South College Street was raised; it currently acts as a private residential car park for property no. 134 South College Street (nine apartments A to J). The existing bays all being located off the western side of an access aisle where there is land on its eastern side which is owned by the Council; this land currently being cordoned off, however, previously being used as an informal parking area. The aerial photo in Appendix 6 highlighting the aforementioned. Thus, the businesses enquired as to whether the Council could make this land a dedicated parking area to provide further options for customers.

3.19   In terms of the South College Street Junction Improvements Project, it was originally proposed this area would be landscaped, however, the landowner was contacted and there is an agreement in principle that a 'Deed of Servitude' can be established that would allow the Council to establish formal public parking bays. The 'Deed of Servitude' being applicable to the aisle currently serving the residents' car parking bays. The plan in Appendix 2 provides detail of the arrangement.

3.20   There would be capacity for ten cars by way of individually marked bays, of which two would serve as electric vehicle charging points. As with all Council off-street car parks, should there be a demand, there is also an option to reserve an appropriate number of bays for disabled parking. On any day except Sundays, between the hours of 8am and 6pm, there would be a charging tariff established, with a payment of £1.20 for a stay up to 1 hour, or £2.20 for a maximum of 2 hours. This tariff being in-line with similar peripheral Council surface car parks, namely those located at Broomhill Road and Fonthill Road.

3.21   The proposed Traffic Regulation Order required to establish this Council owned land as a public car park, has been subject to seven objections. While

the full content of these objections can be read in Appendix 3, a summary of the common themes follow (highlighted in bold text), with each theme thereafter being followed by a response from a traffic management perspective: -

- *"Since when has the council been allowed to come along and claim the ground from the residents?"*

  "I would like to object to the pay and display parking proposal on the grounds that access to the parking would be from private land owned by the owners of the development. The proposed "shared" car park aisle is owned by the owners of the development."

  As detailed in the plan in Appendix 2, the Council owns the land on the eastern side of the existing car park aisle and a 'Deed of Servitude' has been sought and agreed in principle with the landowner.

- *"The cost of upkeep for the wear and tear on the car park surface would also increase, which is payable by us residents only, would you intend to compensate us for this or would it be a case of us having to pay repairs like with the wall along the side of the road."*

  "We were always told barriers and such weren't allowed because part of the car park belonged to the council. Yet for years the maintenance of this land was charged solely to us owners; this includes the road, wall, lighting and sand for snow/ice. I hope that in future now those costs will be put back onto the council as this land doesn't belong to us and our opinions regarding how its maintained/run are ignored."

  The formal 'Deed of Servitude' will consider the future arrangements in terms of maintenance costs associated with the aisle. Thus, while the detail must be settled, it would be envisaged the Council will bear a proportion of the burden in recognition of the public use of the aisle.

- *"The car park is a private car park and should be delineated with a wall, ACC should not be using a private car park to access pay and display, you should have separate access from South College Street."*

  There is not sufficient space available to create a separate access that would serve these ten proposed parking bays. Therefore, the only practical option is to use the existing car park access and aisle.

- *"How would you ensure we can still use our own car park? As you are obviously aware folks will never pay for parking if there's unsecured 'free' spaces only 2 meters away."*

"The private spaces will be identified how? Painted lines, signs, and the council should share costs to install folding bollards."

"As a resident I have always had trouble with non-residents parking in my <u>MARKED</u> space, let alone anyone happening along to use the ground as their own free parking or dumping of cars/vehicles.

The detail as to the actual signing arrangement of the car park will be settled should the Traffic Regulation Order proceed. In this regard, the signs will have to be clear and unambiguous to ensure the public is fully aware of the parking bays that fall under Council operation.

- *"This is a fundamental change in philosophy of the use of this land which was originally conceived to be as a green city space during housing development of adjacent Barratt Homes, the most recent plans distributed to residents was for this land to be utilised as part of road expansion to improve traffic flow within the city centre with no mention of retasking as pay and display parking."*

"Insufficient environmental impact studies have been conducted to understand the increased air pollution introduced to what is currently a residential area by the continuous use of commercial vehicles by loading / off-loading such as NO2, CO2 and Methane."

I don't see why encouraging people to drive into the city is 'green', how does this fit with the proposed exclusion zone when it is within this area?

The proposal provides for ten parking places, which in terms of the overall volume of traffic using South College Street would be negligible. In this regard, it is weighing up whether the proposal would be a contradiction in the general policy of encouraging sustainable transport and active travel. To that end, these proposed public parking bays will mainly provide for 'short stay' parking opportunities during business hours, thus offsetting the potential loss of on-street parking brought about by the new road layout. The bays will, of course, be available to any visitors to the area, be that to business or residential properties.

It is also an opportunity to establish electric vehicle charging infrastructure at this location, with the potential for further expansion in future.

- *"Personal safety has been an issue for many women in our block of flats, this has always been the case. However, the placement of the huge concrete blocks actually stopped folks coming into the car park so much, I have had no issues with men threatening me, and my neighbours have noticed an improvement too. Previously I have personally been threatened by men who think they have the right to park in private spaces. I did try to report the harassment*

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to the police but as it took place on private property it's not their jurisdiction. If this area of land was used for green space, as the original plans outlined, this safer environment would likely continue. If the paid for car parking goes ahead, how would you help to keep residents safe?"

"The existing area is a site that currently is regularly used by children and the elderly, this seems like an inappropriate location to introduce a high incidence of commercial vehicle traffic and will decrease the overall safety of local citizens and residents."

"Financial risk of public damaging residents' vehicles whilst using car park."

In terms of vehicles manoeuvring, it will be a typical layout with a central aisle now serving two rows of parking, so no different to off-street car parks drivers will negotiate on a regular basis. In terms of safety and security, it is a surface car park where visibility is unhindered from the roadside. There are also adjacent streetlights and the level of illumination cast on potential new bays would be checked in terms of adequacy.

- *"The introduction of this new pay and display regime will also increase the incidence of misuse of residential parking bays with no protection or shared liability between the council and residents, this will include changing the private residential parking area into a non-insurable location for residents on the basis of true "off-street" parking as commercial operations will now potentially occur there in a regular period and most insurers will not find this satisfactory."*

The proposal would not lead to a "non-insurable" situation, as insurers recognise various options for daytime/overnight parking such as 'Residential Parking', 'Open Public Car Park', 'Secure Public Car Park' etc.

3.22 Given the potential to provide electric vehicle charging infrastructure and a turnover of 'short stay' parking for a modest overall capacity of 10 vehicles, it is recommended "The Aberdeen City Council (Off-Street Car Parks, Aberdeen) (Amendment) Order 202_" be made and brought into effect when the construction of the new "South College Street Junction Improvements (Phase 1)" road layout, relevant to that section of South College Street between its junctions with Palmerston Place and Queen Elizabeth Bridge roundabout, is complete.

4. FINANCIAL IMPLICATIONS

4.1 The measures provided for by these traffic regulation orders will be funded through the South College Street Junction Improvements (Phase 1) budget.

5.   LEGAL IMPLICATIONS

5.1   The approval of the recommendations will bring into place parking restrictions under the Road Traffic Regulation Act 1984 which this Council will have a duty to enforce.

6.   MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		
Compliance	Any project delay could require a TRO to have to re-enter the legislative process if it is unable to be implemented within the statutory period of 2 years from consultation.	L	Monitor the project, and where anticipated to exceed the two year period, apply to Transport Scotland for six month extension periods.
Operational	Road safety levels and traffic management could be compromised if measures are not progressed, leading to continued public concern.	L	Officers propose measures that are deemed reasonable and appropriate to address the Road Safety and Traffic Management issues.
Financial	N/A		
Reputational	Proposals can be contentious and attract negative feedback.	L	Concerned parties are provided with a thorough rationale as to the requirement for the proposals.
Environment / Climate	There could be a negative impact if sustainable / active travel measures are not supported.	L	Officers propose measures that are deemed reasonable and appropriate.
Legal	If the proposed Orders are not approved, then the process may need to re-renter the legislative process.	L	Accept the recommendations of the report.

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7. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Prosperous Place Stretch Outcomes	The proposals in this report support the delivery of LOIP stretch outcome 15 by creating a safer environment on the road network. Road safety measures help reduce accidents and can help increase walking and cycling.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Not required.
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS
N/A

10. APPENDICES

Appendix 1 – Plan re. on-street traffic management measures
Appendix 2 – Plan re. proposed off-street car park
Appendix 3 – Objections
Appendix 4 – Notices
Appendix 5 – Photo of typical on-street parking adjacent to 'The Arches'
Appendix 6 – Aerial photo of existing residential car park

11. REPORT AUTHOR CONTACT DETAILS

Graeme McKenzie
Technical Officer
gmckenzie@aberdeencity.gov.uk
01224 522308

NOTE:

PROPOSED PARKING
MAX STAY 1 HOUR
NO RETURN WITHIN 1 HOUR
OR
PERMIT HOLDERS
MON - SAT 8am-6pm

PROPOSED LOADING
AREA
LOADING ONLY
7am-5pm

PROPOSED
DISABLED PARKING

MILLBURN STREET

PALMERSTON PLACE

SOUTH COLLEGE STREET

BANK STREET

SOUTH COLLEGE STREET

SOUTH COLLEGE STREET

Rev	Description:		
A	Updated layout for parking and loading at Archra		

Checked (init./date) A.M. 17/09/2021 Drawn (init./date) W.F. 19/09/2021

ABERDEEN CITY COUNCIL

Capital | Resources
Business Hub 4, Ground Floor North,
Marischal College, Broad Street, Aberdeen
AB10 1AB

Project:
SOUTH COLLEGE STREET
JUNCTION IMPROVEMENTS

Title:
The Aberdeen City Council
(South College Street Area, Aberdeen)
(Controlled Parking) Order 202_

South College Street
Parking and Loading
Restrictions

Drawn	Date	Checked	Date
W.F.	17/09/21	G.M.	20/09/21

Scale @ A3
1:500
Drawing No.
D4320-DD-1200-41-A

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APPENDIX 2

NOTE:

South College Street
Public Car Park
'Pay by Phone'
Mon - Fri
8am - 6pm
Max Stay 2 hours
Up to 1 hr: £1.20
Up to 2 hrs: £2.20

Private Car Park

Shared Car Park
Aisle

Bank Street

South College Street

124

134

N

Rev. Description.

Checked (init./date)   Drawn (init./date)

ABERDEEN
CITY COUNCIL

Capital | Resources
Business Hub 4, Ground Floor North,
Marischal College, Broad Street, Aberdeen
AB10 1AB

Project:
South College Street
Junction Improvements

Title:
Off Street Car Park Proposal

Drawn	Date	Checked	Date
RE	01/09/2021	AM	01/09/2021

Scale @ A3
1:250
Drawing No.
D4320/DD/2800/13

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<u>APPENDIX 3 – Objections</u>

The Aberdeen City Council (South College Street Area, Aberdeen) (Controlled Parking) Order 202_

█████████

From:	████████████
Sent:	18 October 2021 12:54
To:	TrafficManagement
Cc:	████████████████
Subject:	THE ABERDEEN CITY COUNCIL (OFF-STREET CAR PARKS, ABERDEEN) (AMENDMENT) ORDER 202 _

Dear Sirs,

On behalf of █████████████████████████, Aberdeen I am putting forward my objections to the proposed parking, pavement and loading bay sections to South College Street - Proposed Traffic Regulation Orders.

Safety issues on the pavement.
A vehicle exits an Arch blind- you can't see round the corner for pedestrians. If the proposed pavement is accepted all vehicles entering or exiting will have to cross the pedestrian pavement right outside the doorways.
At either ends of the Arches are pedestrian crossings, it would be better on the grounds of health and safety there to be a barrier erected and pedestrians advised to cross to the other side of the road at these junctions rather than walk on the proposed pavement to take a short-cut. Customers drive to the Arches and park outside the door entering safely as they have always done.

Parking.
In the proposed plans there is no long –term parking for people working within the Arches. There are plans for permit parking which will be used for commercial vehicles but nothing for the employees which for 170 years has been free to park with no restrictions.
I live outside of the City which means I can't walk or cycle to work and have to take the car or bus. The bus journey takes one hour therefore I would have to catch the bus at 7.00 A.M. which arrives at Union Square for 8.00 AM, by the time I walk from the Bus Station to the Arches I'm ready for an 8.30 start. After I finish work at 5.30 I catch the bus at 6.00 P.M. to get home at 7.00 P.M.
If I take the bus I add 3 hours to my working day. If I drive it adds 40-45 mins to my day, the extra time taken to travel creates issues with my home life/work balance. This means I won't be home for 6.00 PM, I won't have time to eat with my family, go to the gym, go running, do the things I want to do. This scenario is created in every Arch. By restricting parking it changes how myself and my work colleagues live our lives and our mental wellbeing. It might seem on paper to be a little thing but it affects everyone working at the Arches.

Loading Bay
The new loading bay has been repositioned outside our door at Arch number █. This will stop customers coming to my counter.

Not all change is good.
The proposed parking and loading bay restrictions do not help businesses that occupy the Arches. By putting restrictions in this area my business would be at a disadvantage to my competitors, there is also a lot less parking spaces than what is now. Can it be of any worth to the Council the cost of putting parking restrictions in place in monetary terms when there will be little in return? the occupants of the Arches do not want this and it seems to be a bad idea, every one of my customers I have spoken to shake their heads in amazement at the idea. Why change for the sake of change? Businesses will leave this area.

Outside space.
This is the wrong time for businesses to have parking and loading restrictions, disruption and major changes within this area is creating barriers for custom. There has been a downturn in oil business, Brexit is having an adverse effect on shortages in workforce and goods, energy prices have rocketed and of course there is Covid-19. Collectively these issues are strangling business, stopping growth.

1

The railway Arches on South College Street is probably Aberdeen's oldest industrial estate and for about 170 years this area has had no parking or loading restrictions, outside the Arches was used for storing fish boxes, pallets or delivery vehicles – it's a concourse being used to help these businesses, there are businesses that reply on this space.

Regards,

██████████
███████████
████████

T: ████████████
F: ███████████
M: ████████
E: ████████████
W: █████████
F: ██████████

█████████████████

████████████████████████████

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Page 110

From: ███████████████████████

Sent: 18 October 2021 11:13

To: ████████

Cc: ████████

Subject: RE: South College Street - Proposed Traffic Regulation Order

Hi ████

Thank you for this. Looks like it never got thrown out then.

So we are getting nice new pavements and parking bays, but it is going to cost me over £1000 per year for permits for my vans and no consideration for staff parking. I still don't see any need, sense, or benefit in the changes. Just a massive pointless cost onto the council.

I would still like to see some consideration for staff parking at least for a period to assist with the change that it is going to have in their conditions and also some allowance on our van parking costs.

Regards

████████

From: ███████████████████████████

Sent: 27 September 2021 17:39

To: ████████████

Cc: ████████████████

Subject: FW: South College Street - Proposed Traffic Regulation Order

Good evening ███

Further to previous correspondence, I can advise the Council have commenced with a consultation on revised parking proposals for the section of South College Street adjacent to "The Arches". The main revisions are: -

- There will be lengths of time-limited parking bays established, these will be operational from 8am – 6pm, Mon – Sat, where there will be a maximum stay of 1 hour, with no return within 1 hour. There will be no charge for visitors/customers using these bays and their purpose is to encourage a turnover of parking. With respect to businesses there will still be the option to purchase a permit to make use of these particular bays without a limit on stay during their operational hours, this based on the vehicles concerned being used at times throughout the working day for business purposes. The charges for these business permits are the same as the standard set across the city and as previously advertised. Beyond parking within the aforementioned bays, these permits would also provide access to parking bays within the Controlled Parking Area H.

- There's been a slight modification to the operational hours of the loading bays, thus they will operate from 7am – 5pm, Mon – Sat, as opposed to the 7am – 6pm advertised previously. Furthermore, the extent of the loading bays have also been adjusted.

- Agreement has been reached whereby an off-street public car park will be established in the area opposite the arches (10 vehicle capacity; envisaged 2 of these bays will be electric charging points). There will be a payment required between 8am and 6pm, Mon – Sat, the tariff being £1.20 up to 1 hour and £2.20 for 2 hours (max stay).

1

"The Aberdeen City Council (Off-Street Car Parks, Aberdeen) (Amendment) Order 202_"

████████████

From:	████████████████████
Sent:	17 October 2021 23:19
To:	TrafficManagement
Subject:	South College Street proposed parking measures

With regards to the proposed paid for parking spaces on the land accessed via the Devanah Mews car park, I'd like to raise the following points.

Personal safety has been an issue for many women in our block of flats, this has always been the case. However the placement of the huge concrete blocks actually stopped folks coming into the car park so much, I have had no issues with men threatening me, and my neighbours have noticed an improvement too. Previously I have personally been threatened by men who think they have the right to park in private spaces. I did try to report the harassment to the police but as it took place on private property it's not their jurisdiction.
If this area of land was used for green space as the original plans outlined this safer environment would likely continue. If the paid for car parking goes ahead, how would you help to keep residents safe?

As a small business owner who operates from home, I need access to my parking space (think of it as my driveway) for loading and unloading stock. How would you ensure we can still use our own car park? As you are obviously aware folks will never pay for parking if there's unsecured 'free' spaces only 2 meters away.

Since this is opening up the car park as officially a public space this would also put up our car insurance premiums and potentially decrease property value at the same time.
I don't see why encouraging people to drive into the city is 'green', how does this fit with the proposed exclusion zone when it is within this area?

The cost of upkeep for the wear and tear on the car park surface would also increase, which is payable by us residents only, would you intend to compensate us for this or would it be a case of us having to pay repairs like with the wall along the side of the road.

Regards,

████████████

████████████

1

From: ███████████████████████████████████

Sent: 17 October 2021 22:51

To: TrafficManagement

Subject: South College Street propsed parking measures

Hello,

As someone who lives at ████████████████ , I would like to lodge my complete disagreement with the proposed parking measures on South College street.

1. If the land is council, I expect the council to pay for maintenance and sand for snow ice etc.

2. The private spaces will be identified how? Painted lines, signs, and the council should share costs to install folding bollards.

3. How do they intend to ticket people illegally parking in private spaces? If nothing is done about this, it will escalate tensions between tenants and random people who park in the spaces marked for the flats

4. Will we get visitor permits for guests visiting us and having no visitor spaces anymore

5. What the impact will be on property prices in the Devanah Mews complex, as the spaces will no longer be located in a private car park?

6. How will the access to the car park as well as the safety of the vehicles parked in the car park during the construction work be guaranteed? Hot tar and plant movement can do some nasty damage to cars.

This just sounds like a very poorly thought through idea, which will encourage more traffic to the city centre, in a time when Aberdeen City Council intends to implement a low emission zone.

1

19

From: ████████████████████████████
Sent: 15 October 2021 16:55
To: TrafficManagement
Subject: Draft Order - The Aberdeen City Council (Off-Street Car Parks, Aberdeen) (Amendment) Order 202_

Dear Sir/Madam,

I would like to raise my objection to the proposed draft order for Off-Street Parking on South College Street, I am a local resident and owner of a car parking bay adjacent to the proposed site. I would like to submit my objection on the following grounds:-

1. Minimal local consultation period and dissemination of plans to local residents (I personally was only made aware of these proposals by my building factor on 14/10/21 and no formal notification by the Council itself has been issued).

2. This is a fundamental change in philosophy of the use of this land which was originally conceived to be as a green city space during housing development of adjacent Barratt Homes, the most recent plans distributed to residents was for this land to be utilised as part of road expansion to improve traffic flow within the city centre with no mention of retasking as pay and display parking.

3. Insufficient environmental impact studies have been conducted to understand the increased air pollution introduced to what is currently a residential area by the continuous use of commercial vehicles by loading / off-loading such as NO_2, CO_2 and Methane.

4. No road improvements, Lighting or controlled entry provisions have been made as part of plans even though the introduction of this new pay and display parking will introduce nearly twice the amount of parking in the current location with a far higher turnover of vehicles, this will most likely introduce increased congestion and compound the existing issues of entry/exit to residents private parking.

5. The existing area is a site that currently is regularly used by children and the elderly, this seems like an inappropriate location to introduce a high incidence of commercial vehicle traffic and will decrease the overall safety of local citizens and residents.

6. This proposal appears to have no long term merits with regard to enhancement of the existing issues with traffic flow or general amenities in the city and appears to be purely an attempt to increase areas of income in direct charges to the public.

7. The introduction of this new pay and display regime will also increase the incidence of misuse of residential parking bays with no protection or shared liability between the council and residents, this will include changing the private residential parking area into a non insurable location for residents on the basis of true "off-street" parking as commercial operations will now potentially occur there in a regular period and most insurers will not find this satisfactory.

8. The invitation of increased commercial traffic will also increase the amount of local noise levels which will further deteriorate the living standard of existing residents and also discourage future interested home buyers to the detriment of local house prices (already severely impacted due to COVID and the local industry collapse).

I hope you consider all the above points when considering the proposals put forward.

Best Regards

██████████████████

1

From: ████████████████████████

Sent: 12 October 2021 15:25

To: TrafficManagement

Subject: ACTION: Parking at ████████ South College Street

Sir/Madam,

I have just received notification that there is a proposal for pay & display parking on the site ████████ on South College Street. I see by the plans that the residents parking has been left in place, when I purchased my flat at ██ South College Street we were allocated 1 parking space per flat & the remainder of the ground that lies within the boundaries of the properties (off road) were to be used by **THE RESIDENTS** on a first come first served basis, there was never a case that the council could just arrive & set up pay & display, as a resident I have always had trouble with non residents parking in my **MARKED** space, let alone anyone happening along to use the ground as their own free parking or dumping of cars/vehicles.

Since when has the council been allowed to come along & claim the ground from the residents?

I am totally against any of these proposals.

Regards,

████████████████

████████████████████

Virus-free. www.avg.com

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From: ████████████████████████████████
Sent: 12 October 2021 10:38
To: TrafficManagement
Subject: South College Street Parking

████████████████████████████████████

As a proprietor of one of the properties in ████████ on South College street, I would like to object to the pay and display parking proposal on the grounds that access to the parking would be from private land owned by the owners of the development. The proposed "shared" car park aisle is owned by the owners of the development.

1

Dear Sir/Madam

I would like to state an objection to the plan.

People having to pay for their parking will inevitably park in ████████ residents car park.

Also who maintains the area, will there be signs relating to private car park area. How will parking officers maintain private parking, will there be a zone ticket for people to use.

Please add my objection to this proposal.

Thanks

██████████
████ South College Street
Aberdeen

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From: ███████████████████████

Sent: 28 September 2021 13:06

To: TrafficManagement

Subject: Objection South College Street - Proposed Traffic Regulation Orders

Follow Up Flag: Follow up

Flag Status: Completed

Dear Sir/Madam

I am objecting to the proposal to use a private residential car park to allow public access to pay and display spaces for the following reasons

- The car park is a private car park and should be delineated with a wall, ACC should not be using a private car park to access pay and display, you should have separate access from South College Street
- The car park is dimly lit, there are children in the development. Major safety risk with multiple short stay user cars reversing towards residents car spaces.
- Financial risk of public damaging residents vehicles whilst using car park
- Safety risk Non residents frequenting the car park at all hours, this will be unsettling for the female residents of the building
- How are ACC proposing to prevent car park users just using the resident spaces

All in this is an utter disgrace by ACC and will be contacting the local press to highlight this. , You have land adjacent to the Papa Johns, this should be the car park not our car park

Owner of ████ South College Street, ███████

APPENDIX 4

ABERDEEN CITY COUNCIL

ROAD TRAFFIC REGULATION ACT 1984

THE ABERDEEN CITY COUNCIL (SOUTH COLLEGE STREET AREA, ABERDEEN) (CONTROLLED PARKING) ORDER 202_

Aberdeen City Council proposes to make the above named order in terms of its powers under the Road Traffic Regulation Act 1984.The effect of the order will be to establish various controlled parking measures on South College Street, Aberdeen (the length concerned relating to its east side, between its junctions with Palmerston Place and Queen Elizabeth Bridge Roundabout, adjacent to "The arches"); the measures are specified below and form part of the "South College Street Junction Improvements Project".

- There will be certain lengths of parking places / bays for the exclusive use of vehicles actively being loaded / unloaded (operational on any day, except Sundays, between the hours of 7.00am and 5.00pm).

- There will be certain lengths of time-limited parking places / bays established that will provide for a maximum stay of 1 hour, with no return within 1 hour, and shall be operational on any day except Sundays, between the hours of 8.00am and 6.00pm. During the operational hours there will also be the option for eligible permit holders to use these bays without time-limit, whereby the bays are added to the administrative Controlled Parking Area H. Business permits where eligible (Max 2) - £530 for 12 months, £291.50 for 6 months, £145.75 for 3 months. Residential permits where eligible (Max 2) – 1st permit: £60 for 12 months, or £33 for 6 months, or £24 for 3 months; 2nd permit: £140 for 12 months, £73 for 6 months, £41 for 3 months.

- There will be a parking place / bay established for the exclusive use of vehicles displaying a Disabled Person's Badge (the "Blue Badge")

Full details of the above proposals are to be found in the draft order, which, together with a map showing the intended measures and an accompanying statement of the Council's reasons, may be examined online via the internet link specified below, or by scanning the QR Code above: -

https://consultation.aberdeencity.gov.uk/operations/the-aberdeen-city-council-south-college-street-are

The consultation will run between 27 September and 18 October 2021. Should you wish to view these documents in another way please contact us by e-mail (see below), or alternatively on Tel. 01224 522305, where we will endeavour to accommodate such requests.

Anyone wishing to object to the above order should send details of the grounds for objection, including their name and address, by e-mail to trafficmanagement@aberdeencity.gov.uk, or alternatively by writing to the address below during the statutory objection period, which also runs from 27 September to 18 October 2021, inclusively.

Any person who submits an objection to a proposed road traffic regulation order should be aware that any objection made will be available to members of the relevant committee considering the proposal, available for inspection by members of the public, distributed to the press, and will form part of the agenda pack which is available on the Council's website. To that extent, however, they are redacted, with names, addresses, telephone numbers and signatures removed from this correspondence. For information on why and how we use your data please see the Traffic Regulation Order privacy notice on our website https://www.aberdeencity.gov.uk/your-data/why-and-how-we-use-your-data.

Traffic Management and Road Safety,Operations and Protective Services, Aberdeen City Council, Business Hub 11, Second Floor West, Marischal College, Broad Street, Aberdeen, AB10 1AB

ABERDEEN CITY COUNCIL

ROAD TRAFFIC REGULATION ACT 1984

THE ABERDEEN CITY COUNCIL (OFF-STREET CAR PARKS, ABERDEEN) (AMENDMENT) ORDER 202_

Aberdeen City Council proposes to make "The Aberdeen City Council (Off-Street Car Parks, Aberdeen) (Amendment) Order 202_" in terms of its powers under the Road Traffic Regulation Act 1984. The effect of the order will be to establish a new off-street car park off the west side of South College Street, Aberdeen, adjacent to the gable end of property no.134. The access is already established and currently serves private residential parking on the west side of the off-street area. Accordingly, this new public car parking area is relevant to the eastern side of the off-street area. There will be days / periods of time where charges and maximum periods of stay are in operation; these are specified in the table below: -

South College Street Car Park	
Charges in operation between 8am and 6pm, Monday to Saturday (inclusive)	
Up to 1 hour	£1.20
Up to 2 hours (max)	£2.20

Full details of the above proposal are to be found in the draft order, which, together with a map showing the intended measure and an accompanying statement of the Council's reasons, may be examined online via the internet link specified below, or by scanning the QR Code above: -

https://consultation.aberdeencity.gov.uk/operations/the-aberdeen-city-council-south-college-street-are

The consultation will run between 27 September and 18 October 2021. Should you wish to view these documents in another way please contact us by e-mail (see below), or alternatively on Tel. 01224 522305, where we will endeavour to accommodate such requests.

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Traffic Management and Road Safety, Operations and Protective Services, Aberdeen City Council, Business Hub 11, Second Floor West, Marischal College, Broad Street, Aberdeen, AB10 1AB

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APPENDIX 5 – Typical parking observed on South College Street adjacent to 'The Arches'

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APPENDIX 6 – Aerial photo of proposed South College Street Car Park

The red line highlights the area where informal parking has historically taken place; the land concerned being owned by the Council.

The blue line highlights the boundary of privately owned parking bays associated with the adjacent residential apartments.

ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	18th November 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Cluster Risk Registers and Assurance Maps
REPORT NUMBER	CUS/21/277
CHIEF OFFICER	Derek McGowan, Jacqui McKenzie, Martin Murchie, Mark Reilly, Steve Roud, Graeme Simpson
REPORT AUTHOR	Chief Officers
TERMS OF REFERENCE	1.1.4

1.   PURPOSE OF REPORT

To present the Cluster Risk Registers and Assurance Maps in accordance with Operational Delivery Committee Terms of Reference to provide assurance that risks are being managed effectively within each Cluster.

2.   RECOMMENDATION(S)

That the Committee note the Cluster Risk Registers, Cluster Assurance Maps and Cluster Risks Grouped by Category set out in Appendices A, B and C.

3.   BACKGROUND

3.1   The Audit, Risk and Scrutiny Committee is responsible for overseeing the system of risk management and for receiving assurance that the Corporate Management Team (CMT) are effectively identifying and managing risks. To this end, it reviews the Council's Corporate Risk Register annually, as well as an annual report on the system of risk management which is included in the Annual Governance Statement.

3.2   The Risk Management Framework states that all other committees should receive assurance on the risk management arrangements which fall within their terms of reference. This is provided through the risk registers for the relevant Clusters which fall within the remit for this Committee. These are:-

- Early Intervention & Community Empowerment
- Customer Experience
- Data & Insights
- Operations and Protective Services

- Digital & Technology
- Integrated Children's Services

Risk Registers

3.3 The Corporate Risk Register captures the risks which pose the most significant threat to the achievement of the Council's organisational outcomes and have the potential to cause failure of service delivery.

3.4 The Cluster Risk Registers are set out in Appendix A and reflect the risks which may prevent each Cluster area from delivering on strategic outcomes.

3.5 The risks contained within the Risk Register for each Cluster are grouped by risk category in Appendix C and show the Council's corresponding risk appetite for each category as set within the Council's Risk Appetite Statement (RAS)

3.6 The Cluster Risk Register provides the organisation with the detailed information and assessment for each risk identified including;

- **Current risk score** – this is current assessment of the risk by the risk owner and reflects the progress percentage of control actions required in order to achieve the target risk score.
- **Target risk score** – this is the assessment of the risk by the risk owner after the application of the control actions
- **Control Actions** – these are the activities and items that will mitigate the effect of the risk event on the organisation.
- **Risk score** – each risk is assessed using a 4x6 risk matrix as detailed below.

The 4 scale represents the impact of the risk and the 6 scale represents the likelihood of the risk event.

Impact   **Score**

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

3.8 Development and improvement of the Cluster Risk Register and associated processes has continued since the Cluster Risk Registers were last reported to the Committee:

- The Cluster Risk Registers have been reviewed and updated in accordance with the updated Risk Management Policy and supporting documentation approved by Audit Risk and Scrutiny Committee in December 2019.
- The format of the Council's risk registers was updated to create a risk category to allow alignment of each risk with the Council's Risk Appetite Statement which was approved by the Audit Risk and Scrutiny Committee in December 2020.

Assurance Maps

3.9   The Assurance Maps (Appendix B) provide a visual representation of the sources of assurance associated with each Cluster. This evidences the breadth and depth of assurance sources, so that the Committee can determine where these are insufficient, whereas the Cluster Risk Register demonstrates how effectively risk is being managed through the controls which flow out of those sources of assurance.

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

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

3.11   There are no cluster level risks identified for the Data & Insights Cluster. It should be noted, however, that the Chief Officer – Data & Insights is the risk owner for a Corporate Risk for information governance. This corporate risk, its controls and mitigating actions, are regularly reviewed and reported with the Corporate Risk Register.

4.   FINANCIAL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

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

6. MANAGEMENT OF RISK

6.1 The Committee is provided with assurance that the risks presented within the Cluster Risk Register affecting the strategic priorities and service delivery for each Cluster are identified and that the risks are appropriately managed in compliance with the Council's duties under legislation. There are no risks arising from the recommendations in the report.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	The Council is required to have a management system in place to identify and mitigate its risks	L	The Council's risk management system requires that risks are identified, listed and managed via risk registers
Compliance	As above	L	As above
Operational	As above	L	As above
Financial	As above	L	As above
Reputational	As above	L	As above
Environment/Climate	As above	L	As above

7. OUTCOMES

7.1 The recommendations within this report have no direct impact on the Council Delivery Plan however, the risks contained within the Council's risk registers could impact on the delivery of organisational objectives.

8. IMPACT ASSESSMENTS

Assessment	Outcome

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

9. BACKGROUND PAPERS

None.

10. APPENDICES (if applicable)

Appendix A – Cluster Risk Registers for Customer Experience, Digital & Technology, Early Intervention & Community Empowerment, Integrated Children's Services and Operations and Protective Services

Appendix B – Cluster Assurance Maps

Appendix C – Cluster Risks Grouped by Category

11. REPORT AUTHOR CONTACT DETAILS

Name   Martin Murchie
Title   Chief Officer, Data & Insights
Email Address   mmurchie@aberdeencity.gov.uk
Tel   01224 52

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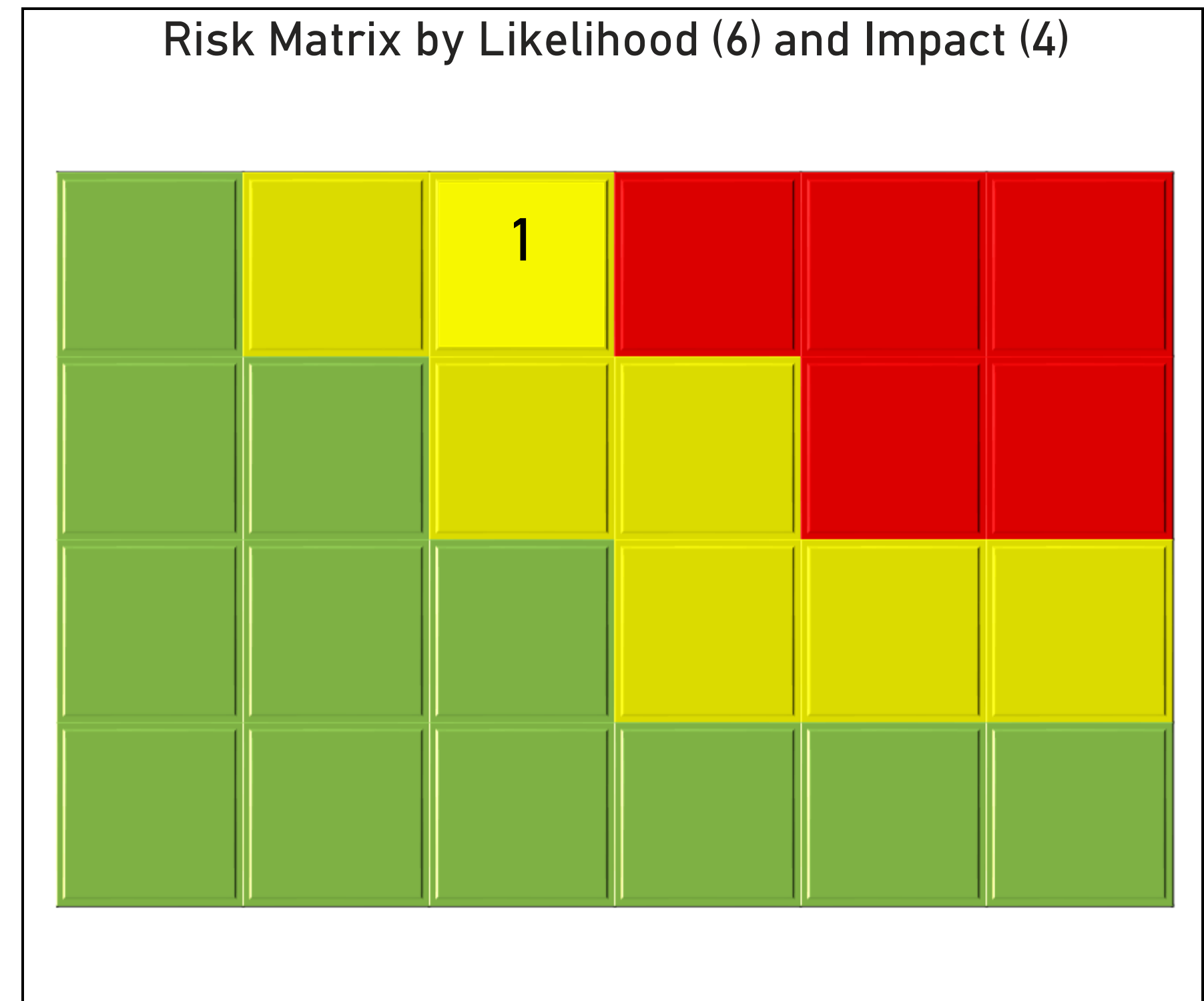
Customer Experience Services Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Customer Experience Service Delivery	12

Number of Cluster Risks

1

Risk Matrix by Likelihood (6) and Impact (4)

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Customer Experience	Jacqui McKenzie	Bruce Reid

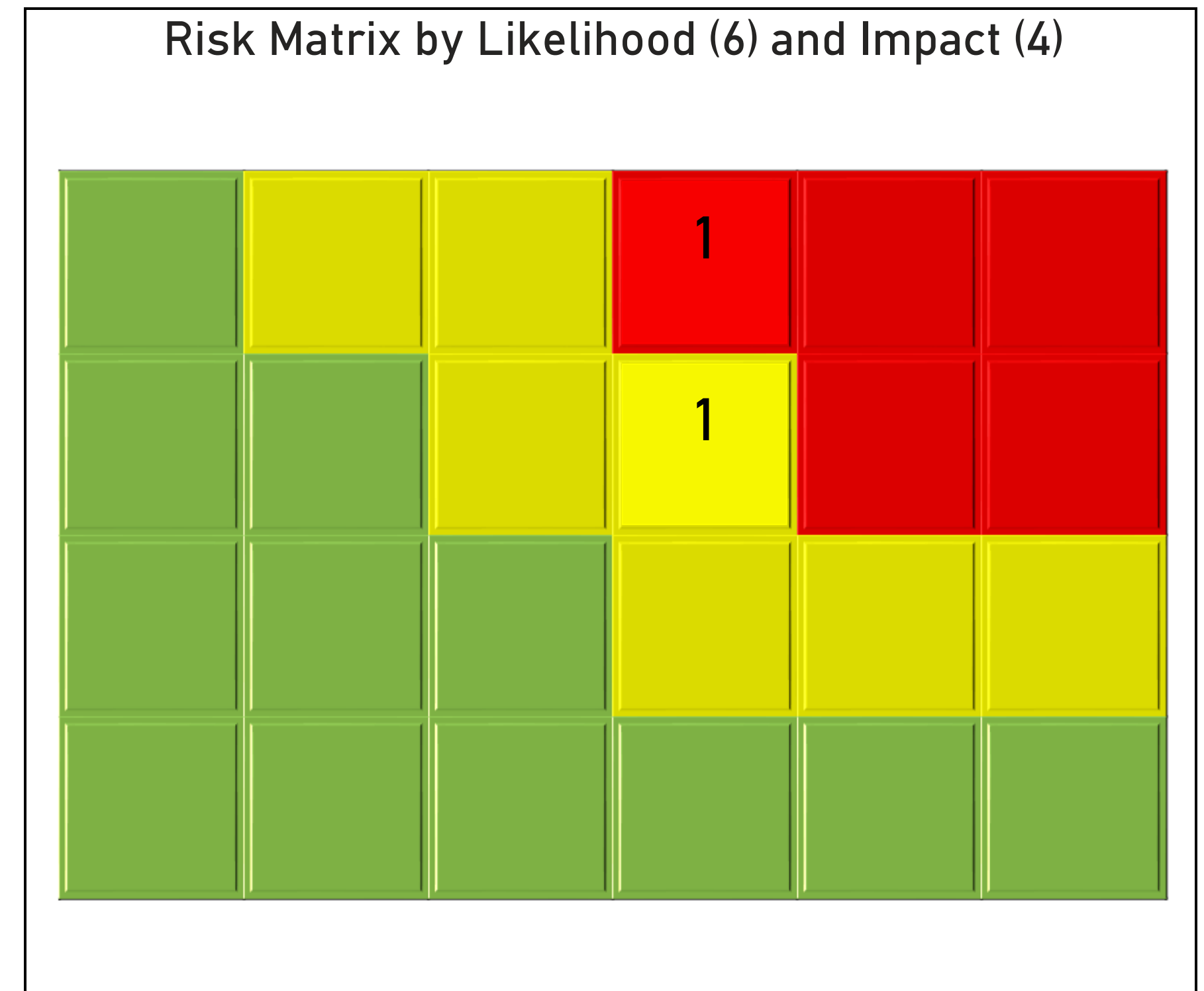| RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Customer Experience Service Delivery	Risk to delivery of key front-line services in the event of failures of systems, processes or in the event of an incident, e.g. climate event	1) Implement effective local administration of systems 'owned' by the Customer Experience cluster, specifically: - CoreHR (for all aspects of Payroll and HR Service Centre administration) - Academy (for all aspects of Revenues & Benefits administration) - Zipporah (for all aspects of corporate bookings and lettings administration) 2) Remove single points of failure across the Cluster via a comprehensive training programme and establishment re-design. 3) As part of the Business Continuity Group, develop, monitor and test Business Continuity Plans for each service area. 4) Continue to develop a detailed process map for activating a response plan in the event of an incident/ disaster/ climate event in the City.	8	12	3	4	30 March 2022

Digital & Technology Services Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Climate Change - Digital Infrastructure	12
Digital & Technology Service Delivery	16

Number of Cluster Risks

2

Risk Matrix by Likelihood (6) and Impact (4)

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Digital & Technology	Steven Roud	Steven Robertson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Climate Change - Digital Infrastructure	Digital infrastructure will be impacted by adverse incidents caused by climate change (flooding, extreme weather) resulting in disruption to the delivery of council services.	1) Robust DR planning and testing 2) Assess the benefits of power backup at key sites 3) Consider the physical location of key infrastructure such as comms nodes and data rooms 4) Include climate risks in future planning for digital delivery	12	12	4	3	31 December 2021

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Digital & Technology	Steven Roud	Norman Hogg

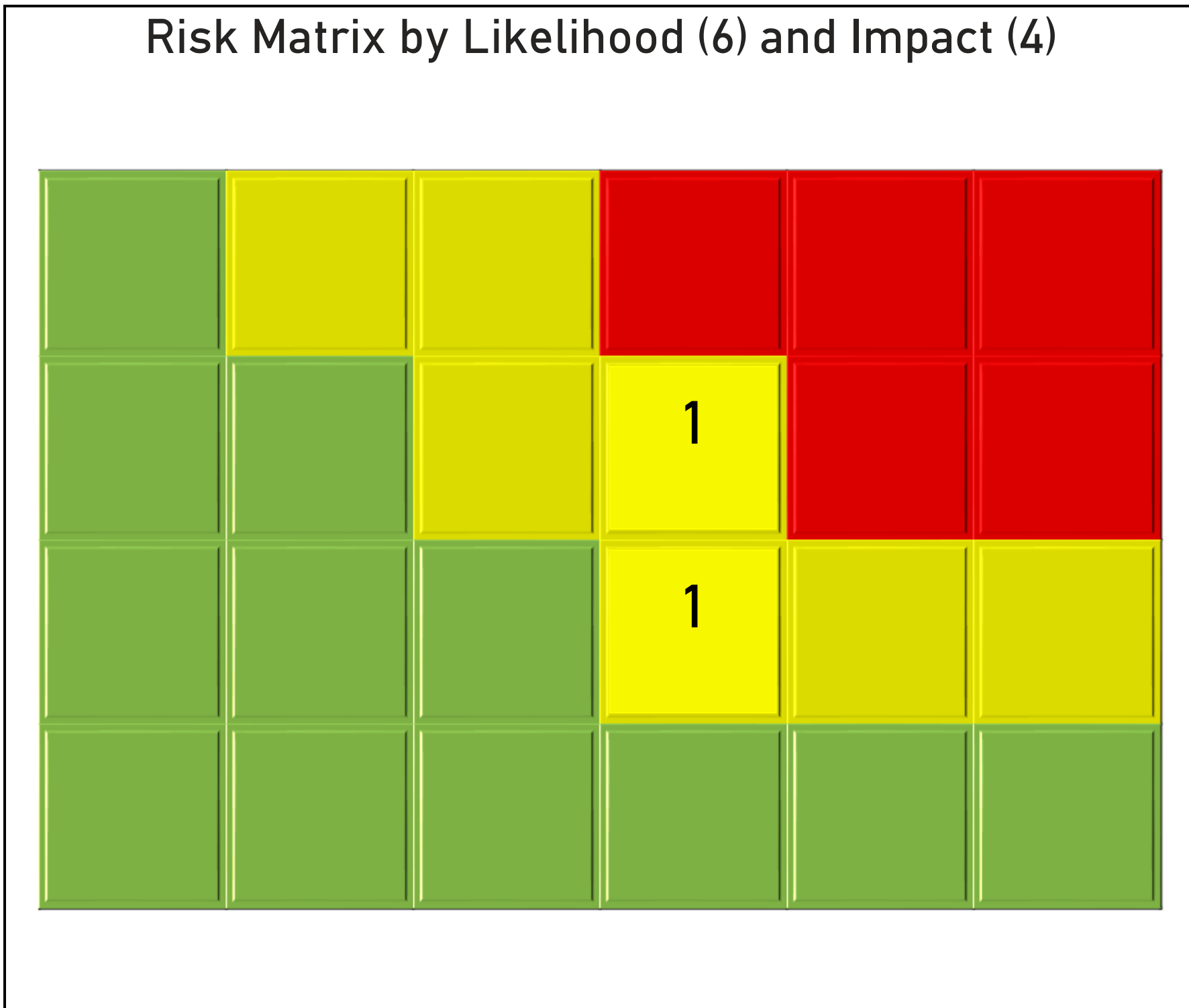| RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Digital & Technology Service Delivery	Risk that IT service disruption impacts on the ability of the Council to deliver key services to customers	1) Review of services to maximise use of public cloud and associated service availability. 2) Consideration of resilience during service design. 3) Reduce application sprawl and focus on securing a smaller number of enterprise solutions. 4) Engage with NoS cyber resilience group and participate in action planning. 5) Establish dependency mapping for key IT assets.	12	16	4	4	31 December 2025

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Early Intervention & Community Empowerment Services Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Rental income from Council Housing	8
Void Property Management	12

Number of Cluster Risks

2

Risk Matrix by Likelihood (6) and Impact (4)

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Customer	Early Int. & Community Emp.	Derek McGowan	Neil Carnegie/Kay Diack

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Rental income from Council Housing	There is a risk of reduced Rental Income to the HRA and General Fund arising from COVID-19 crisis and as we transition to new welfare support mechanisms.	1) Complete review and re-design of Housing Officer role profile to maximise and prioritise tenant income collection. 2) Creation of Corporate Debt Team to manage arrears. 3) Weekly performance management meeting chaired by Communities and Housing Area Manager, with appropriate actions identified to manage. 5) Legislation and Council Policy allow escalation to court once all relevant steps have been taken.	3	8	4	2	30 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD ▲
Customer	Early Int. & Community Emp.	Derek McGowan / Mark Reilly	Kay Diack

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE ▲	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Void Property Management	There is a risk that the level of void properties leaves ACC unable to house applicants appropriately or timeously, affecting quality of life, increasing spend on hotels and reducing rental income.	1) Improvement Plan identified and fortnightly meetings held to track progress and performance. 2) Development and agreement on new letting standard. 3) Development of new allocation policy including Choice Based Letting process. 4) Process mapping of relevant services to ensure efficient delivery. 5) External contracting of services to support Building Services. 6) Weekly meetings with Operational delivery Committee Convener and Housing spokesperson on void performance. 7) Housing Improvement Board established by Director of Customer Services to oversee all work.	4	12	4	3	28 June 2022

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Operations & Protective Services Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Climate change – Tree Disease	15
Loss of Operator's Licence	9
Loss of UKAS Accreditation	9
Sea Defence Failure	16
Waste Disposal Failure	3
Waste Management Contract Renewal	16

Number of Cluster Risks

6
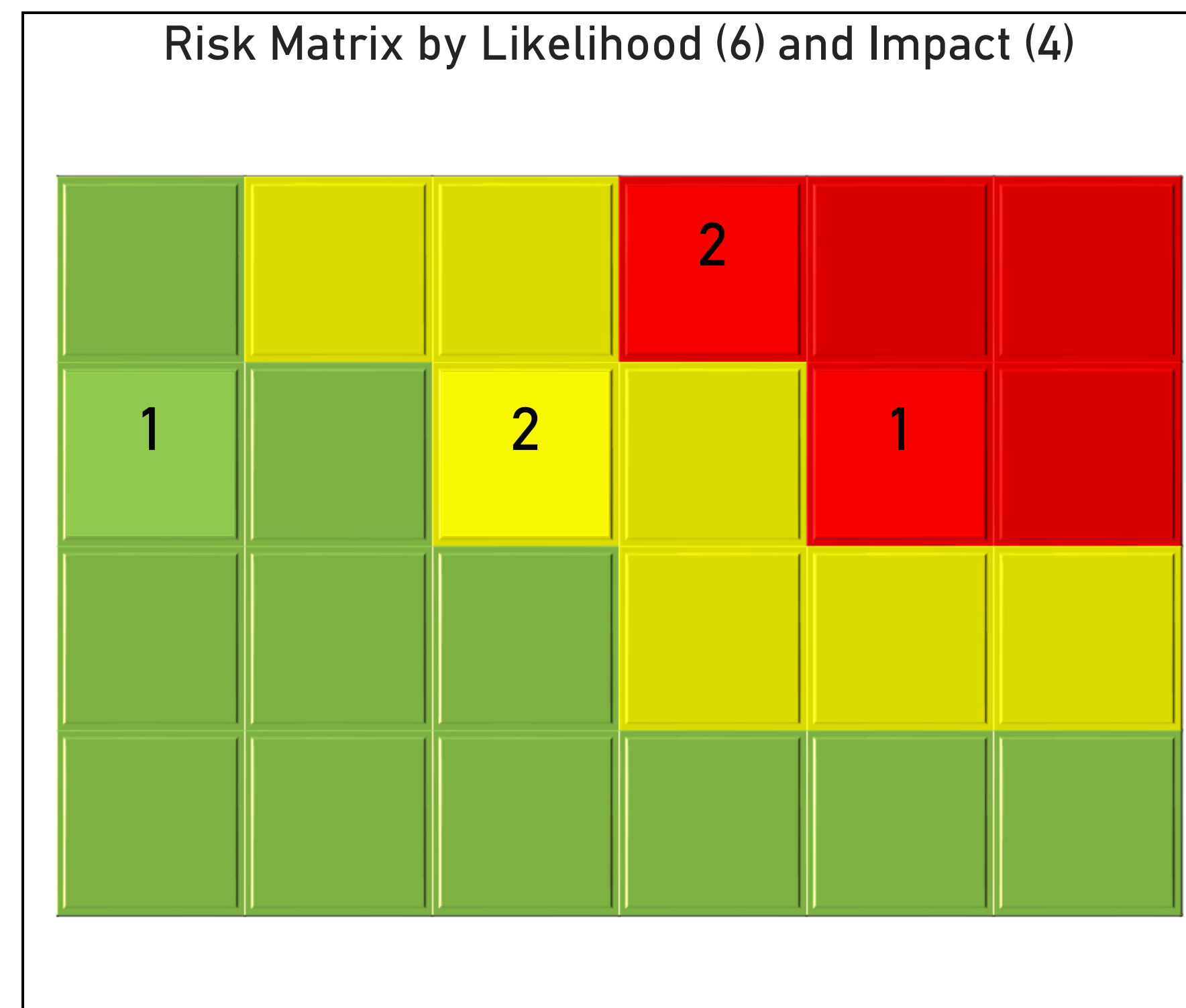
Risk Matrix by Likelihood (6) and Impact (4)

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Operations & Protective Services	Mark Reilly	Steven Shaw

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Climate change – Tree Disease	Risk to public safety, increased service demand, and staff H&S operational risks within Operations & Protective Services due to tree pest and diseases such as Ash Dieback and Dutch Elm.	1) Robust tree management of city council tree stock. 2) Identify and monitor infected trees, identified through tree and woodland surveys. 3) Work with partner organisations i.e. Scottish Forestry, The Woodland Trust and The Tree Council etc, to identify risk, mitigation, and solutions. 4) Continue with tree planting projects to replace and replant trees and plant native trees. 5) Create action plans to deal with specific tree risks i.e. Ash Dieback. 6) Keep up to date on local and national knowledge on tree pests and diseases i.e. Members of working groups, attend seminars etc. 7) Tree Squad service review and restructure redesign to ensure more capacity internally to deal with such risks. 8) Work with other landowners.	9	15	5	3	28 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Operations & Protective Services	Mark Reilly	John Weir

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▾	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Loss of Operator's Licence	Effect of services inability to use goods vehicles through loss of operator's licence	1) Maintain in-house documentation, systems and processes for DVSA checks 2) Review and investigate process failures	6	9	3	3	31 December 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Operations & Protective Services	Mark Reilly	James Darroch

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Loss of UKAS Accreditation	The Laboratory losing, temporarily, its external UKAS accreditation following findings raised at either an annual, or unannounced UKAS visit	1) Maintain in-house documentation, systems and processes for annual audits.	6	9	3	3	30 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Operations & Protective Services	Mark Reilly	Doug Ritchie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Sea Defence Failure	Failure of Sea Defences	1) Monitor condition of existing Sea Defences via established inspection and monitoring routines and procedures. 2) Conduct maintenance and repairs to existing Sea Defences in accordance with approved budgets. 3) Work with partner organisations i.e. Local Resilience Partnership (LRP) in order to maintain Emergency Response Procedures for breach in Sea Defences. 4) Review and maintenance of resources/supplies required to respond to breach in Sea Defences. 5) Undertake review to identify programme of work for improvements to existing Sea Defences	12	16	4	4	30 May 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Operations & Protective Services	Mark Reilly	Pam Walker

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▾	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Waste Disposal Failure	Risk of waste disposal failure - loss of markets for materials or waste management contract failure.	1) Contract management in place. 2) Contingency plans developed. 3) Ongoing monitoring of markets and maintaining market knowledge.	2	3	1	3	31 October 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Operations & Protective Services	Mark Reilly/Craig Innes	Pam Walker

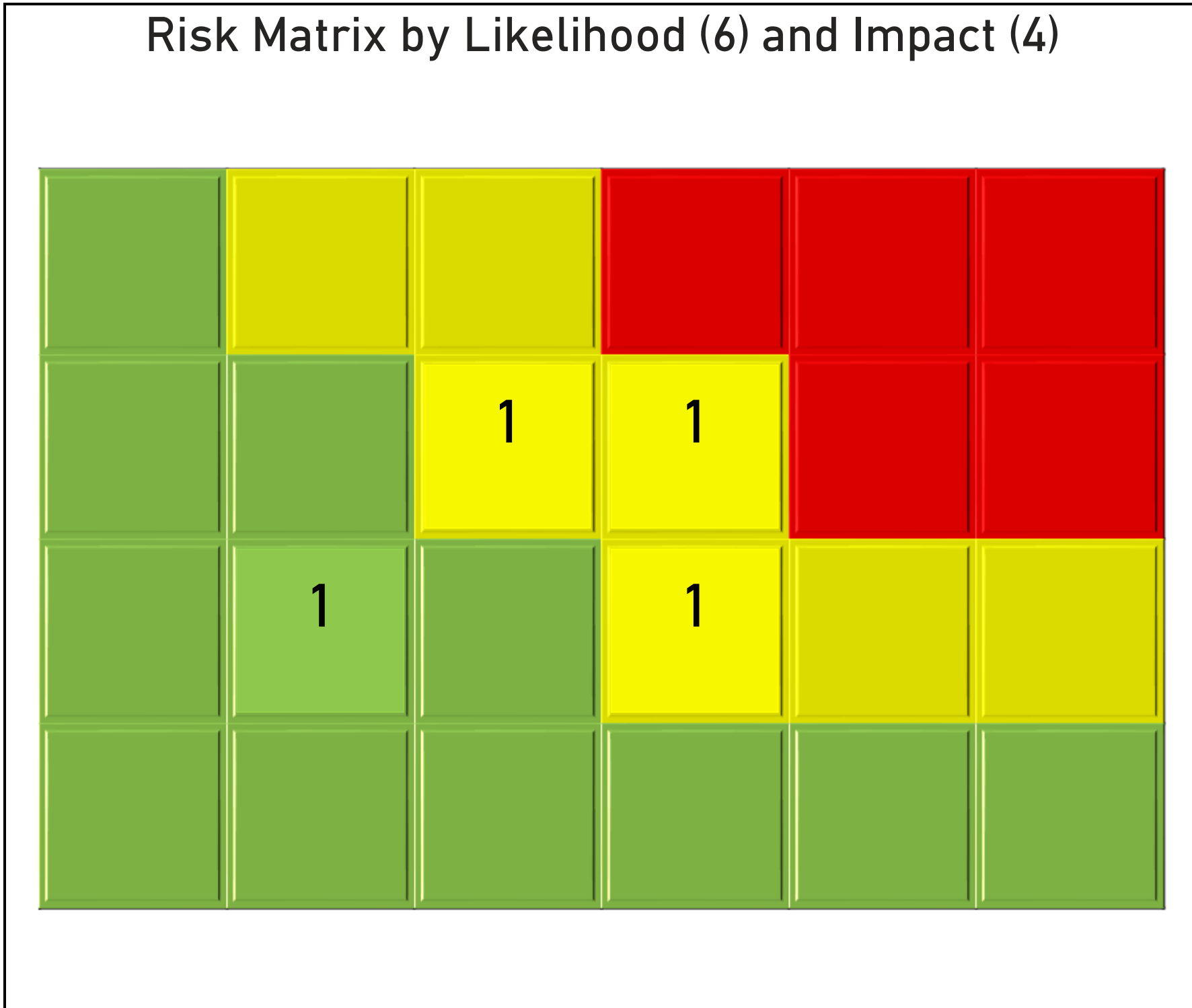| RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Waste Management Contract Renewal	Failure to complete procurement process in time to appoint a contractor for October 2025 meaning risk of potential waste treatment failure.	1) Project Team to be set up to manage process and appoint necessary consultants to progress the procurement process and develop specification. 2) Procurement Service to provide resource to manage the internal processes and ensure public procurement rules are fully adhered to. 3) Commitment from Senior Management to ensure appropriate progress is maintained.	6	16	4	4	31 December 2024

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Children & Family Services Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
CareFirst System Failure	8
Education - Demographic demands	12
Education Staffing Shortages	9
Unaccompanied Asylum Seeking Children (UASC)	4

Number of Cluster Risks

4

Risk Matrix by Likelihood (6) and Impact (4)

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Children's & Family Services	Graeme Simpson	Alison MAlpine

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
CareFirst System Failure	Risk of major CareFirst systems failure	1) Implement replacement system due Spring 2022 and continue support and engage with replacement system project team and partners. 2) Complete data migration activities prior to implementation of replacement system. 3) Continue with existing system maintenance checks and procedures until existing system is replaced. 4) Conduct annual Disaster Recover Tests on system (next test due 22/10/21) 5) Maintain Service Business Continuity plans in conjunction with the Business Continuity Group.	6	8	4	2	30 March 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Children's & Family Services	Eleanor Sheppard	Eleanor Sheppard/Gail Beattie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE ▼	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Education - Demographic demands	Growing demographic demands result in service delivery pressures	1) Produce annual pupil roll projections against existing school capacity and use to inform school estate plans. 2) Work with ABZ works site to actively promote and clarify opportunities and post school pathways available to young people. 3) Undertake work and engagement with stakeholders to develop and consider "Campus Model" to meet post lockdown needs. 4) Data monitoring to help anticipate trends	9	12	4	3	11 July 2022

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Children's & Family Services	Eleanor Sheppard	Caroline Johnstone

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Education Staffing Shortages	Risk of staffing shortages impacting on delivery and quality of education	1) Track number of staff required to self-isolate to identify emerging trends and inform planning. 2) Mitigate risk of transmission of COVID-19 and possibility of staff having to self-isolate due to a positive case within a school via established risk assessment processes. 3) Provide offers of employment with ACC to all suitable probationers and Newly Qualified Teachers. 4) Review and update of School Business Continuity Plans to incorporate and support safe movement of staff to high-risk settings. 5) Utilise escalation procedure in place to take account of the unique circumstances. 6) Increase number of staff on the supply list	6	9	3	3	14 December 2021

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Operations	Children's & Family Services	Graeme Simpson	Isabel McDonnell

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Unaccompanied Asylum Seeking Children (UASC)	Risk that the dispersal of Unaccompanied Asylum Seeking Children (UASC) from England will result in a number being placed in Aberdeen. The unique needs of UASC will require significant resources and a multi-agency response and they have access to appropriate legal services.	1) Work with Multi-Agency partners to plan for the anticipated arrival of Unaccompanied Asylum-Seeking Children (UASC) 2) Development of localised draft guidance for UASC created in conjunction with partnership representatives to maximise effective resourcing and collaborative practice to facilitate UASC coming to Aberdeen City. 3) Engagement with other Local Authorities and Scottish Government to ensure preparation takes account of experience.	9	4	2	2	31 December 2021

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Cluster Assurance Maps

Assurance Map		
Cluster – Customer Experience		
First Line of Defence **(Do-ers)**	**Second Line of Defence** **(Helpers)**	**Third Line of Defence** **(Checkers)**
• Trained and qualified staff • Operational Procedures and Guidance Documents • Staff training and development • Operational Risk Assessments • Operational procedures and guidance including those set out in the Business Continuity Plans in the event of a system or process failure. • Operational Test Schedules for Business Continuity Plans • Disaster Recovery plan for Regional Contact Centre • Analysis following activation of business continuity arrangements / tests and improvement plans identified.	• CMT Boards • Council Committees • Customer Function Senior Management Team (undertakes review of Cluster Operational Risk Register) • Customer Experience Cluster Senior Management Team (undertakes review of Cluster Operational Risk Register) • Policy Documentation • Assurance Team • Business Continuity Sub-Group	• Annual Internal Audit Plan approved and overseen by Audit Risk and Scrutiny Committee • Annual External Audit • HMRC Audit on PAYE • DWP Subsidy Audit • DWP Housing Benefit Review • Non-Domestic Rates NDRI – External Audit

Assurance Map
Data & Insights

First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)

• Trained and qualified staff
• Operational procedures and guidance notes, including consistent corporate processes for:
  - Data Protection Impact Assessment
  - Privacy notices
  - Data Protection Rights Requests
  - Incident reporting and handling
  - Information Sharing Agreement and contractual arrangements
  - Maintaining the Council's records of processing activities (Information Asset Register)
• Records Retention and Disposal Schedule
• Mandatory Information Governance Staff Training
• Clear and consistent roles and responsibilities in relation to data and information in Corporate Policy and supporting Handbooks of procedures
	• CMT Boards
	• Council Committees
	• Effective Information Governance / DPO advice and support
	• Information Governance Group led by Senior Information Risk Owner (SIRO) reviews Quarterly Information Governance Assurance reports
	• Corporate Information Policy
	• Data Forums
	• Governance including annual Information Governance Assurance Statement
	• Internal Information Assets Assurance Cycle
	• CCTV Assurance Framework
		• External scrutiny of Council's arrangements in relation to DP and PRSA in the form of Reports, inspections, and audits from the Information Commissioners Office and the Keeper of the National Records of Scotland
		• Annual Internal Audit Plan approved and overseen by Audit Risk and Scrutiny Committee

Assurance Map Digital & Technology		
First Line of Defence **(Do-ers)**	**Second Line of Defence** **(Helpers)**	**Third Line of Defence** **(Checkers)**
• Trained and qualified staff • IT Security Technologies – devices to filter traffic and protect network, virus control software and domain access rules e.g. Conditional Access and Encryption • Operational procedures and guidance notes • Mandatory Information Governance Staff Training and IT Security Staff Training • Investigation into incidents and breaches • Monitoring & Alerting • Patch Management • System Change Management • Threat Hunting	• CMT Boards • Council Committees • D&T Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • Information Governance Group • ICT System Risk Assessments • Data Privacy Impact Assessments • Vendor Management • Policy documentation including, Information and Communication Technology (ICT) Acceptable Use Policy and ICT Access Control Policy, Protective Monitoring Policy • Annual review against Public Sector Cyber Security Framework	• Internal Audit overseen by Audit Risk and Scrutiny Committee • External IT Health Checks for PSN Accreditation by Surecloud. Surecloud are National Cyber Security Centre and Check approved. • External Penetration testing on internet facing services by Surecloud. Surecloud are National Cyber Security Centre and Check approved.

Assurance Map Cluster – Early Intervention and Community Empowerment		
First Line of Defence **(Do-ers)**	**Second Line of Defence** **(Helpers)**	**Third Line of Defence** **(Checkers)**
• Trained and qualified staff • Operational procedures and guidance documentation	• CMT Boards • Council Committees • Policy Documentation • Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • Full Council • Organisational Resilience Group	• Annual Internal Audit Plan approved and overseen by Audit Risk and Scrutiny Committee • Annual External Audit and report • Full Council • Community Planning Aberdeen • Education Scotland - CLD Strategy and performance (HGIOCLD) • Scottish Housing Regulator - Annual return on housing performance; annual risk assessment • Scottish Social Services Council - Registered Housing Support Services • Care Inspectorate for Registered Housing Support Services • Scotland and Scottish Library & Information Council - Ambition & Opportunity : National Strategy for Public Library Services, and performance framework (HGIOPLS) • Scotland and Scottish Library & Information Council and Education Scotland -Vibrant Libraries thriving schools : Strategy for School Libraries - and performance HGIOSL

		• Financial Inclusion Team - Scottish National Standards for Advice and Information Providers Scottish Legal Aid Board • Scottish Government - Child Poverty Action Plan • Scottish Government Homelessness reporting and Rapid rehousing Transition Plan scrutiny

Assurance Map Cluster – Children & Families Services (Children's Social Work)		
First Line of Defence (Do-ers)	**Second Line of Defence (Helpers)**	**Third Line of Defence (Checkers)**
• Trained and qualified staff • Professional Supervision in place for all CSW staff ensuring day to day service delivery. • Team Managers/SM's oversight of finances for teams • Agreed health and safety procedures – all staff supported to familiarise as part of induction. • All staff involved in risk assessment process • Team Business Continuity Plans in place • Tracking and monitoring arrangements in place in all schools to track performance and delivery of statutory duties. • Learning from case reviews considered on single and multi-agency basis and embedded at practitioner level. • Voice of children and young people at the heart of service planning and improvement. • Regular analysis of CSW data to improvement planning on both single and multi-agency basis. • Staff supported to fulfil registration requirements to ensure continuous professional development.	• CMT Boards • Council Committees • Health and Safety guidance for services, including Lone Working • Identified health and safety team link for all teams • Child protection and safeguarding guidance and professional learning available • Range of policies/procedures for schools to support consistent practice • SM QA activity within teams and through professional supervision. • Multi-agency Quality Improvement activity • Service Business Continuity Plan • Improvement groups comprising central Officers and school staff identify and address emerging risks • Data dashboard and Risk Register discussed fortnightly by SMT • Regular finance meetings with Senior Leadership Team • Assurance Team • Committee reports • Regular contact with SWS and COSLA	• Care Inspectorate Inspections • HSE Covid-19 inspections • Health and Safety Team compliance visits to work settings • ECMT data reviews • Performance reports to Committee • Annual reporting of Risk Registers to Committee • Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee • Regular contact with Scottish Government OCSA Team • External Audit • Monthly budget print outs • Annual External Audit and report • Annual Internal Audit Plan approved and overseen by Audit, Risk and Scrutiny Committee • Audit Scotland and National Audit reports

Assurance Map		
Operations and Protective Services		
First Line of Defence **(Do-ers)**	**Second Line of Defence** **(Helpers)**	**Third Line of Defence** **(Checkers)**
• Trained and qualified staff • Operational plans and guidance including surveys, monitoring of existing infrastructure, committee reporting and guidance • Contract Management Guidance and Procurement Regulations • Procedures to implement contract management policies • Operational procedures • Climate risk Assessments & Guidance • Environmental risks (including climate risks) incorporated in business cases, committee reporting and guidance • Weather impact Assessments • Regular monitoring and Infrastructure Assessments • Budget planning for anticipated impacts / budget requirements • Emergency plans, Operational response procedures • Investigation with other LA's / SCOTS and our Legal teams whether we can refuse to sign up to the legal agreement • Roads Winter Maintenance Plans • Flood Risk Management Plans • Community involvement • Cross Service training events • Joint working with internal/external resources and Environmental Services • Park Management Plans	• CMT Boards • Council Committees • Corporate Management Team (CMT) • Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • Corporate Policy Documentation • Contract review by Demand Management Board • Strategic plans including North East Flood Risk Management Plan and Strategy; and development of Climate Adaptation Framework (Aberdeen Adapts) • Strategic Commissioning Committee • Inclusion in plans, programmes, strategies including those for planning, transport & housing • Local Resilience Partnership undertaking resilience planning and preparedness across all partners • Public protection committee oversight of resilience arrangements • Local Outcome Improvement Plan (LOIP) • APSE benchmarking • Aberdeen Open Space Strategy • Aberdeen Food Growing Strategy • Partnership working through Northern Roads Collaboration Group / Committee • Comprehensive in-house quality system audit programme to cover all aspects of current quality systems. • Union partnership (safety representatives) • Planning works as per CDM regulations 2015	• Annual Climate Change report (Public Bodies Climate Change Duties) submitted to Scottish Government • Regional and National reports from Scottish Government, UK Government and SEPA • North Regional Resilience Partnership • Grampian Local Resilience Partnership • Annual Internal Audit Plan approved and overseen by Audit Risk and Scrutiny Committee • Scottish Government performance review and reports • Testing of emergency plans at partner level • Adaptation Capability Framework Benchmarking Tool • North Regional Resilience Partnership • Community Planning Aberdeen Board (CPA Board) • Local Outcome Improvement Plan (LOIP) Residual • Participation in external quality system audit programme to cover all aspects of current quality system • Participation in external quality system inspection programme to cover all aspects of current quality system • External Audit provider UK Logistics (FTA) • DVSA • Police Scotland

• Internal / external communication and networking • Committee reporting • LOIP Improvement projects 11.3, 13.2 • Maintaining an awareness of current accreditation requirements through receiving regular updates from UKAS • UKAS included as a main topic in team meetings and as an objective in PR&Ds • Fleet Service Users • Drivers / Operators • Fleet Workshop Managers and Operatives • Waste Service Policies	• Risk assessment Method Statements and procedures established and reviewed • Coordination of works by team leaders • Team Leader supervision • Internal inspection regimes • Fleet Management / Compliance Team • Procurement Team • Operational management team, Contract managers, Team leaders, Risk control team • Customer feedback management system • KPI's management systems established • Service User's	• Catering Service Quality Management System, BSI 9001 • CITB (Industrial Training Board) inspection/ audit • Skills development Scotland (Managing agency Tullos Training) Inspection/ audit • Gas Safe Register risk-based audit • Scottish Electrical Charitable Training Trust (Managing agency NICEIC) periodic audit • External fuel providers (contingency plan) • Scottish Road Works Commissioner – Annual Performance Review Report • Waste Data Flow Report to SEPA

Early Intervention and Community Empowerment

Risk Title	Risk Category	Risk Appetite
• Void Properties • Rental Income from Council Housing	Financial	The Council is averse to risks associated with impairing financial stewardship, internal controls, and financial sustainability. The Council has an open appetite for short-term risks that support financial performance and mitigate negative external factors. It has an open appetite for longer term capital and financial investments provided that the risks are well managed and demonstrate realisable future benefits for delivering the Council's outcomes and commissioning intentions.

Customer Experience

Risk Title	Risk Category	Risk Appetite
• Customer Experience Service Delivery	Operational	The Council is averse to any risks that may have a negative effect on the health and safety, diversity and equality of its staff, elected members and members of the public. The Council has an open appetite to the risks that allows it to manage service demand, continuously improve service delivery and performance.

Operations and Protective Services

Risk Title	Risk Category	Risk Appetite
• Waste Disposal Failure	Strategic	The Council is averse to risks which may threaten the delivery of critical services, our outcomes and commissioning intentions. However, the Council is hungry for taking well managed risks when opportunities provide clear benefits allowing for improvement, innovation and transformation. The Council has an open appetite for risks that provide and contribute to the economic prosperity of the City.
• Loss of UKAS Accreditation • Loss of Operators Licence	Compliance	The Council is averse to any risks that may result in non-compliance or breaches in statutory obligations, regulations and law.

			The Council is cautious when giving legal advice and considers the likelihood of any legal challenge and the likely success of any legal challenge.
•	Waste Management Contract Renewal	Operational	The Council is averse to any risks that may have a negative effect on the health and safety, diversity and equality of its staff, elected members and members of the public.
			The Council has an open appetite to the risks that allows it to manage service demand, continuously improve service delivery and performance.
•	Sea Defence Failure	Environment/Climate	The Council has an averse appetite for any risks that may have a long-term detrimental impact upon the environment but is hungry for well managed risks in pursuit of our long-term sustainable development and net zero ambitions and economic growth.
•	Climate change – Tree Disease		

Digital and Technology

Risk Title	Risk Category	Risk Appetite
• Digital & Technology Service Delivery	Operational	The Council is averse to any risks that may have a negative effect on the health and safety, diversity and equality of its staff, elected members and members of the public. The Council has an open appetite to the risks that allows it to manage service demand, continuously improve service delivery and performance.
• Climate Change – Digital Infrastructure	Environment/Climate	The Council has an averse appetite for any risks that may have a long-term detrimental impact upon the environment but is hungry for well managed risks in pursuit of our long-term sustainable development and net zero ambitions and economic growth.

Integrated Children's Services

Risk Title	Risk Category	Risk Appetite
• Carefirst System Failure	Compliance	The Council is averse to any risks that may result in non-compliance or breaches in statutory obligations, regulations and law. The Council is cautious when giving legal advice and considers the likelihood of any legal challenge and the likely success of any legal challenge.
• Education Staffing Shortages • Education - Demographic demands • Unaccompanied Asylum Seeking Children (UASC)	Operational	The Council is averse to any risks that may have a negative effect on the health and safety, diversity and equality of its staff, elected members and members of the public. The Council has an open appetite to the risks that allows it to manage service demand, continuously improve service delivery and performance.

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