

# Public Document Pack



To: Councillor McLellan, Convener; Councillor Yuill, Vice-Convener; and Councillors Allard, Cooke, Fairfull, Farquhar, Greig, Houghton, Hutchison, Macdonald, Malik, Radley and Watson.

Town House,  
ABERDEEN 27 June 2023

## **FINANCE AND RESOURCES COMMITTEE**

The Members of the **FINANCE AND RESOURCES COMMITTEE** are requested to meet in **Council Chamber - Town House** on **WEDNESDAY, 5 JULY 2023 at 10.00 am**. This is a hybrid meeting and Members may also attend remotely.

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>

JENNI LAWSON  
INTERIM CHIEF OFFICER – GOVERNANCE (LEGAL)

### **B U S I N E S S**

#### **NOTIFICATION OF URGENT BUSINESS**

1.1. Urgent Business

#### **DETERMINATION OF EXEMPT BUSINESS**

2.1. Determination of Exempt Business

#### **DECLARATIONS OF INTEREST AND TRANSPARENCY STATEMENTS**

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- 5.1. Minute of Previous Meeting of 17 May 2023, for Approval (Pages 9 - 20)

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### **NOTICES OF MOTION**

- 7.1. Notices of Motion

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- 8.1. Referrals from Council, Committees and Sub Committees

### **BUDGETS**

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- 9.2. Sale of Union Terrace Gardens Gates to Birkhall Estate for Reuse - COM/23/191 (Pages 41 - 46)

- 9.3. Denis Law Legacy Trail - COM/23/212 (Pages 47 - 74)

- 9.4. Union Street Empty Shops Grant Scheme - COM/23/192 (Pages 75 - 82)

- 9.5. Local Authority Covid Economic Recovery Fund - COM/23/221 (Pages 83 - 92)

- 9.6. Funding External Bodies and Following the Public Pound Policy Update - RES/23/215 (Pages 93 - 138)

- 9.7. City Centre Six Monthly Update - Streetscape Programme - RES/23/209 (Pages 139 - 150)

- 9.8. Craighill and Kincorth Housing Delivery - RES/23/200 (Pages 151 - 158)

Exempt appendices relating to this report are contained within the Exempt Appendices Section of this agenda.

- 9.9. Cruyff Court Tillydrone Update - RES/23/199 (Pages 159 - 164)

An exempt appendix relating to this report is contained within the Exempt Appendices Section of this agenda.

### **SERVICE DELIVERY**

- 10.1. Cluster Risk Registers and Assurance Maps - COM/23/213 (Pages 165 - 222)
- 10.2. Performance Management Framework Report – Commissioning and Resources - COM/23/190 (Pages 223 - 254)
- 10.3. Commemorative Plaque to BBC on Belmont Street - COM/23/197 (Pages 255 - 260)

### **CITY GROWTH AND STRATEGIC PLACE PLANNING**

- 11.1. Reconfiguration of Working Arrangements with Arm's Length External Organisations (ALEOs) - COM/23/218 (Pages 261 - 266)
- 11.2. Place Based Investment Programme - COM/23/195 (Pages 267 - 278)
- 11.3. UK Shared Prosperity Fund - COM/23/196 (Pages 279 - 290)
- 11.4. Invest Aberdeen Update - COM/23/214 (Pages 291 - 298)
- 11.5. International Travel (Tall Ships) 2023/24 - COM/23/223 (To Follow)
- 11.6. Development Plan Scheme and Draft Participation Statement - COM/23/193 (Pages 299 - 338)

### **PROPERTY AND ESTATES**

- 12.1. No Reports Under this Heading

### **EXEMPT/CONFIDENTIAL BUSINESS**

13.1. Union Street Partnership Ltd - COM/23/222 (Pages 339 - 370)

**EXEMPT APPENDICES**

14.1. Workplan and Business Cases - Exempt Appendices (Pages 371 - 380)

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

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

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Should you require any further information about this agenda, please contact Mark Masson, [mmasson@aberdeencity.gov.uk](mailto:mmasson@aberdeencity.gov.uk) or 01224 067556

## PETITION PROCEDURE

### Meeting Process:-

- (A) The Petitioner can have up to two supporters with them. They will have 10 minutes to present to the Committee followed by the opportunity for questions by Councillors.
- (B) Officers will be present from the Service to answer any questions from Councillors following questioning of the petitioner(s).

### The Committee may take one of the following decisions:-

- (1) take no action and advise the lead petitioner of the Committee's reasoning; or
- (2) agree that the matter be subject of a report to the relevant Committee(s) – petitions can be referred with or without a recommendation; or
- (3) refer the matter to a relevant organisation with or without a recommendation.

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**Title:** Installation of Physical Exercise Bars (Callisthenic Station) in Duthie Park

**Statement:** To install some Physical Exercise Bars (Callisthenic Station) e.g., Dip Bars, Pull-ups bars, Monkey Bars, Wall Bars, Pummel Horse. in Duthie Park in order to help to look after the community physical & mental health as well as their budget during this cost-of-living crisis by promoting healthy lifestyle initiatives within the park without incurring on expensive fitness centre memberships. Having a callisthenic station in Duthie Park would facilitate and encourage regular physical activity. It would promote a healthy lifestyle and would be a venue for families to be active together as well as encouraging new friendships and community engagement.

**Justification:** During COVID-19 when gyms and leisure facilities were closed, parks became the only place where individuals could keep active. Even though there are no longer COVID 19 restrictions in place, and gyms have reopened, many individuals are still attending Duthie Park to do regular physical activity. Some choosing not to return to indoor fitness facilities, recognising the mental health benefits of being outdoors and enjoying nature.

Local government can help communities to look after their physical & mental health as well as their budget during this cost-of-living crisis by promoting healthy lifestyle initiatives within their parks. Not everyone can afford expensive fitness centre memberships. One such initiative, is to provide/install callisthenic station equipment in Duthie park (push up bars, parallettes, etc). These fitness stations can benefit both physical and mental health. They can reduce high blood pressure, help manage weight, reduce the risk of heart disease, stroke, as well as, improving bone and muscle strength, increases balance, flexibility and fitness.

Having a callisthenic station in Duthie Park would facilitate and encourage regular physical activity. It would promote a healthy lifestyle and would be a venue for families to be active together as well as encouraging new friendships and community engagement. It is recognised that regular exercise improves mental health, promoting good mental health well-being - reducing the risk of depression, cognitive decline and delays the onset of dementia. It is also a way to encourage teenagers and youngsters to avoid sedentary behaviour and low levels of physical activity that can have negative effects on their health, well-being, and quality of life. Calisthenics exercise is not only for youngsters starting calisthenics at age 40 or 50 can help you to stay in shape and improve your overall level of fitness. Most importantly of all, this initiative is inclusive, it is for everyone.

Callisthenic stations in parks offer effective cross-generational open space development with low investment compared to complex sports facilities. They are extremely sturdy and hard-wearing with low maintenance/repairs. They are an easy to install free infrastructure e.g., Dip Bars, Pull-ups bars, Monkey Bars, Wall Bars, Pummel Horse. Callisthenics offers effective training using body weight alone rather than conventional gym equipment, using the practice of repetitions of movement to help build muscle whilst burning calories and improving fitness. Calisthenics can be a warm-up or cool-down for another fitness routine or sport, or it can be a workout in its own right.

There are many examples of good global government initiatives in communities where calisthenics stations have been developed within parks on this website.

For instance, a good example can be seen in London, Steel Warriors Finsbury Park (13 Endymion Road, Haringay, London, N4 1EE, United Kingdom)

<https://calisthenics-parks.com/spots/15357-en-calisthenics-gym-london-steel-warriors-finsbury-park>

The website below it is an excellent example of an Irish company that supply the different equipment and design layout needed for a Callisthenic Station.

<https://www.outfit.ie/calisthenics>

Started by: Eduardo GalvisGarcia  
Received 105 signatures.



## Finance and Resources Committee

ABERDEEN, 17 May 2023. Minute of Meeting of the FINANCE AND RESOURCES COMMITTEE. Present:- Councillor McLellan, Convener; Councillor Yuill, Vice-Convener; and Councillors Crockett, Fairfull, Farquhar, Greig, Hutchison, Macdonald, Massey (as substitute for Councillor Houghton), Nicoll, Radley, van Sweeden (as substitute for Councillor Cooke) and Watson.

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

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

### DETERMINATION OF EXEMPT BUSINESS

1. The Convener proposed that the Committee consider item 14.1 (Work Plan and Business Cases – Exempt Appendices), item 14.2 (Newhills Additional Primary School Provision – Exempt Appendix) and item 14.3 (Belmont Cinema and Media Centre Options – Exempt Appendices) with the press and public excluded from the meeting.

#### The Committee resolved:-

in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of the above items so as to avoid disclosure of information of the classes described in the following paragraphs of Schedule 7(A) to the Act:- articles 14 and 15 (paragraph 8) and article 16 (paragraph 9).

### DECLARATIONS OF INTEREST AND TRANSPARENCY STATEMENTS

2. Members were requested to intimate any declarations of interest or transparency statements in respect of the items on today's agenda, thereafter the following were intimated:-

- (1) Councillor Watson declared an interest in relation to agenda item 11.1 (Regional Economic Strategy) by virtue of him being a member of the Trade Union Congress. He considered that the nature of his interest would require him to leave the meeting prior to consideration of the item; and
- (2) Councillor Macdonald advised that she had a connection in relation to agenda item 12.1 (Belmont Cinema and Media Centre Options) by virtue of her being an Advisor to the Save the Belmont Campaign. Having applied the objective test, she did not consider that she had an interest and would not be withdrawing from the meeting.

### MINUTE OF PREVIOUS MEETING OF 29 MARCH 2023

3. The Committee had before it the minute of meeting of the Finance and Resources Committee of 29 March 2023.

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

- (i) that with reference to article 4(iv) of the minute, in relation to Marywell to A956 Wellington Road – Cycle Path (RCD5394) 19/20, to instruct the Chief Officer – Strategic Place Planning to circulate details of the current costs of the project to all members of the Committee; and
- (ii) to otherwise approve the minute as a correct record, subject to amending article 7(e) by replacing the words ‘Benholms Gateway project’ with ‘Benholms Tower project’.

### **COMMITTEE PLANNER**

4. The Committee had before it the Committee Business Planner prepared by the Interim Chief Officer – Governance (Legal).

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

- (i) to note the reasons for deferral in relation to item 5 (School Estate Plan: Hazlehead/Countesswells Secondary School Provision – Outline Business Case), item 9 (Proposals for Investment for Works at Riverbank School to Accommodate the Relocation of St. Peter’s School) and item 10 (Craighill and Kincorth Housing Delivery); and
- (ii) to otherwise note the Planner.

### **NOTICE OF MOTION BY COUNCILLOR BOULTON**

5. With reference to the minute of meeting of the Council of 26 April 2023, the Committee had before it a Notice of Motion by Councillor Boulton in the following terms:-

That the Committee agrees to:-

- (1) (a) instruct the Chief Officer - Commercial and Procurement to delay the award of a construction contract until 2024/25, at the earliest, the following elements of the Beach Master Plan subject to the Full Business Cases being approved:-
  - The Urban Park, Events Park and Broadhill, shifting up to £13m of Capital expenditure from 2023/24 to future years;
 (b) instruct the Chief Officer - Commercial and Procurement to continue to work with partners, Sport Aberdeen, Transition Extreme, Aberdeen Football Club, and the water sport clubs to attract additional funding for these elements within the Beach Master Plan; and  
 (c) instruct the Chief Officer - Commercial and Procurement to continue improvements to lighting, railings and renovate the existing play park at the Beach.
- (2) instruct the Director of Resources to focus on the delivery of projects contained within the approved city centre masterplan encouraging footfall back onto Union Street and the surrounding city centre area including Queen Street, Castlegate, Union Street East, Union Street West and to continue to work with property owners and developers to encourage the reuse of the buildings on Union Street through

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ongoing supports such as the affordable housing wavier, the Conservation Area Regeneration Scheme (CARS) and the upcoming bid for Heritage Lottery and Historic Environment Scotland funding;

(3) note the £780,000 reduction in capital financing costs in the 2023/24 General Fund revenue budget created by the implementation of the recommendations above; and therefore:-

- instruct the Director of Customer to reverse the library closures at Cornhill, Cults, Northfield, Ferryhill, Woodside and Kaimhill, (£280k);
- instruct the Director of Commissioning to reverse the cut to Cultural Grants (£163k); and
- subject to the submission of a Full Business Case to the Director of Resources from the relevant organisations, and thereafter approval of these business cases by the Finance and Resources Committee, allocate the following capital grants in principle:-
  - capital funding to Castlegate Arts of £300k for work required on the Art Centre and to contribute to attracting match funding;
  - capital funding to Aberdeen Performing Arts (APA) for the redevelopment of the Lemon Tree of £2m over two years to be match funded;
  - capital funding to The OpenSpace Trust for the redevelopment of the East Kirk of £2m over two years to be match funded; and
  - capital funding to Sport Aberdeen of £2m over two years.

Councillor Boulton moved her Notice of Motion and explained the rationale behind her request. Councillor Massey seconded the Notice of Motion.

The Convener seconded by Councillor Greig, moved as an amendment:-  
that the Committee take no action.

Councillor Crockett, seconded by Councillor Macdonald, moved as a further amendment:-

that the Committee:-

- (1) instruct the Director of Customer to reverse the library closures at Cornhill, Cults, Northfield, Ferryhill, Woodside and Kaimhill, (£280k);
- (2) agree Council Group Leaders will meet with Sport Aberdeen to ensure that Bucksburn Pool stays open or re-open; and
- (3) agree that the necessary funding come from contingencies.

In terms of Standing Order 29.19, a division between the motion and the amendment by the Convener was undertaken.

On a division, there voted:- for the motion (0); for the amendment by the Convener (8) – the Convener, the Vice Convener and Councillors Fairfull, Greig, Hutchison, Nicoll, Radley and van Sweeden; declined to vote (5) – Councillors Crockett, Farquhar, Macdonald, Massey and Watson.

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

to adopt the amendment.

### **NOTICE OF MOTION BY COUNCILLOR CROCKETT**

6. With reference to the minute of meeting of the Council of 26 April 2023, the Committee had before it a Notice of Motion by Councillor Crockett in the following terms:-

That the Committee agrees to:-

- (1) note the position with regards to Bucksburn Pool;
- (2) commend the community for their public spirited fight to keep Bucksburn Pool open; and
- (3) agree all four group leaders should seek a joint meeting with the Chief Executive of Sport Aberdeen to ensure that the pool remains open given the community have identified funding.

Councillor Crockett moved his Notice of Motion and explained the rationale behind his request. Councillor Macdonald seconded the Notice of Motion.

The Convener seconded by Councillor Greig, moved as an amendment:-  
that the Committee take no action.

On a division, there voted:- for the motion (5) – Councillors Crockett, Farquhar, Macdonald, Massey and Watson; for the amendment (8) – the Convener, the Vice Convener and Councillors Fairfull, Greig, Hutchison, Nicoll, Radley and van Sweeden.

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

to adopt the amendment.

**In terms of Standing Order 34.1, Councillor Crockett intimated that he would like this matter to be referred to full Council in order for a final decision to be taken. Councillor Crockett was supported by Councillors Farquhar, Macdonald, Massey and Watson.**

### **COUNCIL FINANCIAL PERFORMANCE - QUARTER 4, 2022/23 - RES/23/148**

7. The Committee had before it a report by the Director of Resources which provided the full year actual financial position of the Council against budget for the financial year 2022/23, including:-

- General Fund and Housing Revenue Account (HRA) revenue and capital accounts; and
- Common Good Revenue Account and Balance Sheet.

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

that the Committee –

- (a) note the unaudited final outturn position for financial year 2022/23 as detailed in Appendix 1;
- (b) note that the General Fund has recorded an operational deficit of £2.083m for the year 2022/23, which has been funded from the Earmarked sum set aside for Covid Resilience. The uncommitted General Fund reserve remains in line with the approved Reserves Policy;
- (c) note that the Housing Revenue Account has recorded a surplus of £0.500m for the year, in line with budget and increasing the uncommitted working balance for use in future years;
- (d) note that the Common Good has recorded an operating surplus of £0.049m for the year. After investment valuation changes and capital receipts are included total cash balances decreased by £1.248m;
- (e) approve the various transfers for 2022/23, between Council Reserves and Earmarked sums for the General Fund, Housing Revenue Account, Common Good and Statutory Funds as of 31 March 2023, as detailed in Appendix 1;
- (f) approve the reprofiling of the 2023/24 – 2026/27 capital programmes to take account of the year end position and that the outcome of this is incorporated into the 2023/24 Quarter 1 reporting; and
- (g) note that the unaudited Annual Accounts for 2022/23 were presented to Audit, Risk and Scrutiny Committee on 11 May 2023, including the Annual Governance Statement and Remuneration Report for the year.

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

- (i) to approve the recommendations; and
- (ii) note that the Chief Officer – Finance would circulate comparative data from other local authority areas in relation to long term absences.

### **WORK PLAN AND BUSINESS CASES - COM/23/136**

8. The Committee had before it a report by the Director of Commissioning which presented procurement work plans where expenditure was included for the Commissioning, Customer and Resources Functions for review and sought approval of the total estimated expenditure for the proposed contracts as contained in the Procurement Business Cases appended to the report.

The procurement business cases related to the following:-

- Webcasting;
- Christmas Village;
- Delivery of Spectra 2024;
- Digital Alarm Receiving Centre (ARC) Platform;
- Blue Prism Platform Licences;

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- Mobile Estate;
- Early Payment Service; and
- Vacant Properties Repairs & Maintenance

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

that the Committee –

- (a) review the workplan as detailed in the Appendices for the Customer, Operations and Resources Functions;
- (b) approve the procurement business cases, including the total estimated expenditure for the proposed contract;
- (c) approve the estimated annual expenditure for framework agreements within financial year 2023-24 as detailed within the appendices; and
- (d) note the content of Appendix 3 - 3.10 Memos (Exemption Urgency).

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

to approve the recommendations.

## **NEWHILLS ADDITIONAL PRIMARY SCHOOL PROVISION - RES/23/144**

9. With reference to article 14 of the minute of meeting of the Education Operational Delivery Committee of 8 September 2022, the Committee had before it a report by the Director of Resources which provided details of the preferred design option for the new school at Newhills.

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

that the Committee –

- (a) note and endorse the preferred design option which will be an exemplar school for net zero and green credentials;
- (b) instruct the Chief Officer – Corporate Landlord to report back to a future meeting of the Finance and Resources Committee in 2024 with the Full Business Case; and
- (c) refer this report for noting to the Education and Childrens Services Committee in July 2023.

The Convener, seconded by Councillor Greig, moved:-

that the Committee approve the recommendations contained within the report.

Councillor Crockett, seconded by Councillor Macdonald moved as an amendment:-

that the Committee:-

- (1) congratulate the current administration for opening two new schools in Milltimber and Countesswells built by the previous administration, noting that Torry and Tillydrone will soon be added to the list of new schools commissioned and built by the Labour-led administration;
- (2) approve recommendations (b) and (c);

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- (3) note the expected capital costs for this project [*exempt information redacted under Schedule 7A, paragraph 8 of the Local Government (Scotland) Act 1973 relating to the Proposed Expenditure on Contracts*];
- (4) note the report highlights that the estimated energy running costs are indicating a possible further 10.5% reduction under option 3, despite the claim that the preferred option (option 2) is for an exemplar school for net zero and green credentials; and
- (5) agree that the Finance and Resources Committee requires strong evidence of the net zero and green credentials outlined in this report to be detailed within the Full Business Case in 2024.

On a division, there voted:- for the motion (10) – the Convener, the Vice Convener and Councillors Fairfull, Farquhar, Greig, Hutchison, Massey, Nicoll, Radley and van Sweeden; for the amendment (3) – Councillors Crockett, Macdonald and Watson.

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

to adopt the motion.

### **CAPITAL PROGRAMME DELIVERY: PROJECTS UPDATE - RES/23/137**

**10.** With reference to article 9 of the minute of meeting of 1 February 2023, the Committee had before it a report by the Director of Resources which summarised the general progress of delivery of key capital expenditure projects identified within the approved Capital Programme from the General Fund and Housing Revenue Accounts; and highlighted those issues considered worthy of particular note which were specific to individual programmes/projects.

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

that the Committee note the status of delivery of the Section 3 highlighted programmes/projects contained within the approved Capital Programme.

The Convener, seconded by Councillor Greig, moved:-

that the Committee approve the recommendations within the report.

Councillor Crockett, seconded by Councillor Macdonald, moved as an amendment:-

that the Committee:-

- (1) approve the recommendation contained within the report;
- (2) agree that the Chief Officer – Corporate Landlord reports to the Finance and Resources Committee on 13 September 2023, or sooner, providing:-
  - (a) an update on the leasing of the Burns Pavilion and the Union Street Pavilion in Union Terrace Gardens; and
  - (b) an update on the S75 agreement payments and what this means in relation to funding and other commitments around Countesswells Primary School;

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- (3) note that Capital contingencies will have to be used with regard to Bucksburn School; agrees that the Committee should make decisions around cost pressures; and that Chief Officer – Finance provides details of the budget that will be needed from Capital contingencies for the project, in the Council Financial Performance 2023/24 Q1 report, so the Committee can make a decision;
- (4) commend the previous Administration for the council homes built, in delivering as part of its 2,000 council house project, in direct contrast to this Administration's desertion of the council house building programme; and
- (5) agree it is essential that good quality council housing is delivered on both the Craighill and Kincorth sites and should be built to Gold, or above, standard.

On a division, there voted:- for the motion (8) – the Convener, the Vice Convener and Councillors Fairfull, Greig, Hutchison, Nicoll, Radley and van Sweeden; for the amendment (5) – Councillors Crockett, Farquhar, Macdonald, Massey and Watson.

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

- (i) to adopt the motion;
- (ii) that in relation to the new Mortuary at Aberdeen Royal Infirmary (ARI), to note that the Director of Resources would liaise with colleagues from the Integrated Joint Board to determine whether data/analysis around the public parking at the ARI site had been undertaken, and if so, whether it could be obtained and circulated to members of the Committee via email;
- (iii) that in relation to Union Terrace Gardens, to note that the Chief Officer – Corporate Landlord would circulate details of the public toilet opening hours to members of the Committee via email, including how this information would be articulated to members of the public; and
- (iv) note that the Director of Resources would arrange to circulate an update on the improvement works associated with King George VI Bridge and the Bridge of Dee by way of email.

**At this juncture, in accordance with Article 2 of this minute, Councillor Watson left the meeting prior to consideration of the following item of business and Councillor Tissera joined the meeting as his substitute.**

### **REGIONAL ECONOMIC STRATEGY - COM/23/150**

**11.** With reference to article 5 of the minute of the previous meeting of 29 March 2023, the Committee had before it a report by the Director of Commissioning which presented the draft Regional Economic Strategy (RES) for approval and provided an update on the process for the delivery of Investment Zones in the North East.

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

that the Committee –



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- (a) approve the draft RES as the strategic framework for economic growth in the North East of Scotland subject to approval of the Strategy by Aberdeenshire Council and Opportunity North East (ONE);
- (b) note the proposed changes to the Regional Economic Partnership (REP) in the Strategy and approves the proposed Terms of Reference in section 3.18 subject to approval by Aberdeenshire Council and ONE;
- (c) appoint a Co-Leader of the Council to be the Council's representative on the REP; and
- (d) note the update on the process to deliver Investment Zones in Scotland and instructs the Chief Officer – City Growth to provide an update to the July Committee on the application process if the relevant guidance has been published.

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

- (1) approve the recommendations contained within the report;
- (2) appoint Councillor Yuill as the Council representative on the REP; and
- (3) instruct the Chief Officer - City Growth to discuss with Aberdeenshire Council and ONE the potential inclusion of a regional Trade Union representative on the proposed Regional Economic Partnership, noting that this will not delay approval of the RES and the workplan.

Councillor Macdonald, seconded by Councillor Crockett, moved as an amendment:-  
that the Committee –

- (1) approve recommendations 2.1, 2.3 and 2.4 within the report; and
- (2) note the proposed changes to the REP in the Strategy and approve the proposed Terms of Reference in section 3.18 of the report with the addition of Trade Union representation on the REP.

On a division, there voted:- for the motion (10) – the Convener, the Vice Convener and Councillors Fairfull, Farquhar, Greig, Hutchison, Massey, Nicoll, Radley and van Sweeden; for the amendment (3) – Councillors Crockett, Macdonald and Tissera.

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

to adopt the motion.

## **BELMONT CINEMA AND MEDIA CENTRE OPTIONS - COM/23/138**

**12.** With reference to article 8 of the minute of meeting of 2 November 2022, the Committee had before it a report by the Director of Commissioning which provided an update on the developments in relation to the Belmont Cinema and the implications for the Council.

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

that the Committee –

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- (a) note the findings and recommendations of the Feasibility Report and Marketing Report;
- (b) note the outcome of the Options Appraisal;
- (c) instruct the Chief Officer - City Growth in consultation with the Head of Commercial and Procurement Services to proceed with issuing a Prior Information Notice (PIN) through Public Contracts Scotland with a Request for Information (RFI), to market test for a prospective operator according to the financial modelling and recommendations in the Feasibility Report; and
- (d) instruct the Chief Officer – City Growth to report back to committee on progress through a Service Update.

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

- (i) to approve recommendations (a) to (c) contained within the report; and
- (ii) to instruct the Chief Officer – City Growth to report back to committee on progress through a Service Update by the end of July 2023.

## **COMMERCIAL PROPERTY AUCTIONS – PILOT PROJECT - RES/23/161**

13. The Committee had before it a report by the Director of Resources which highlighted an opportunity for the Council to consider an alternative way to dispose of council properties.

The properties outlined within the report were:-

- Former St Peters Nursery, 137 Spital; and
- The Hollies, 43 King's Gate.

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

that the Committee instruct the Chief Officer - Corporate Landlord to carry out a pilot project to dispose of the assets noted within the report through a commercial property auction route and report the outcome to a future committee.

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

to approve the recommendation.

**In accordance with the decision taken at Article 1 of this minute, the following items were considered with the press and public excluded.**

## **WORK PLAN AND BUSINESS CASES - EXEMPT APPENDICES**

14. The Committee had before it exempt appendices relating to the Work Plan and Business Cases report. (Article 8 of this minute refers)

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**The Committee resolved:-**

to note the information contained within the exempt appendices.

**NEWHILLS ADDITIONAL PRIMARY SCHOOL PROVISION - EXEMPT APPENDIX**

15. The Committee had before it an exempt appendix relating to the Newhills Additional Primary School Provision report. (Article 9 of this minute refers)

**The Committee resolved:-**

to note the information contained within the exempt appendix.

**BELMONT CINEMA AND MEDIA CENTRE OPTIONS - EXEMPT APPENDICES**

16. The Committee had before it exempt appendices relating to the Belmont Cinema and Media Centre Options report. (Article 12 of this minute refers)

**The Committee resolved:-**

to note the information contained within the exempt appendices.

- **COUNCILLOR ALEX MCLELLAN, Convener**

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FINANCE AND RESOURCES 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.									
1	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
3			05 July 2023						
4	Cluster Risk Registers - Governance / SPP / City Growth / Finance / Commercial & Procurement Services / Capital and Corporate Landlord	To present and report the Cluster Risk Registers in accordance with Committee TOR		Ronnie McKean	Governance	Governance	2.1.4		
5	Work Plan & Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Mel Mackenzie	Commercial and Procurement	Commissioning	1.1.5 & 1.1.6		
6	City Centre Six Monthly Update - Streetscape Programme	Council on 14/12/22 agreed the Streetscape Full Business Case (Appendix B) and to instruct the Director of Resources, following consultation with the Chief Officer - Commercial & Procurement and Chief Officer - Capital, to proceed with the negotiation and execution of contracts for delivery of the following programmes in the first instance and to report progress to the Finance and Resources Committee on a 6 monthly basis from the date of this report: (a) Union Street Central; (b) Market Streetscape Phase 1; and (c) Schoolhill/Upperkirkgate		Sandy Beattie/Craig Innes	Commercial and Procurement	Resources	1.1.15		
7	Performance Management Framework Report – Commissioning and Resources	To present Committee with the status of key cluster performance measures and activity indicators relating to the Commissioning and Resources functions		Alex Paterson/Louise Fox	Data & Insights	Customer	2.1.3		
8	Invest Aberdeen Update	To update the Committee on the work and plans of Invest Aberdeen		Jim Johnstone/Joel Evans	City Growth	Commissioning	2.1.1 & 3.4		
9	Place Based Investment Programme	The purpose of this report is to secure the Committee's approval for the allocation of grant funding from the Place Based Investment Programme (PBIP) fund 2023/24.		Stuart Bews	City Growth	Commissioning	1.1.8, 1.1.11, 3.4		

	A	B	C	D	E	F	G	H	I
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2									
10	UK Shared Prosperity Fund	The Committee on 29/3/23 agreed to defer the decision on the application for up to £167,112 to Tillydrone Community Development Trust for the Benholms Tower Project to the meeting of Finance and Resources Committee on 5th July 2023		Stuart Bews	City Growth	Commissioning	1.1.8, 1.1.11 & 3.4		
11	Financial Settlement from Transport Scotland for the De-trunking of the A92/A96 (Haudagain Improvement)	Following the new link road opening in 2022 the report will outline the financial settlement from Transport Scotland for the detrunking of the old section of the Trunk Road, relative to the new Haudagain improvement which was handed back to ACC on 1/4/2023.		Neale Burrows	Operations and Protective Services	Resources	1.1.18 & 1.1.19	D	Transport Scotland have yet to provide the settlement for the A92 de-trunking due to the Haudagain Improvement. This settlement has been due for a number of months but should be with ACC during June to allow us to report to the next committee cycle.
12	Sale of UTG Gates to Birkhall Estate for Reuse	Seeking authorisation to sell cast iron gate from Union Terrace Garden's downtakings to Birkhall Estate.		Ross Wilson/Sian Loftus	Strategic Place Planning	Commissioning	1.1.17 & 2.2		
13	Denis Law Legacy Trail	Update on delivery of Phase 1 of the Denis Law Trail and instruction to develop business case for Phase 2		Laura Paterson	City Growth	Commissioning	1.1.17		
14	School Estate Plan: Hazlehead/ Countesswells Secondary School Provision - Outline Business Case	To seek approval of an outline business case for establishing new secondary school provision for Hazlehead and Countesswells, as detailed in the School Estate Plan	The Committee on 17/5/23 agreed to defer this item for the following reason outlined in the planner:- The announcement of projects to be funded through Phase 3 of the Learning Estates Investment Programme was postponed to January, but has been further delayed, so it has not been possible to progress the project as quickly as had been anticipated. Work on the OB Case is now progressing, following confirmation of funding for the project in the Non Housing Capital Programme which was agreed at the Council budget meeting on 01/03/23. It is expected that the completed OBC will be presented to the Committee for approval at its meeting on 05/07/23	Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1	D	Work on the OBC is progressing well within the overall New Schools Programme however the timeline to present the project to OBC stage will take longer than originally anticipated. A service update will be provided to members prior to the meeting on 13/09/23



	A	B	C	D	E	F	G	H	I
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2									
22	Union Street Empty Shops Grant Scheme	To seek delegated authority for Chief Officer – City Growth and Chief Officer – Finance to approve grant awards from the Union Street Reconfiguration Fund up to a maximum amount of £50,000.		Jen Lawie	City Growth	Commissioning	1.1.15		
23	Reconfiguration of working arrangements with Arm's Length External Organisations (ALEOs)	the purpose of this report is to seek approval for officers, in conjunction with our ALEOs, to carry out an options appraisal, considering all potential working arrangements and delivery models for our ALEOs		David Leslie	Commercial and Procurement	Commissioning	2.1.1 & 2.1.2		
24	Union Street Partnership Ltd	To agree that a representative of Aberdeen City Council be appointed as a board observer in respect of Union Street Partnership Ltd		Richard Sweetnam	City Growth	Commissioning	2.1.1, 2.1.2 & 3.2		
25	International Travel (Tall Ships) 2023/24	To seek approval of proposed international travel and conference attendance by officers, required to support Tall Ships 2025 activities in 2023/24.		Matthew Williams	City Growth	Commissioning	GD 5		
26			<b>8 August 2023 (Special)</b>						
27	Council Financial Performance - Quarter 1, 2023/24	to present the Council Financial Performance - Quartely report to Committee for consideration.		Lesley Fullerton	Finance	Resources	1.1		
28			<b>13 September 2023</b>						
29	Fleet Replacement Programme (Annual Report)	To present the current position of the programme for Fleet Vehicles and Assets		John Weir	Operations and Protective Services	Operations	1.1.6		
30	Work Plan & Business Cases	To seek approval of the estimated expenditure on the procurement business cases.	There may not be a need to present a report for each meeting, this would be dependent on submission of business cases required.	Mel Mackenzie	Commercial and Procurement	Commissioning	1.1.5 & 1.1.6		



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	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
31	School Estate Plan: Northfield ASG Primary Schools Excess Capacity - Outline Business Case	To seek approval of an outline business case for reducing the number of primary schools in the Northfield ASG, as detailed in the School Estate Plan		Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
32	School Estate Plan: Oldmachar ASG Primary Schools Excess Capacity - Outline Business Case	To seek approval of an outline business case for reducing the number of primary schools in the Oldmachar ASG, as detailed in the School Estate Plan		Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
33	Capital Programme Delivery: Projects Update	The purpose of this report is to summarise the general progress of delivery of key capital expenditure projects identified within the approved Capital Programme from the General Fund and Housing Revenue Accounts		John Wilson	Capital	Resources	1.1		
34	Sustainable Drainage System (SUDS) Section 7	Maintenance of SuDS within the boundaries or curtilage of a private property, such as a residential driveway or a supermarket car park, is the responsibility of the land owner or occupier. The Scottish Environment Protection Agency's (SEPA's) preference is for SuDS constructed outside the boundaries or curtilage of a private property to be adopted by Scottish Water, the local authority or a public body, and as such SEPA seeks a guarantee for the long term maintenance and sustainability of any SuDS implemented.  The CG&R Committee on 3/2/22 agreed to defer this. Officers continue to liaise with Scottish Water, latest request for update was week commencing 10/1/22, however at this time officers are still in the same position as per the update in Column C	A Service Update was circulated on 25/8/22  This will be reported once ongoing discussions with Scottish Water are concluded (updated provided by David Dunne on 25/10/22)	Claire Royce	Operations and Protective Services	Operations	3.2 & 3.3		
35	UK Shared Prosperity Fund	The Committee on 29/3/23 agreed to note the officer review outcome in relation to the Lemon Tree Redevelopment – Design Development proposals and instructs the Chief Officer – City Growth to report back to the Finance and Resources Committee by September 2023 with details of work done to support Aberdeen Performing Arts in identifying alternative sources of funding.		Stuart Bews	City Growth	Commissioning	1.1.8, 1.1.11 & 3.4		
36	Complex Care - Full Business Case	The Committee on 29/3/23 agreed to instruct the Chief Officer – Capital to progress to Full Business Case and to report back the outcome to this Committee on 13 September 2023		Kay Diack/John Wilson	Capital	Resources	1.1.4		
37	Commercial Property Auction - Former St Peters Nursery, The Hollies, 43 King's Gate	The Committee on 17/5/23 agreed to instruct the Chief Officer - Corporate Landlord to carry out a pilot project to dispose of the asset noted within the report through a commercial property auction route and report the outcome to a future committee.		Stephen Booth	Corporate Landlord	Resources	4.1 & 4.4		

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2									
38			22 November 2023						
39	Work Plan & Business Cases	To seek approval of the estimated expenditure on the procurement business cases.	There may not be a need to present a report for each meeting, this would be dependent on submission of business cases required.	Mel Mackenzie	Commercial and Procurement	Commissioning	1.1.5 & 1.1.6		
40	School Estate Plan: Harlaw Academy Condition & Suitability Improvements - Outline Business Case	To seek approval of an outline business case for making improvements to the condition and suitability of the Harlaw Academy building, as detailed in the School Estate Plan		Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
41	School Estate Plan: St Machar Academy Outdoor Space Improvements (Modular Classroom Buildings) Condition & Suitability - Outline Business Case	The EODC on 08/09/22 agreed to instruct the Chief Officer – Corporate Landlord to make arrangements to carry out a feasibility study to consider the options for the removal of unused modular classroom buildings at St Machar Academy, and for carrying out general improvements to the outdoor space at the school, and to present a costed outline business case to the Finance and Resources Committee for consideration.		Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
42	School Estate Plan: Ferryhill School Condition & Suitability Improvements Outline Business Case	To seek approval of an outline business case for making improvements to the condition and suitability of the Ferryhill School building, as detailed in the School Estate Plan		Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
43	Capital Programme Delivery: Projects Update	The purpose of this report is to summarise the general progress of delivery of key capital expenditure projects identified within the approved Capital Programme from the General Fund and Housing Revenue Accounts		John Wilson	Capital	Resources	1.1		
44	Council Financial Performance - Quarter 2, 2023/24	to present the Council Financial Performance - Quartely report to Committee for consideration.		Lesley Fullerton	Finance	Resources	1.1		
45	Performance Management Framework Report – Commissioning and Resources	To present Committee with the status of key cluster performance measures and activity indicators relating to the Commissioning and Resources functions		Alex Paterson/Louise Fox	Data & Insights	Customer	2.1.3		

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2	Annual Committee Effectiveness Report	To present the Annual Committee Effectiveness Report		Mark Masson	Governance	Governance	GD 8.5		
46	Torry Heat Network	The CG&R Committee on 21/9/22 agreed to (1) authorise the Chief Officer Corporate Landlord to enter into commercial discussions with Grampian Housing Association with regard to the potential supply of heat to their proposed mixed-use re-development of the former Victoria Road school, and report the outcome to a future meeting of this committee; and (2) authorise the Chief Officer - Corporate Landlord to enter into commercial discussions with Ark Housing Association with regard to the potential supply of heat to their Balnagask Court premises and report the outcome to a future meeting of this committee.	The Committee on 1/2/23 noted that The Design works for the delivery of the design of Phase 2 of the Torry Heatnetwork is being progressed at this time. Delivery costs and Pricing is subject to more detail being available to allow commercial discussions with the 3rd parties mentioned. It is intended to Report the outcome of this to Committee in late 2023.	Stephen Booth	Corporate Landlord	Resources	4.1		
47	Denis Law Trail	Update on the Denis Law Trail Phase 1 & 2; Approval to spend budget associated with Phase 1 Delivery; Approval of Phase 2 Business Case, pending outcome of external funding applications; Instruction to report back to Committee following result of external funding applications		Laura Paterson	City Growth	Commissioning	1.1.4		
48									
49			<b>2024</b>						
50	External Transportation Links to Aberdeen South Harbour	The CG&R Committee on 25/8/21 agreed that subject to approval by the UK and Scottish Governments, instruct the Chief Officer - Capital to progress the next stages of project delivery, including but not limited to, surveys and investigations, design development, obtaining all necessary approvals, permissions, licences, agreements and consents required to develop the design and an Outline Business Case for the project and to report back to this Committee and the City Region Deal Joint Committee upon completion in 2024, and to provide an update if not completed by that time.		John Wilson	Capital	Resources	1.1		
51	School Estate Plan: Victorian School Building Improvements - Outline Business Case	To seek approval of an outline business case for making improvements to the condition and suitability of Victorian school buildings, as detailed in the School Estate Plan	TBC - May 2024	Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
52	School Estate Plan: Sunnybank School relocation of additional services - Outline Business Case	To seek approval of an outline business case for relocation of additional services currently accommodated at Sunnybank School, as detailed in the School Estate Plan	TBC - May 2024	Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		

	A	B	C	D	E	F	G	H	I
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2									
53	School Estate Plan: Denominational Primary Schools	To seek approval of an outline business case for considering future arrangements for denominational primary school provision, as detailed in the School Estate Plan	TBC - July 2024	Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
54	School Estate Plan: Loirston Loch Primary School Provision - Outline Business Case	To seek approval of an outline business case for establishing new primary school provision for Loirston Loch, as detailed in the School Estate Plan	TBC - July 2024	Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
55	School Estate Plan: Grandhome / Oldmachar / Bridge of Don Secondary School Provision - Outline Business Case	To seek approval of an outline business case for future secondary school provision for Grandhome, Oldmachar and Bridge of Don, as detailed in the School Estate Plan	TBC - September 2024	Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
56	School Estate Plan: Bucksburn and Dyce Secondary School Provision - Outline Business Case	To seek approval of an outline business case for future secondary school provision for Bucksburn and Dyce, as detailed in the School Estate Plan	TBC - September 2024	Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
57	Vacant Units on Union Street Action Plan	Council on 14/12/22 agreed to instruct the Chief Officer - City Growth to report back on progress of the plan to the Finance and Resources Committee in early 2024.	TBC - Early 2024	Richard Sweetnam	City Growth	Commissioning			
58	Public Art Guidance and Panel	The F&R Committee on 7/12/22 agreed to review the process after 12 months of operation and to report back to this committee after 12 months.	TBC - Early 2024	Elspeth Winram	City Growth	Commissioning	2.1.2		
59	Events Plan	The F&R Committee on 1/2/23 agreed to instruct the Chief Officer - City Growth to re-convene the Event 365 Group as outlined in Section 3.19-3.21 in this report and to report annually to this Committee on the progress to implement the Event Plan	Early 2024	Matthew Williams	City Growth	Commissioning	2.1.2 & 3.2		
60	Hazlehead/Countesswells Secondary School	Council at the Budget Meeting on 1/3/23 agreed to instruct the Chief Officer - Corporate Landlord to progress the new Hazlehead/Countesswells Secondary School to an Outline Business Case and to report back to the Finance and Resources Committee by the end of the financial year 2023/24	TBC - Early 2024	Stephen Booth	Corporate Landlord	Resources			

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
61	Review of all Grants Awarded by the Council - Alignment to 3 Tier Prevention Approach	Council at the Budget Meeting on 1/3/23 agreed to instruct the Director of Commissioning to undertake a review of all grants awarded by the Council in order to ensure alignment to the 3 Tier Prevention Approach, which included the Family Support Model, as per the Prevention Report and to report back to the Finance and Resources Committee before the end of the financial year 2023/24.	TBC - Early 2024	Gale Beattie		Commissioning			
62	Aberdeen City Business Charter Review	Council at the Budget Meeting on 1/2/23 agreed to instruct the Chief Officer - City Growth to undertake a review of the Business Charter and report back to the Finance and Resources Committee before the end of the financial year 2023/24.	TBC - Early 2024	Richard Sweetnam	City Growth	Commissioning			
63	Christmas Village Feedback Report	The Committee on 29/3/23 agreed to instruct the Chief Officer – City Growth to report back to the Finance and Resources Committee in March 2024 with the evaluation report of the 2023 event.	TBC - March 2024	Matthew Williams	City Growth	Commissioning	2.1 & 3.2		
64	Newhill Additional Primary School	The F&R Committee on 17/5/23 agreed to instruct the Chief Officer – Corporate Landlord to report back to a future meeting of the Finance and Resources Committee in 2024 with the Full Business Case	TBC - 2024	Andrew Jones/Maria Thies	Corporate Landlord	Commissioning	1.1, 1.1.4, 1.1.9 & 4.1		
65			<b>TBC</b>						
66	Developer Obligations - Asset Plans	<p>The CG&amp;R Committee on 26/09/19 agreed to note that the Chief Officer – Strategic Place Planning would undertake the consultation on the draft Asset Plan template as outlined within this report and report the outcomes to a future meeting of this committee.</p> <p>Council on 10/03/21 agreed that given the significant impact on the development industry in the last 12 months, to instruct the Chief Officer - Strategic Place Planning to report to the City Growth and Resources Committee by the end of 2021 on the legally binding developer obligations that have been signed with the Council</p> <p>The CG&amp;R Committee on 3/2/22 agreed to defer this.</p> <p>The recent publication of the Draft National Planning Framework 4 (NPF4) and draft Development Plan Regulations, building on the provisions of the Planning (Scotland) Act 2019, and associated proposed infrastructure levy, may now have superseded the proposals to develop asset plans. In the absence of a clear route forward it is recommended to provide a service update when more information is known on the Scottish Governments position on the current consultations and the possible introduction of an infrastructure levy.</p>	National Planning Framework 4 was just published in February 2023, officers are looking at the implications of that in relation to Developer Obligations and the yet to be defined Infrastructure Levy including in the planning Act. (update provided by David Dunne for the 29/3/23 meeting)	David Dunne/James Welsh	Strategic Place Planning	Commissioning	3.2		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
67	Ness Landfill Site - Use as a Solar Farm	The F&R Committee on 7/12/22 noted that as reported to The CG&R Committee on 21/6/22 the JV are still considering options for the site of the hydrogen production and refuelling facility. No proposal has yet been agreed by the Hub Board. an update will be provided by service update when this is agreed. Solar Park Proposal - Commercial discussions continue between the JV and the Council into the establishment of a solar park at Ness landfill site. the outcome of these discussions, assuming and agreement is reached, will be reported to the next committee.	The Heads of Terms for the lease of the Ness landfill site for use as a solar farm are well advanced, although subject to an Independent Joint Valuation to establish Market Rental value and further technical appraisal. (update provided by Stephen Booth for 1/2/23 meeting)	Stephen Booth	Corporate Landlord	Resources			
68									

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	05 July 2023
<b>EXEMPT</b>	This report is not exempt, but Appendices 2 and 4 to 6 are (paragraph 8)
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Work Plan & Business Cases
<b>REPORT NUMBER</b>	COM/23/194
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	Mel Mackenzie
<b>TERMS OF REFERENCE</b>	1.1.5 & 1.1.6

### 1. PURPOSE OF REPORT

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

### 2. RECOMMENDATIONS

That the Committee: -

- 2.1 reviews the workplan as detailed in the Appendices for the Customer and Operations Functions;
- 2.2 approves the procurement business cases, including the total estimated expenditure for the proposed contract; and
- 2.3 notes the content of Appendix 3 - 3.10 Memos (Exemption Urgency).

### 3. CURRENT SITUATION

- 3.1 The ACC Procurement Regulations 2022 require that authority to incur expenditure must be sought prior to any invitation to tender or contract entered into. The method of authorising depends upon the contract value, with contracts above £50,000 (supplies/services) or £250,000 (works) to be listed on a workplan with an associated Procurement Business Case and submitted by the relevant Chief Officer to the Finance and Resources Committee (approval of contracts with a value under £1,000,000) and to Council (approval of contracts with a value over £1,000,000). The approval of the applicable Committee is required prior to the procurement being undertaken.

3.2 Committee is asked to review the Customer and Operations Functions work plans and to approve the expenditure detailed in the Procurement Business Cases appended to the report.

#### 4. FINANCIAL IMPLICATIONS

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

#### 5. LEGAL IMPLICATIONS

5.1 The contracts shall be procured in accordance with procurement legislation and the Commercial Legal Team within C&PS shall provide legal advice where necessary, legal commentary has been sought and is included within each Procurement Business Case.

#### 6. ENVIRONMENTAL IMPLICATIONS

6.1 Consideration is included within each Procurement Business Case as to how the proposed contract will support the Council's climate commitments. If these are not to be included, officers are asked to confirm why this is the case. Standard wording is included in procurement templates to ensure this is captured at tender stage through to awarded contract.

#### 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	Contract expectations not being monitored or managed.	Contract Management consideration in business cases, guidance and training available for officers	M	Yes



<b>Compliance</b>	Failure to comply with internal procurement regulations and procurement legislation	Robust process for review of individual business cases and proposed approach to procurement.	L	Yes
<b>Operational</b>	Unable to control demand	Robust process and focus on demand reduction strategies, contract terms developed to be more flexible.	L	Yes
<b>Financial</b>	Escalation of costs  Differing market conditions depending on commodity or service	A strong focus on value for money in all commissioning activities and market engagement or use of Business Intelligence to engage with market / ascertain changes/trends.	M	Yes
<b>Reputational</b>	Insufficient information provided by officers, lack of transparency.	Robust process for review of individual business cases and proposed approach to procurement.	L	Yes
<b>Environment/ Climate</b>	Failure to consider sustainable options.	Environmental consideration within business cases and environmental clauses within tender documents.	L	Yes

## 8. OUTCOMES

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

## 9. IMPACT ASSESSMENTS

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

## 10. BACKGROUND PAPERS

None

## 11. APPENDICES

### Public

Appendix 1- Final Revenue Work Plans- PUBLIC\_FR\_050723

Appendix 3 - 3.10 Memos (Exemption Urgency) \_PUBLIC\_FR\_050723

### Private

Appendix 2 - Final Revenue Work Plans PRIVATE\_FR\_050723

Appendix 4\_Business Case\_Customer Experience Platform\_PRIVATE\_  
F&R\_050723

Appendix 5\_Business Case Third Party Payments\_PRIVATE\_F&R\_050723

Appendix 6\_Business Case\_Recycling & Residual Waste Skips\_PRIVATE\_  
F&R\_050723

## 11. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Melanie Mackenzie
<b>Title</b>	Strategic Commercial Manager
<b>Email Address</b>	<a href="mailto:MeMackenzie@aberdeencity.gov.uk">MeMackenzie@aberdeencity.gov.uk</a>
<b>Tel</b>	07795 316388

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Customer Work Plan	Committee: Finance & Resources	Date of Committee: 05 July 2023
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Reference	Function	Cluster	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Contract (Including extension)	Summary
000-CGEM9684	Customer	Digital & Technology	Customer Experience Platform	Revenue	05/10/2023	04/10/2026	12	04/10/2027	The contract for a Customer Experience Platform continues to enable the delivery of the digitisation of online service delivery. The platform is enabling digital online service delivery making it quicker and easier for customers to
000-VDYH2367	Customer	P&O Development and Customer Experience	Third Party Payments	Revenue	19/10/2023	18/10/2026	12	18/10/2027	This contract will provide a mechanism which allows customers to make payments to the Council using cash, debit and credit cards at retail outlets (Paypoints) and post offices. Examples of payment types are Council Tax, Rent, Service Income and other

Operations Work Plan	Committee: Finance & Resources	Date of Committee: 05 July 2023
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Reference	Function	Cluster	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Contract (Including extension)	Summary
000-WQKM5478	Operations	Operations & Protective Services	Recycling and Residual Waste Skips (Environmental Services, Roads and Fleet expenditure)	Revenue	26/09/2022	25/09/2024	24	25/09/2026	This business case requests approval for expenditure by Environmental Services, Roads and Fleet on the existing Recycling and Residual Waste Skips contract let by Building

**Appendix 4 - 4.1.3 Forms (Technical Exemption)**

Function	Cluster	Description of Contract	Estimated Start date of Contract	Estimated End date of Contract	Total Estimated Contract Value £	Reason for seeking approval under 4.1.3 Technical Exemption:
Place	City Growth	Hydrogen Supply Agreement: Provision of a guaranteed supply of 300 Kg hydrogen gas per day to enable 15 hydrogen double deck buses, as part of the JIVE project, to be operated and run by First Bus	01/06/2023	31/08/2023	£300,000.00	<p>BOC were initially awarded the contract to supply the Aberdeen Hydrogen Bus Project fuel. They remain the only supplier to operate a large-scale Hydrogen Refuelling Station in Scotland (until the Hydrogen Hub comes on-line). They have both the infrastructure capable of fuelling double decker vehicles with scale and capacity required to operate First's public services in the City. There is one other Hydrogen fuel supplier in Aberdeen, however, their refuelling station is currently not capable of refuelling double-decker buses as the infrastructure only caters for smaller vehicles. Additionally, their refuelling station does not have sufficient capacity to refuel the number of buses required to operate the hydrogen bus scheme. BOC are the only Supplier capable of and with the tools to provide this service.</p> <p>To note, this request is for a further short term extension of the current contract and a further technical exemption will be completed once discussions conclude on the longer term arrangement.</p> <p>Preferred bidders have been appointed to provide an additional supply of hydrogen in the City with bringing TECA Energy Centre into production and optimisation of the ACHES station. Neither of these solutions will be in production by the end of May and both are being introduced to provide redundancy in the City, help build demand for the JV coming online and provide fuel for the additional 10</p>
Place	City Growth	Warranty & Storage - Hydrogen buses and Associated Services	01/10/2022	01/02/2024	£153,930.00	<p>Wrightbus are the manufacturer of the hydrogen fuel cell buses and remain the only supplier in the UK and NI that are able to supply this product. They have both the infrastructure capable of maintaining the vehicles and the skills to ensure the buses are stored and maintained correctly. This is because the buses are stored at the same location where they were manufactured. As the only manufacturer with this production line capability, the buses will be checked regularly with any works required carried out prior to re-delivery to Aberdeen. They already have an established relationship with the operator, First Bus and will provide their requirements when the buses are requested to be transported back to Aberdeen. Further to this, the terms of our current contract include maintenance, repair, fault finding, fault free mileage and warranties which could be negatively impacted if ACC were to seek alternative storage. For example, the buses would need to be maintained and re-commissioned by suitably skilled personnel and other storage providers would not have the infrastructure or skills capability to maintain and re-commission the buses. This could then impact on the ability to rely on the warranties or fault free mileage offered by the manufacturer.</p> <p>As these buses have had to be placed in storage, the warranty also requires to be extended for the period the buses remain in storage and this can only be done through the original manufacturer, Wrightbus.</p>

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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	05 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Sale of UTG Gates to Birkhall Estate for Reuse
<b>REPORT NUMBER</b>	COM/23/191
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	David Dunne
<b>REPORT AUTHOR</b>	Ross Wilson
<b>TERMS OF REFERENCE</b>	1.1.17 & 2.2

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### 1. PURPOSE OF REPORT

- 1.1 This report seeks delegated authority to sell a set of cast iron gates (photos in Appendix 1) which were removed from Union Terrace Gardens as part of the refurbishment works to the Birkhall Estate for reuse in the estate gardens.

### 2. RECOMMENDATION(S)

That Committee:-

- 2.1 Delegate authority to Chief Officer - Strategic Place Planning to sell a set of cast iron gates from the dountaking from Union Terrace Gardens as part of the refurbishment works to the Birkhall Estate for reuse in the estate gardens; and
- 2.2 Delegate authority to Chief Officer - Strategic Place Planning to sell the gates for an appropriate price. This is currently thought to be £500 given the current condition of the gates.

### 3. CURRENT SITUATION

- 3.1 The Council were approached by the Birkhall Estate asking if there were any surplus gates that could be purchased for reuse in the estate gardens.
- 3.2 The Council informed Birkhall estate that there is a set of cast iron gates that were removed from Union Terrace Gardens as part of the refurbishment works. The estate were interested in the set of gate.
- 3.3 Given the potential sensitivity of the sale of items from Union Terrace Gardens it was felt by senior officers that Councillors should decide whether the sale of the gates is acceptable.
- 3.4 Given the current condition of the gates (e.g. some broken balusters and corrosion) they will need to be repaired before reuse. As such the value of the

gates is considered to be £500. A review of architectural salvage and reclamation websites was carried out and similar gates in a similar condition were on sale at the time of the review for a similar price.

- 3.5 Birkhall Estate will arrange for the collection of the gates if the sale is approved by Councillors.
- 3.6 The gates were not reinstated to the gardens as the section of the gardens they were originally situated in has been relandscaped and the gates are no longer required but were retained for potential future reuse.
- 3.7 It is considered unlikely the Council will find a new use for the gates proposed for sale so their sale for reuse is the best course of action to see the gates be brought back into use.

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

- 4.1 In line with Council financial regulations the sale of goods under the value of £10,000 is at the discretion of the appropriate Chief Officer (in this Case Chief Officer Strategic Place Planning) and Chief Officer Finance. Given the potentially sensitive nature of the sale of duntakings from the Union Terrace Gardens the sale of the gates is to be made by elected members.
- 4.2 The monies from the sale of the gates would be credited to the Lord Provost's Charitable Trust.

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

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

#### **6. ENVIRONMENTAL IMPLICATIONS**

- 6.1 A Strategic Environment Assessment (SEA) is not required.
- 6.2 A Habitat Regulations Appraisal (HRA) is not required.
- 6.3 There are no direct environmental implications arising from the recommendations of this report.
- 6.4 The minor indirect environmental impact would be that the existing gate would be reused so a new gate would not need to be manufactured and the resultant carbon emissions from producing a new gate would not be created.

## 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	None identified	N/A	N/A	<b>Yes/No</b>
<b>Compliance</b>	Failure to comply with internal financial regulations.	Finance have been consulted regarding the procedure for the sale of the gates.	M	<b>Yes</b>
<b>Operational</b>	None identified	N/A	N/A	<b>Yes/No</b>
<b>Financial</b>	Failure to comply with internal financial regulations.	Finance have been consulted regarding the procedure for the sale of the gates.	M	<b>Yes</b>
<b>Reputational</b>	Making sure sale of the gates is transparent	Taking the sale of the gates to Committee for consideration ensures transparency.	L	<b>Yes</b>
<b>Environment / Climate</b>	Failing to reuse the gates would be a waste of a historic asset.	Making a surplus historic asset available for reuse will result in the gate being reused so a new gate will not need to be manufactured.	L	<b>Yes</b>

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN 2022-2023</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	The proposals in this report have no impact on the Council Delivery Plan
<b><u>Working in Partnership for Aberdeen</u></b>	

<b>Aberdeen City Local Outcome Improvement Plan 2016-26</b>	
Prosperous Economy Stretch Outcomes	The proposals in the report have no impact on the Local Outcome Improvement Plan
Prosperous People Stretch Outcomes	The proposals in the report have no impact on the Local Outcome Improvement Plan
Prosperous Place Stretch Outcomes	The proposals in the report have no impact on the Local Outcome Improvement Plan
<b>Regional and City Strategies</b>	
	The proposals in this report have no impact on Regional and City Strategies

## 9. IMPACT ASSESSMENTS

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

## 10. BACKGROUND PAPERS

10.1 N/A

## 11. APPENDICES

11.1 Appendix 1 Picture of Union Terrace Garden Gate (Downtakings) for Birkhall Estate

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Ross Wilson
<b>Title</b>	Senior Planner (Conservation)
<b>Email Address</b>	<a href="mailto:Roswilson@aberdeencity.gov.uk">Roswilson@aberdeencity.gov.uk</a>
<b>Tel</b>	07919691552

Appendix 1- Picture of Union Terrace Gardens Gates (Dontakings) Proposed to Be Sold to Birkhall Estate. The two gates are stored on top of each other and are too heavy to lift manually.



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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	5 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Denis Law Legacy Trail
<b>REPORT NUMBER</b>	COM/23/212
<b>DIRECTOR</b>	Gail Beattie
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Laura Paterson
<b>TERMS OF REFERENCE</b>	1.1.17

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### 1. PURPOSE OF REPORT

- 1.1 This report provides an update on Phase 1 of the Denis Law Legacy Trail and seeks instruction to develop Phase 2.

### 2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Approve the progression of Phase 1 of the Denis Law Legacy Trail; and
- 2.2 Instructs the Chief Officer – City Growth to develop a business case for Phase 2 delivery of the murals, including identifying external funding opportunities, and report back to Finance and Resources Committee 22 November 2023.

### 3. CURRENT SITUATION

- 3.1 In May 2021, The Chief Officer – City Growth was instructed by City Growth and Resources Committee to undertake a feasibility into establishing a walking trail, including large scale murals, to celebrate Denis Law in the area where he grew up. The report concluded that officers work with the Denis Law Legacy Trust to establish the walking trail element of the project but it was agreed by Committee that the mural aspect of the project was too ambitious to undertake at that time.
- 3.2 This project has been proposed by the Denis Law Legacy Trust and Printfield Community Forum. The Denis Law Legacy Trust has developed the trail and will take measures to ensure they have the necessary intellectual property rights/licences for the images and design. Furthermore, they will maintain ongoing web applications generated to support the trail. However they do not have capacity to lead on the development and delivery of physical assets required for this project. Discussions are ongoing with community groups to identify capacity for ongoing custodianship of the Trail.

- 3.3 The Denis Law Legacy Trust is a registered charity which aims to support and empower young people, primarily through the Streetsport Programme. It is the intention that a programme of events will be created to promote the Denis Law Trail which includes street sport activities for young people.
- 3.4 Funding of £20,000 was approved from the Common Good during 2021/22 and subsequently carried forward to 22/23 and 23/24 when not spent. Aberdeen City Council's Policy Statement identified development of the Trail as a key priority in 2022.
- 3.5 Following allocation of this budget resource, officers have liaised with the Denis Law Legacy Trust and created a delivery plan to support the creation of the Trail. The delivery plan splits the project into two parts: Phase 1 will deliver the walking trail element of the project; and Phase 2 may develop the murals scope of the trail subject to identifying external funding to support project delivery and ensuring all planning consents/permissions are in place.
- 3.6 Following a project refresh in April 2023, initial costs for delivering Phase 1 are estimated to be £43,890. A funding application has been submitted to the UK Shared Prosperity Fund (UKSPF) for the remainder of the budget for delivering this project – the outcome of which is due at Finance & Resources Committee 5 July 2023. This also includes £5,500 towards maintenance costs in the first year with the remainder covered by any residual contingency monies. The service and budget to maintain the artworks has still to be identified and will be explored with the Phase 2 business case. Following all financial and legal implications being met, a procurement exercise could begin to enable delivery of Phase 1 of this project.
- 3.7 The 2021 Report suggested that costs for implementing Phase 2 of the Project were likely to be in excess of £150,000. As costs are above £50,000, a business case is required to support further project development. It is therefore recommended that Committee instruct the Chief Officer – City Growth to develop a business case to identify the viability of developing Phase 2.
- 3.8 Delivery of Phase 1 and Phase 2 of the Trail will be presented to Aberdeen City Council's Public Art Policy Panel with recommendations considered and enacted upon. An initial pre-application meeting has occurred with advice sought for future submission.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 The Phase 1 Delivery Costs are summarised in the table below.

	<b>Amount</b>
<b>Expenditure</b>	
Sign Posts & Art Work	£25,000
QR Codes & App	£5,000
Marketing & Events	£5,000



Groundworks	£4,600
Planning	£300
Contingency 10%	£3,990
Yr 1 Maintenance	£5,500
<b>TOTAL EXPENDITURE</b>	<b>£49,390</b>
<b>Allocated Funding</b>	
Common Good Fund	£20,000
UKSPF ( <i>Pending Decision – 05/07/23</i> )	£29,390
<b>TOTAL FUNDING</b>	<b>£49,390</b>

- 4.2 It is estimated that these assets would have a lifespan of 20-25 years.
- 4.3 Ongoing revenue costs (Maintenance, cleaning and repair) are estimated at £8,000 per annum. An ask for £5,500 for first year maintenance has been requested within the UKSPF Application. No budget has been identified for these ongoing costs in subsequent years and options are currently being explored.

## 5. LEGAL IMPLICATIONS

- 5.1 This project requires Advertisement Consent from Aberdeen City Council's Planning Service. The images used for the trail are subject to intellectual property law – the Denis Law Legacy Trust will need to ensure they have the appropriate intellectual property rights/licences for design of the trail and image licencing.

## 6. ENVIRONMENTAL IMPLICATIONS

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

## 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	Failure to implement this project will result in failing to meet an	ACC will continue to work with community partners and continue to develop this project	L	Yes

	objective of the Policy Statement			
<b>Compliance</b>	Failure to adhere to planning requirements	Officers have identified that Advertisement Consent is required for Phase 1 of this project and will submit an application	L	Yes
<b>Operational</b>	No significant risks identified			
<b>Financial</b>	Failure to source budget for ongoing revenue costs	ACC will continue to engage with community partners to identify resource for maintaining project and any external funding opportunities to do so	M	Yes
<b>Reputational</b>	Failure to deliver a community project as outlined in the Policy Statement	ACC seek to resolve a solution to ongoing maintenance of Phase 1 delivery	L	Yes
<b>Environment / Climate</b>	No significant risks identified			

## 8. OUTCOMES

<u><a href="#">COUNCIL DELIVERY PLAN 2023-2024</a></u>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>  <u><a href="#">Working in Partnership for Aberdeen</a></u>	The proposals within this report support the delivery of the following aspects of the policy statement:- <ul style="list-style-type: none"> <li>A Vibrant City: The Arts Matter Help to deliver the Denis Law Legacy Trail</li> </ul>

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	Not required
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	n/a

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## 10. BACKGROUND PAPERS

- 10.1 City Growth & Resources Committee, 11 March 2021 (COM/21/104)
- 10.2 City Growth & Resources Committee, 25 August 2021 (COM/21/175)

## 11. APPENDICES

- 11.1 Printfield Project v3

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Laura Paterson
<b>Title</b>	Senior Project Officer
<b>Email Address</b>	<a href="mailto:lapaterson@aberdeencity.gov.uk">lapaterson@aberdeencity.gov.uk</a>
<b>Tel</b>	01224 067082

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**PRINTFIELD 10**

To celebrate the achievement of **Denis Law**, Scotlands greatest ever footballer and only winner of the prestigious FIFA Ballon d'Or, the *Denis Law Legacy Trust* in collaboration with *Aberdeen City Council* and *Aberdeen Inspired* are proposing to create an informative and interactive walking tour of 'The Kings' birthplace - **Printfield 10**.

**Printfield 10** is a proposed 10-point walking tour incorporating street-art, photo opportunities and informative plaques detailing **Denis'** upbringing and illustrious football career. The walking tour will include points of interest including public art murals and installations, his childhood home, the local pitch where he developed his football skills and the location of a famous photo from when **Denis** signed for Manchester United.

# MAP & LOCATIONS



Map of proposed Walking Tour featuring points of Interaction - est. 400m distance.

1. Tower Block Murals
2. Famous Photo Recreation
3. Denis' Childhood Home
4. Man City Cutout
5. Scotland Street Art
6. Torino
7. Manchester United
8. Rest of the World XI
9. Celebrate as the King
10. Balon D'or





## TOWER BLOCK MURALS

Welcome to Printfield, the birthplace of Denis Law, Scotland's greatest footballer who played for Manchester United and astoundingly won the FIFA Ballon d'Or in 1964

Follow the track and trail to see where Denis played football as a young boy in the streets and find out more about his glittering career. You can also search for and mark other famous footballers who have won the illustrious FIFA Ballond'Or.

*Introduction & map of trail identifying locations throughout Printfield.*

*Search for and mark **Lionel Messi***





The 2 murals on the Tower Blocks will represent Denis' time with Manchester United and his Scotland career. The mural running the length of the Church wall will be split into 10 sections celebrating 10 iconic moments throughout Denis' career and life.



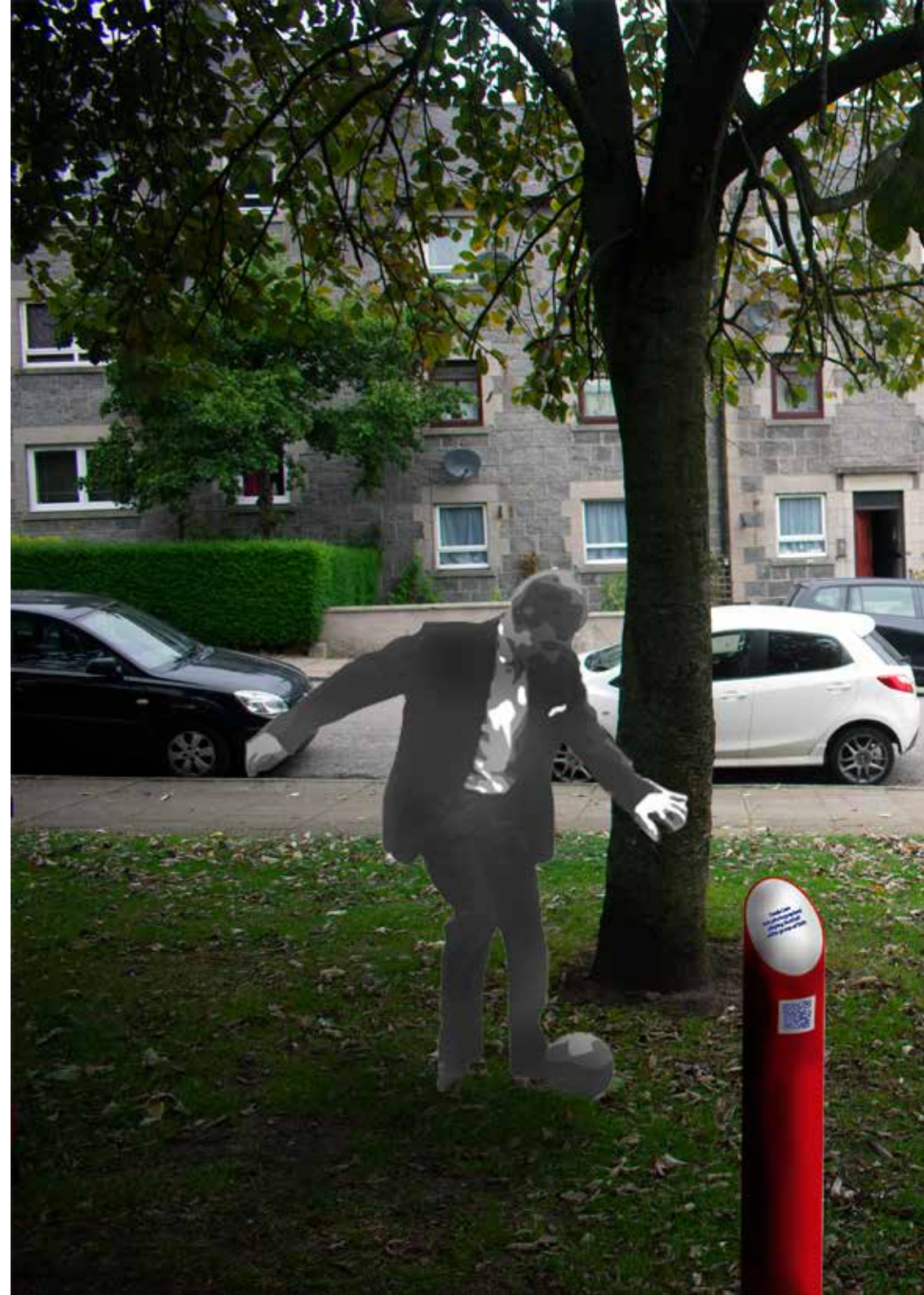


## PHOTOGRAPH WITH LOCAL KIDS

Denis transferred for 3 consecutive world record transfer fees in 1961, 1962 and 1963.

This photograph was taken on this very spot in July 1962 when Denis visited his parents. He had just signed for Manchester United for another British record fee of £115,000. Denis was an instant success at Old Trafford as he helped transform Manchester United into a winning team.

*Search for and mark **George Best**  
Take your photograph alongside **Denis**.  
Complete a skills challenge*





### 3

## DENIS' CHILDHOOD HOME/ HUDDERSFIELD

Denis lived in this lower left ground level flat (No. 6) with his sister and brothers and went to Powis Academy now St Machar Academy. Denis played for Aberdeen Lads Club and was spotted by a scout called Andy Beattie who invited him to go on trial with Huddersfield Town.

Despite a rather uninspiring performance, where he was mocked for his small build and poor eyesight, he was signed by the club in 1956.

*Search for and mark **Zinadine Zidane**  
Take your photograph alongside Denis.  
Complete a skills challenge*

# 4

## MAN CITY

Denis received his first pair of football boots on his 12th birthday as a present from his friend & neighbour George Geddes.

In 1960 Denis moves to play for Manchester City for a then British record fee of £55,000

*Search for and mark **Bobby Charlton**  
Take your photograph alongside Denis.  
Complete a skills challenge*



# 5

## SCOTLAND'S TOP GOALSCORER

In 1958 Denis became the youngest player to be capped for Scotland and made his debut against Wales in 1958.

He made 55 appearances and holds the joint goal scoring record of 30 goals with Kenny Dalglish.

*Search for and mark **Ronaldinho**  
Take your photograph alongside Denis  
Complete a skills challenge*





## TORINO AND ITALY

In 1961 Denis moves to Italy to play for Torino for another British record transfer fee of £110,000. The Italian League was booming and the financial rewards far exceeded those in England however Denis did not enjoy the Italian style of defensive football and returned to the UK the following year after narrowly escaping from a serious car accident.

*Search for and mark **Christiano Ronaldo**  
Take your photograph alongside Denis  
Complete a skills challenge*





# 7

## MANCHESTER UNITED

In 1962 Denis signs for Manchester United for another British record fee of £115,000.

*Search for and mark **Ronaldo**  
Take your photograph alongside Denis  
Complete a skills challenge*



# 8

## REST OF THE WORLD XI

In 1963 Denis was selected to play in a World Soccer XI. In 1973 Denis re-joined Manchester City for one final season in a move that was to prove eventful. Manchester United were in desperate trouble at the foot of the league table and on the last day of the season in 1973-74 the Manchester derby ended in gloom for United at Old Trafford. With only minutes left, an instinctive back-heel shot from Denis gave City the win. Denis chose not to celebrate his goal against his former team and was immediately substituted in what was to be his last game in league football. Manchester United were then relegated later that day to the Second Division because of a win by Birmingham over Norwich and not because of the famous back-heel goal.

Search for and mark *Eusébio*  
Take your photograph alongside Denis.  
Complete a skills challenge





# 9

## CELEBRATE WITH THE KING

In 1967 Denis scored a memorable goal in Scotland's famous 3-2 victory over England at Wembley which made Scotland the 'unofficial' World Champions after England had previously won the World Cup in 1966.

The Denis Law Legacy Trust has collaborated with many partners to help enhance communities throughout Aberdeen.

Search for and mark *Johan Cruyff*  
Take your photograph alongside Denis.  
Complete a skills challenge and score a goal



## BALLON D'OR

Denis Law is the only Scottish Footballer to win the FIFA Ballon d'Or which he did in 1964.

Search for and mark *Denis Law*  
Take your photograph alongside Denis' FIFA Ballon d'Or.  
Complete a skills challenge and score a goal



## INTRODUCTORY SIGN

A sign placed next to Great Northern Road will identify the starting location and feature a map and a brief description.

Page 67  
Welcome to Prinfield, the birthplace of Denis Law, Scotland's greatest footballer who played for Manchester United and astoundingly won the FIFA Ballon d'Or in 1964.

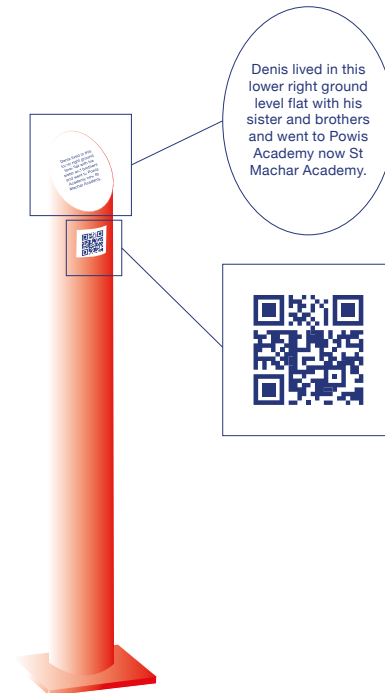
Follow the track and trail to see where Denis played football as a young boy in the streets and find out more about his glittering career. You can also search for and mark other famous footballers who have won the illustrious FIFA Ballon d'Or.





## INFORMATIVE POSTS

At every stop along the tour there will be a series of 3 feet tall bollards to identify points of interest and a notable fact about Denis and/or his career. The top of each bollard will provide information about Denis and how the location is linked to his past and childhood. The installations will resemble a goalpost and will be bolted to the ground to be as robust and vandal-proof as possible. The bollards will be small and discrete and additional information will be accessible via QR code giving interested parties the ability to scan it and be transferred to a website with additional information.





## BALLON D'OR FIGURINES

There is also a proposal to include and involve Isaac Cordal Ballon d'Or Figurines. Isaac Cordal is a Spanish artist who since 2006 has placed miniature sculptures in public places around the world as part of an on-going series called Cement Eclipses.

Made with cement and reproduced using silicone molds, Cordal's figurines (at just 25cm tall), will represent a series of 10 winners of the FIFA Ballon d'Or and can be found hiding among the streets and locations of Printfield in gutters, atop buildings and bus shelters, on walls and in other unusual and unlikely places. Embodying the spirit of guerrilla street art, little by little Cordal's players will transform the urban environment.

<http://www.nuartfestival.no/previous-years/nuart-2015/isaac-cordal--es->



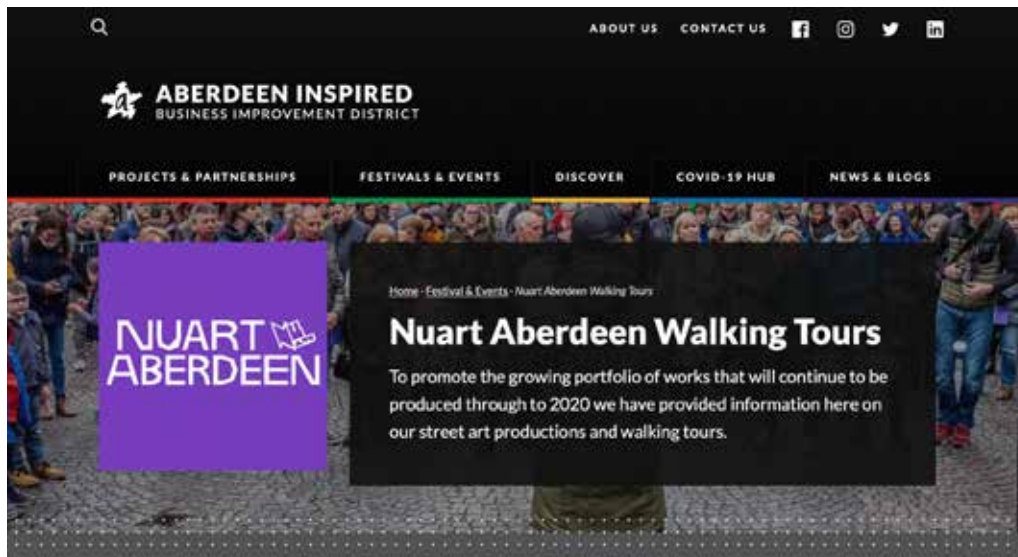
## SKILLS & FIGURINE CARD

At the beginning of **Printfield 10** children will be given a Skills & Figurines card. They will be encouraged to find the hidden figurines at each point and then mark them off. While the back will have a skill challenge for them to complete at each point. The aim of this is to increase interest for kids and give them a chance to practise skills on the ground where the greatest ever Scottish football player honed his skills.



## WALKING TOURS/ NU-ART

The Printfield 10 tour will also open up other opportunities for the local community to benefit from increased footfall through collaboration with Nu-Art. Walking tours organised by Aberdeen Inspired and involving members of the local community (with knowledge of the area and its history) will intrigue participants and fans and could be scheduled in collaboration with the Hall of Heroes exhibition and/or prior to Aberdeen FC matches at Pittodrie.



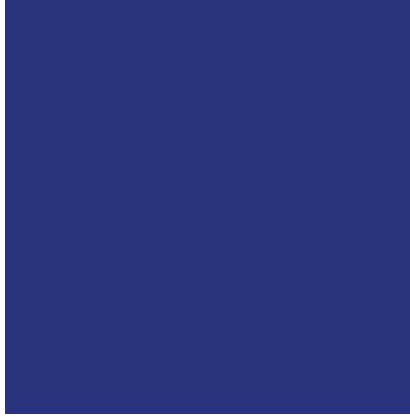


## COMMUNITY INCOME

The walk is intended to end at the community centre. It is hoped that the tours will benefit the local Printfield community and help raise funds for social/youth club and other initiatives. The community centre could potentially sell teas and coffees and Denis Law Legacy Trust or Printfield 10 merchandise could be made available to buy including posters, t-shirts, mugs etc. with funds going directly back into the community and associated facilities.



## COLOUR



**SCOTLAND NAVY**

Hex No: 28347c

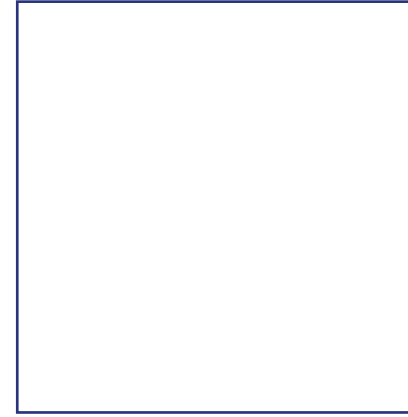
C: 100%      R: 40  
M: 91%      G: 54  
Y: 15%      B: 124  
K: 2%



**MANCHESTER UNITED RED**

Hex No: e42313

C: 0%      R: 228  
M: 95%      G: 35  
Y: 100%      B: 19  
K: 0%



**NO. 10 WHITE**

Hex No: ffffff

C: 0%      R: 255  
M: 0%      G: 255  
Y: 0%      B: 255  
K: 0%

## SECONDARY COLOURS



For tertiary colours and the palette to be used with the murals the number 10 needs to be applied. 10 steps of colour between each of the main brand colours - Scotland Navy, Manchester Red and White.

## BRANDING

## TYPEFACES

### HEADINGS

**AVENIR NEXT CONDENSED BOLD**

**ABCDEFGHIJKLMNOPQRSTUVWXYZ**

**1234567890!@£\$%^&\*()**

Body Copy

Avenir Next Regular

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOo

PpQqRrSsTtUuVvXxYyZz

1234567890!@£\$%^&\*()

### ACCENTS

**MEXCELLENT 3D**

**ABCDEFGHIJKLMNOPQRSTUVWXYZ**

**1234567890!@£\$%^&★()**

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**MEXCELLENT 3D**

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources Committee
<b>DATE</b>	5 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Union Street Empty Shops Grant Scheme
<b>REPORT NUMBER</b>	COM/23/192
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Jen Lawie
<b>TERMS OF REFERENCE</b>	1.1.15

### 1. PURPOSE OF REPORT

- 1.1 To provide an overview of the Union Street Empty Shops Grant Scheme and seek delegated authority for relevant Chief Officers to make and approve grant awards.

### 2. RECOMMENDATION(S)

That the Committee:

- 2.1 Notes the launch of the Union Street Empty Shops Grant Scheme, with objectives and conditions as detailed in the body of the report;
- 2.2 Approves the establishment of a Review Panel for the scheme; and
- 2.3 Delegates authority to the Chief Officer - City Growth and Chief Officer – Finance, in consultation with the Convenor of the Finance and Resources Committee, to approve grant awards **up to** a maximum amount of £35,000;

### 3. CURRENT SITUATION

- 3.1 In December 2022, Council approved the Union Street Empty Shops Action Plan. The Plan identified potential interventions within six themed Programme Areas to be led by various city centre stakeholders.
- 3.2 To support the delivery of the Union Street Empty Shops Action Plan, £500,000 from the Capital Programme has been allocated to a grant scheme which will enable reconfiguration of empty shops on Union Street for reoccupation. The scheme will run over two financial years 2023/24 and 2024/25.
- 3.3 The Union Street Empty Shops Grant Scheme has been developed following internal engagement with the Conservation Area Regeneration Scheme (CARS), External Funding team, Strategic Place Planning, Planning, Building

Standards, Estates, Climate and Sustainability, Finance and Legal Services. Additionally, external consultation was undertaken with Aberdeen Inspired, Our Union Street, Aberdeen City Heritage Trust, Federation of Small Business, Business Gateway and local commercial letting agents.

- 3.4 The core objectives of the Union Street Empty Shops Grant Scheme are:
- To reduce the number of vacant shops on Union Street by supporting eligible physical works to reconfigure the units for new uses – eg retail, cultural, hospitality or office space;
  - To leverage private investment in vacant shops on Union Street to bring them back into use; and
  - To support new business start-ups and entrepreneurs, and create new employment opportunities, by enabling the provision of suitable premises on Union Street.
- 3.5 Grant awards from the scheme will offer up to 50% of project's eligible costs. The scheme is limited to ground floor units, and eligible costs include capital investment related to internal reconfiguration only (eg. room partitioning, installation of kitchen and WC facilities, upgrade of utilities).
- 3.6 Applications will be accepted from property owners of vacant units where they have a new tenant secured on a favourable lease; or new tenants may apply directly, with the permission of the property owner. Details of the new tenancy venture will be requested. Ineligible new businesses include large national chains (ie. Tesco, Boots, Starbucks), betting shops, sex shops, pawn brokers, tanning salons, tobacconists and vape shops.
- 3.7 Applicants will be asked to demonstrate, where possible, how their intended project works strategically align with the Council's policies including the Union Street Empty Shops Action Plan, City Centre Masterplan, Net Zero Aberdeen Routemap and the Local Outcome Improvement Plan.
- 3.8 Applications will be scored against a matrix of essential, priority and additional assessment criteria. Priority and additional assessment criteria will ensure applications proposing project works which create new Fair Work opportunities; improve the Energy Performance rating of the unit; improve accessibility to the unit; and result in a reoccupation which aligns to Council policies, are prioritised thus maximising impact from the scheme.
- 3.9 Final approval decisions and award amounts up to a maximum of £35,000 will be determined by a Review Panel, with membership including the Chief Officer – City Growth and Chief Officer – Finance, and in consultation with the Convenor of this Committee. The Terms of Reference for the Review Panel can be found in Appendix 1.
- 3.10 A service update to the Committee detailing progress and spend to date under the Grant Scheme will be circulated at the end of the 2023/24 financial year.

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

4.1 £250,000 has been allocated for 2023/24 and 2024/25 agreed at the Council's budget meeting in March 2023. All grants must be paid out by 31 March 2025, adhering to Public Pound Guidance.

## 5. LEGAL IMPLICATIONS

5.1 Grant Agreements will be required between Aberdeen City Council and the successful applicants allocated grant funding.

5.2 To ensure compliance with the Subsidy Control Act 2022, officers will establish a subsidy control scheme for the Union Street Empty Shops Grant Scheme on launch. All awards will be uploaded to the UK Government's Subsidy Control database and where required, the transparency register.

## 6. ENVIRONMENTAL IMPLICATIONS

6.1 While there are no direct environmental implications arising from the recommendations of this report, the Scheme itself may have a positive impact on the environment through providing financial support for building improvements which in many cases will be in line with EPC certificate recommendations.

## 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	Unsuccessful implementation and allocation of the Fund may negatively impact delivery of Union Street Empty Shops Action Plan and the CCMP.	Robust award criteria.  Continued internal and external engagement to ensure Fund is promoted and potential applicants identified.	L	Yes
<b>Compliance</b>	Non-compliance with grant conditions will require grant repayment.	Project Team, with support from Legal, will advise and monitor applicants as projects progress to ensure compliance.	L	Yes

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
	Subsidy Control	To ensure all external grants allocated are compliant.	L	
<b>Operational</b>	Staff resource required to review and process applications and administer grants	Initial staff resource assigned and to be monitored during Year 1	L	Yes
<b>Financial</b>	Under-utilisation of funds within the project period	Continued internal and external engagement to ensure Fund is promoted and potential applicants identified.	L	Yes
<b>Reputational</b>	Risk of reputational damage if we are not seen to be delivering Union Street regeneration	Strong collaboration with Union Street stakeholders including Our Union Street and Aberdeen Inspired.	M	Yes
<b>Environment / Climate</b>	No risks identified	None	L	Yes

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN 2022-2023</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>  <u><a href="#">Working in Partnership for Aberdeen</a></u>	<p>The Scheme has the potential to contribute to delivery of:</p> <p>A Vibrant City</p> <ul style="list-style-type: none"> <li>Establish a task force to identify disused and derelict land and buildings and help bring them back into use, including investigating the purchase and conversion of upper floors along Union Street</li> </ul>

	<ul style="list-style-type: none"> <li>Investigate establishing an art hub where artists can create, display and sell their work</li> </ul> <p>Building a Greener and Sustainable City</p> <ul style="list-style-type: none"> <li>Support efforts to move towards a circular economy with the establishment of repair hubs, helping people to access the tools that allow them to repair or upcycle</li> </ul> <p>A Prosperous City</p> <ul style="list-style-type: none"> <li>Work with partners to expand the support available for new start-ups including investigating access to microfinance and affordable leases on workspaces for start-ups</li> </ul>
<a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a>	
Prosperous Economy Stretch Outcomes	The Scheme will contribute to the delivery of: <ul style="list-style-type: none"> <li>Stretch Outcome 2 – 400 unemployed Aberdeen City residents supported into Fair Work by 2026, through reoccupation of vacant units by new businesses and subsequent job creation</li> </ul>
Prosperous Place Stretch Outcomes	The Scheme may contribute to delivery of: <ul style="list-style-type: none"> <li>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, through providing funding which may be utilised to make energy efficiency improvements to Union Street units.</li> </ul>

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	Full impact assessment not required
<b>Data Protection Impact Assessment</b>	Required, complete
<b>Other</b>	Not required

## 10. BACKGROUND PAPERS

- 10.1 COM/22/287 Vacant Units on Union Street – Action Plan (Council, 14 December 2022, pages 491-526)

10.2 RES/23/085 General Fund Revenue Budget and Capital Programme – 2023/24 to 2027/28 (Council, 1 March 2023, pages 101-336)

## 11. APPENDICES

11.1 Appendix 1 - Union Street Empty Shops Grant Scheme Review Panel, Terms of Reference

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Jen Lawie
<b>Title</b>	Senior Project Officer – City Development
<b>Email Address</b>	jlawie@aberdeencity.gov.uk
<b>Tel</b>	07870487888



## Appendix 1

### Union Street Empty Shops Grant Scheme Review Panel Terms of Reference

<b>Title</b>	Union Street Empty Shops Grant Scheme Review Panel		
<b>Lead</b>	Jen Lawie, Senior Project Officer		
<b>Date</b>	25 May 2023	<b>Version</b>	V1

#### **Purpose**

The Union Street Empty Shops Grant Scheme Review Panel (hereafter **‘the Review Panel’**) has been established to ensure there is robust governance of the Union Street Empty Shops Grant Scheme (hereafter **‘the Grant Scheme’**) and its award decisions.

The Grant Scheme, launching in June 2023, offers grants of up to 50% of project costs relating to the internal reconfiguration of vacant Union Street premises for reoccupation. The Fund will run over the 2023/24 and 2024/25 financial years.

The core objectives of the Fund are to:

- Reduce the number of vacant shops on Union Street through supporting eligible physical works required for internal reconfiguration for new uses;
- Leverage private investment in vacant shops on Union Street to bring them back into use;
- Support new business start-ups and entrepreneurs, and create new employment opportunities, through enabling the provision of suitable premises on Union Street

#### **Meeting Frequency**

The Review Panel shall meet monthly, either in-person or virtually.

#### **Quorum**

Chair (or nominated other) plus 2 others.

#### **Remit and Responsibilities**

- Establish and agree a scoring matrix to evaluate applications to the Grant Scheme.
- Hold delegated authority to approve grant applications up to a maximum of £35,000, as recommended by the Project Team and within the agreed constraints of the grant award.
- Identify any specific conditions for the applicant which may need to be attached to their award.
- Provide feedback on grant applications which do not meet eligibility or suitability criteria and provide information about the procedure to reapply.
- Ensure adherence with Subsidy Control and Following the Public Pound guidance.
- Undertake reporting in relation to the Grant Scheme as outlined in the section below.

#### **Membership**

The Review Panel shall comprise the following representatives, in consultation with the Convenor of the Finance and Resources Committee:

- Chief Officer – City Growth

- Chief Officer – Finance
- Project Lead
- Planning Officer
- Team Lead – External Funding

### **Support Arrangements**

The Project Lead will manage the meeting arrangements (schedule meetings, prepare agenda and take notes).

Where necessary, the Review Panel will be supported by Finance (Resources) and Legal Services (Governance).

### **Governance and Reporting Arrangements**

- A Chief Officer or Service Manager will chair the Review Panel;

Reporting to the Board:

- The Project Lead, supported by the Project Team, will provide the Review Panel with an overview of applications received that month, alongside their subsequent scores and a recommendation as to award decision.

Reporting from the Board:

- At every meeting of the Review Panel, the Project Lead will take notes including a written record of the award decisions made.
- The Project Lead will be responsible for informing successful applicants of their award decision and amount, and will notify Legal Services of any conditions for inclusion in the Grant Agreement.
- The Project Lead will be responsible for informing unsuccessful applicants accordingly, providing feedback and information about the process to reapply.
- The Project Lead will update the Capital Tracker monthly.
- The Project Lead, with support from the External Funding Team, will ensure all awards are listed on the UK government's Subsidy Control Database.
- The Project Lead will prepare an annual service update, at the end of the relevant financial years, to the Finance and Resources Committee. This will include an overview of project decisions made and pending, and the progress of successful applications to date.

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	5 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Local Authority Covid Economic Recovery Fund
<b>REPORT NUMBER</b>	COM/23/221
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Stuart Bews
<b>TERMS OF REFERENCE</b>	1.1.8, 1.1.11, 3.4

### 1. PURPOSE OF REPORT

- 1.1 This report seeks approval from Committee to allocate unspent monies from the Local Authority Covid Economic Recovery Fund.

### 2. RECOMMENDATION(S)

That the Committee :-

- 2.1 Awards up to £35,000 to the Enhanced Business Support/Community Wealth Building support project;
- 2.2 Awards up to £60,000 to undertake feasibility of a Community Bank/Micro Credit Scheme;
- 2.3 Awards up to £105,000 to the Aberdeen City Council Events project;
- 2.4 Awards up to £50,000 to Spectra; and
- 2.5 Delegates authority to Chief Officer - City Growth, following consultation with Convenor and Vice-Convenor of Finance and Resources Committee, Director of Commissioning and Director of Resources, to award LACER grants of up to £25,000 for remaining LACER funds.

### 3. CURRENT SITUATION

- 3.1 The Scottish Government made £80m of funding available across Scotland through the Local Authority Covid Economic Recovery Fund announced in February 2022. Using an existing settlement formula, £2,865,000 was allocated to the Council.

- 3.2 The Scottish Government published key principles for the allocation of the funding. These are summarised as:
- These funds can be used by Local Authorities on interventions that support local economic recovery and contribute to businesses being able to move from surviving the period of trading restrictions towards recovery, growth, adaptation and building resilience.
  - These funds can be used by Local Authorities on projects that can rebuild consumer confidence and stimulate demand and economic activity in their specific contexts.
  - These funds can be used by Local Authorities to support the low-income households, that are disproportionately impacted by the pandemic and the current cost of living crisis, become more economically active.
- 3.3 At Committee on 21<sup>st</sup> June 2022 £1,924,440 was allocated towards Aberdeen Inspired Gift card project to provide support to targeted households receiving Council Tax reductions and enabling a significant cash injection to local businesses to increase customer confidence.
- 3.4 Households eligible for a gift card worth £125 had until 31<sup>st</sup> March 2023 to activate the gift card. 14,306 cards were issued with 12,366 being activated by 31<sup>st</sup> March 2023. The maximum spend for the project, including set up fees and distribution of cards, is £1,600,697 and therefore £323,743 has now become available for re-allocation within the original LACER principles.
- 3.5 The table below summarises proposals for awards of up to £250,000 of the remaining funds that contribute directly to the principles of the Fund. Appendix 1 to the report provides a summary of each proposal.

<b>Proposal</b>	<b>Cost</b>	<b>Outcome</b>	<b>Recommendation</b>
Enhanced business support/Community Wealth building support within regeneration areas. 1 FTE adviser for up to 12 months	£35,000	Business Support	Approve in full
Community bank/Micro-credit scheme feasibility study. To determine options/viability of a scheme that could be funded by Just Transition Fund and support people into self-employment.  Possibility to extend this to support individuals with poverty issues (advice and/or financial support	£60,000	Business Support	Approve in full
Events Project: Events activation pack for UTG and Community use.	£105,000	Events/ Tourism	Approve in full
Spectra	£50,000	Events/Tourism	Approve in full

#### 4. FINANCIAL IMPLICATIONS

- 4.1 The proposals in this report are all Aberdeen City Council projects and projects which would not be able to proceed without the allocation of LACER funding.
- 4.2 Spend should be incurred and defrayed within 23/24 financial year.

#### 5. LEGAL IMPLICATIONS

- 5.1 Grant Agreements will be put in place where necessary.
- 5.2 Officers will ensure that all reporting requirements to the Scottish Government are met.

#### 6. ENVIRONMENTAL IMPLICATIONS

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

#### 7. RISK

- 7.1 The assessment of risk contained within the table below is considered to be consistent with the Council's Risk Appetite Statement.

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>		No significant risk identified	L	<b>Yes</b>
<b>Compliance</b>	L	Grant Agreements with regular monitoring by Officers	L	<b>Yes</b>
<b>Operational</b>		No significant risk identified	L	<b>Yes</b>
<b>Financial</b>		Grant Agreements with regular monitoring by Officers. Approval of grant funding subject to Committee decision	L	<b>Yes</b>
<b>Reputational</b>		No significant risk identified	L	<b>Yes</b>

Environment / Climate		No significant risk identified	L	Yes
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## 8. OUTCOMES

<u><a href="#">COUNCIL DELIVERY PLAN 2023-2024</a></u>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>  <u><a href="#">Working in Partnership for Aberdeen</a></u>	<p>The proposals within this report support the delivery of the following aspects of the policy statement themes:</p> <ul style="list-style-type: none"> <li>• Supporting People with the Cost of Living</li> <li>• A Vibrant City</li> <li>• A Prosperous City</li> <li>• Empowering Aberdeen's Communities</li> <li>• A Transparent, Accessible and Accountable Council</li> </ul>
<u><a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a></u>	
Prosperous Economy Stretch Outcomes	500 Aberdeen City residents upskilled/reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
<b>Regional and City Strategies</b>	<ul style="list-style-type: none"> <li>• Regional Economic Strategy</li> <li>• Tourism Strategy</li> <li>• Culture Strategy</li> </ul>

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	Full impact assessment not required
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	N/A

## 10. BACKGROUND PAPERS

10.1 City Growth & Resources Committee, 21 June 2022 (COM/22/111)

## 11. APPENDICES

11.1 Appendix 1 – LACER Applications Summary

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Stuart Bews
<b>Title</b>	Team Leader – External Funding
<b>Email Address</b>	<a href="mailto:Stbews@aberdeencity.gov.uk">Stbews@aberdeencity.gov.uk</a>
<b>Tel</b>	01224 069349

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## **Appendix 1 – LACER Application Summary**

### **Enhanced business support/Community Wealth building support within regeneration areas.**

Community Wealth Building (CWB) is an internationally recognised approach to local economic development, tackling inequalities within communities to create resilient, inclusive and sustainable economies. The principles are that local communities own, have a stake in, access and benefit from the wealth generated by local economies.

CWB provides a framework around five interlinked pillars: spending, workforce, land and property, financial power and inclusive ownership.

Aberdeen City Council is an ‘anchor organisation’, defined as those rooted to an area with real purchasing and spend powers. As such ACC adopted a Community Wealth Building approach at the end of 2022, with an action plan focused on short, medium and long-term interventions under each pillar. While progress is being made in delivering these via a CWB Officer and internal cross-service working group, maximum impact from CWB comes from collaboration with other anchor institutions (through local community planning structures) and embedding the approach across these.

This project seeks to build on progress to date, and accelerate this going forward, by recruiting an Adviser on CWB to work with priority neighbourhoods.

The role of the Adviser would be to engage priority neighbourhoods in CWB (raise awareness and understanding of the approach and its benefits); to represent priority neighbourhoods and their interests in the cross-service working group and any subsequent wider working groups; and to support locals and businesses from priority neighbourhoods to participate in interventions being delivered by anchor institutions.

By aligning the Adviser with Community Planning priority neighbourhoods, this ensures collaboration and ease of delivery. This would also support delivery of LOIP outcomes. Looking ahead, direct engagement with priority neighbourhoods will serve to ensure future CWB interventions are created through bottom-up consultation, maximising effectiveness of the approach to economic development.

### **Community bank/Micro-credit scheme feasibility study.**

This proposal is for a feasibility study to be procured and undertaken by an external agency.

The feasibility study will address two aims: identifying support package options which will increase self-employment rates and business start-up rates in the city; and to assess the viability of a Community Bank to support households that are in poverty to access training and/or employment.

Despite the availability of start-up loans from the UK government, and dedicated local business support via services such as Business Gateway, sources including PwC Good Growth for Cities Report and the Centre for Cities research, both find Aberdeen’s business start-up rates to be lagging behind other UK cities. With a value of 37.8 start-ups per 10,000 population, Aberdeen ranks 59 out of UK’s 63 largest cities and towns for business start-ups.

The proposed feasibility study would seek to engage locally to identify the reasons behind these low rates and whether there are perceived or real challenges that are failing to be overcome. Interest and appetite in opportunities to be self-employed or establish new business would also be gauged. This would then inform the creation of support package options, to be summarised as to deliverability and viability, and a recommendation highlighted.

The Joseph Rowntree Foundation cites that the highest priority action to move households out of poverty is to assist them in accessing employment or training that leads to employment. The viability of a Community Bank, ideally with geographical reach through Aberdeen City, Aberdeenshire and Moray Council areas, which would provide ethical and local financial solutions; harness local wealth for reinvestment; and offer targeted financial and management support to those in poverty with the objective of supporting them into employment will also be scoped.

It is envisaged that the recommended support package option, or a combination of the options and Community Bank action explored, will then form the evidence basis of an application to the Scottish Government's Just Transition Fund to secure funding for delivery.

The feasibility work would also identify stakeholders and determine interest in the potential, subsequent, JTF application.

### **Events Project .**

Aberdeen hosts a year-round programme of prestigious events, but the recently approved 365 Events Plan outlined the ambition to activate the city's public realm and venues more regularly. A funding award would help to achieve that ambition; allowing greater collaboration with creative partners, sport organisations and community groups, as well as enabling more high-impact events to drive city centre footfall and revenue growth – aiding the continued recovery from the pandemic and economic downturn.

Support is sought to purchase an event activation pack. This would contain the equipment necessary to stage events more easily, regularly and cost-effectively on a range of sites in the city. The equipment has been selected by the City Events Team in conjunction with creative partners, with a particular view to bringing events to Union Terrace Gardens and other outdoor spaces, but it would also be utilised inside Council-run venues to maximise the spend.

The proposed multi-use stage would pop-up on event sites to host spoken word and music events, for example Summer Sessions in Union Terrace Gardens, as performance staging for the Festival of the Seas in 2024, and to showcase local choirs as part of Aberdeen's Christmas celebrations. It could be set-up for community events such as Pride or Mela, for performances by local cultural groups, or to be a focal point for a festival taking place in venues across the city.

The temporary lighting kit proposed is highly adaptable and can bring instant colour theming and a dynamic feel to outdoor event sites or staging areas, such as Union Terrace Gardens at Christmas or Halloween. When not in use the lighting equipment would be utilised at the Cowdray Hall, Aberdeen Art Gallery or the Beach Ballroom to enhance performance or add value to corporate events – any commercial hire would help to fund future replacement. These venues would also provide safe storage for the kit.

Other equipment has been proposed to improve the visibility of events in public spaces by increasing signage in a managed way and clearly marking site access points. This will help to improve accessibility and event safety, while growing attendee numbers and aiding discoverability. This kit will be vital in areas such as Union Terrace Gardens where, for example, events at the base of the park are not visible to people at street level. Included are gantry arches which can be dressed for major occasions such as Spectra: Scotland's Festival of Light and Tall Ships 2025 as well as for community-run events. Branding on the gantry arches would also be an attractive part of event sponsorship and branding packages.

As well as increasing the number and impact of events the funding sought would save money on repeated hiring of equipment. Small hire charges for the community equipment would help to cover maintenance costs, and charges for any corporate or performance use in city venues would go towards future replacement. Solutions for storage and maintenance of equipment have already been agreed in principle with Council colleagues in Parks, Roads, Aberdeen Art Gallery and the Beach Ballroom.

## **Spectra**

The funding from LACER is vital to providing a safe and accessible environment for audiences attending Spectra 2024. Without this funding the festival will not be able to go ahead.

This funding will cover the logistics cost for delivering the event including road closures, licensing, stewarding, signage and equipment.

Existing budget is allocated to programming and production of the core festival, however the costs associated with logistics for an event of this scale is significant and vital to ensuring public safety. Funding from Lacer will enable the contracting of professional stewarding partners across the entire footprint of the site to manage the exceptionally large crowds expected at the event, as well as add to the visitor experience. This cost is anticipated to be in excess of £35,000.

The additional logistics costs ensure key roads are closed to traffic, dramatically improving visitor safety around the site footprint, and cover additional safety, visitor experience and accessibility measures aimed at ensuring the festival is demonstrating best practice in event safety regionally. These costs added together are substantial and not deliverable within the core Spectra budget in the current budgetary landscape, so funding partners are being sourced to facilitate this aspect of the event.

Following feedback from the 2023 event, it is planned to develop the partnership with WeToo further to improve accessibility and support for visitors with additional support needs. Accessibility was flagged by audiences as a major concern given the large crowds and this partnership was instrumental in supporting visitors on the last day of the 2023 festival. Lacer funding will also be used to identify further measures to improve accessibility as a priority.

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	05 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Funding External Bodies and Following the Public Pound Policy Update
<b>REPORT NUMBER</b>	RES/23/215
<b>DIRECTOR</b>	Steven Whyte
<b>CHIEF OFFICER</b>	Jonathan Belford
<b>REPORT AUTHOR</b>	Lesley Fullerton
<b>TERMS OF REFERENCE</b>	1.1.11

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek committee approval of the amended and updated Following the Public Pound Code of Practice.

### 2. RECOMMENDATION(S)

That the Committee:-

- 2.1 approve the updated Following the Public Pound Code of Practice as appended to this report; and
- 2.2 approve the Following the Public Pound Code of Practice to be amended to a Council Policy.

### 3. CURRENT SITUATION

- 3.1 The Following the Public Pound Code of Practice is reviewed and updated on an annual basis to reflect any organisational changes and ensure appropriate governance across the Council's Arms-Length External Organisations (ALEOs).
- 3.2 The current Code of Practice requires to be updated to reflect changes in response to recommendations from recent internal audit reports approved at Audit and Risk Committee.
- 3.3 Under the new subsidy control legislation that came into force on 4 January 2023 all grants paid to external organisations must now be the subject of a subsidy control assessment.
- 3.4 The main changes to the guidance document are as follows:

- The inclusion of subsidy control procedures at Section 6 to ensure that all grants are being assessed accordingly.
- Updated to reflect changes made to payment scheduling and to include debt checks.
- Amended to include a link to the Central Register that is now available to all Council Officers on the Intranet.
- Updated to refer to a central file where all Council Officers should retain the relevant documentation.

3.5 It is intended that the Code of Practice is adopted as a Council Policy and will therefore be considered a key control document that eliminates and reduces risk to the Council and ensures that Council meets its statutory and legislative financial duties.

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

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

4.2 By “Following the Public Pound” the Council demonstrates that there is proper accountability for public funds used in delivering services, irrespective of the means of service delivery.

4.3 The concept of Following the Public Pound applies when the Council agrees to fund external organisations to deliver specified services. Such funding is a significant element of council business and as such millions of pounds are paid to external organisations each year.

4.4 It is therefore important that by following the principles of Following the Public Pound, an appropriate and suitable means of approval of funding is maintained to ensure Best Value.

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

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

#### **6. ENVIRONMENTAL IMPLICATIONS**

6.1 There are no direct environmental implications arising from the recommendations in this report.

#### **7. RISK**

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	There is the risk that the grant is not used to provide the services that it was intended for.	The FtPP Code aids in mitigating the risks with the requirement of regular checks on every grant recipient to ensure compliance	M	Yes
<b>Compliance</b>	If subsidy control legislation is not complied with there is the risk that the grant recipient would have to repay the grant to the Council	Procedures have been established to ensure all grants are being assessed in line with requirements.	M	Yes
<b>Financial</b>	If the procedure is not reviewed and updated, then there is a risk our reducing financial resources are not directed to the correct outcomes.	All staff and Elected Members advised of updated procedure.	M	Yes
<b>Reputational</b>	There is a risk of reputational damage if statutory obligations	The Following the Public Pound Code enhances the council's reputation for accountability in the use of public funds and aids in mitigating the	M	Yes

	are not met, and public funds are misused wasted or lost.	risks posed in providing funding to external organisations		
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## 8. OUTCOMES

<u><a href="#">COUNCIL DELIVERY PLAN 2023-2024</a></u>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>  <u><a href="#">Working in Partnership for Aberdeen</a></u>	The proposals in this report have no impact on the Council Delivery Plan.
<u><a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a></u>	
Prosperous Economy Stretch Outcomes	The proposals in the report have no impact on the Local Outcome Improvement Plan.
Prosperous People Stretch Outcomes	The proposals in the report have no impact on the Local Outcome Improvement Plan.
Prosperous Place Stretch Outcomes	The proposals in the report have no impact on the Local Outcome Improvement Plan.
<b>Regional and City Strategies</b>	The proposals in this report have no impact on Regional and City Strategies.

## 9. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Integrated Impact Assessment</b>	Full impact assessment not required.
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	Not required

## 10. BACKGROUND PAPERS



- 10.1 Audit Risk and Scrutiny Committee, 23 March 2023, Report IA/2303, Following the Public Pound
- 10.2 Audit Risk and Scrutiny Committee, 11 May 2023, Report IA/AC2306, ALEOS Performance and Payments

**11. APPENDICES**

Appendix 1 - Following the Public Pound Policy

**12. REPORT AUTHOR CONTACT DETAILS**

<b>Name</b>	Lesley Fullerton
<b>Title</b>	Finance Operations manager
<b>Email Address</b>	lfullerton@aberdeencity.gov.uk
<b>Tel</b>	01224 067157

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# Following The Public Pound Policy



## Document Control

<b>Approval Date</b>	5 July 2023
<b>Implementation Date</b>	5 July 2023
<b>Policy Number</b>	POL-R-0008
<b>Policy Author(s) and Owner</b>	Lesley Fullerton, Finance Operations Manager
<b>Approval Authority</b>	Finance & Resources Committee
<b>Scheduled Review</b>	Annual – June 2024
<b>Changes</b>	Policy updated to reflect recommendations from Internal Audit Reports and to include new Subsidiary Control legislation issued January 2023

## Following the Public Pound – Code of Practice

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# 1 Scope and Background

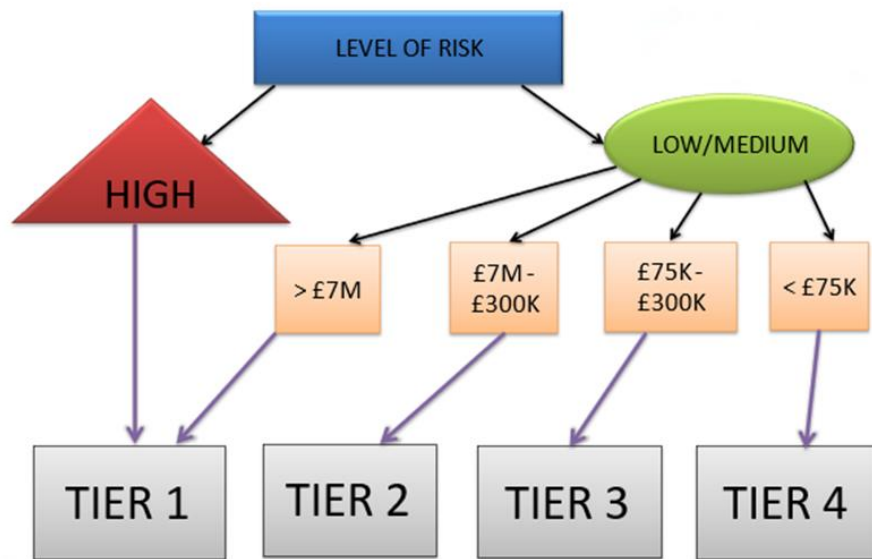
- 1.1 'Following the Public Pound' means ensuring that there is proper accountability for public funds (both revenue and capital) used in delivering services, irrespective of the means of service delivery.
- 1.2 When agreeing to transfer funds to an external body the Council must be clear about its reasons for doing so and proper consideration should always apply. The prime purpose of involvement with an external body should be the achievement of the Council's objectives in the most effective, efficient, and economic manner, not the avoidance of controls or legal restrictions, which are designed to secure probity and regularity in the use of public funds.
- 1.3 It is the responsibility of each Director to ensure there is accountability for public funds that are provided from their Function's budgets to external bodies. An individual should be identified as Lead Officer for each body in receipt of funding from the Council.
- 1.4 The concept of 'Following the Public Pound' applies when the Council decides to fund external organisations which deliver services that might otherwise be delivered by the Council itself. In these arrangements, the Council agrees to provide funds and other resources to companies and organisations for the delivery of specified services. The Council has a number of such arrangements, and these companies / charities are collectively defined as being Arm's Length External Organisations (ALEO's).
- 1.5 This policy does not apply in those instances where the Council are distributing funds from third parties, for example in the case of grants received from the Scottish Government, routed through the Council specifically for payment to third parties.
- 1.6 Governance of public funds does not end when the payment is made, it continues at a number of levels, including risks that may damage the Council's reputation, that statutory obligations are not met and that public funds are misused wasted or lost. The level of assurance that is therefore required about the organisations' ability to deliver the services the Council has funded must reflect the risks that exist. This Code follows the principle that different levels of scrutiny are required depending on the level of risk posed by each, the control exercised over the organisation by the Council and/or the level of funding given to each organisation. This approach is proportionate and will minimise the risks posed by organisations to our reputation, finances and statutory obligations and ensure that the requirements of small organisations are not too onerous. <sup>1</sup>For details refer to [Section 12](#).

<sup>1</sup> Source: Guidance for Charity Trustees, OSCR, June 2009 & Arm's-length external organisations (ALEOs): are you getting it right? Audit Scotland, June 2011

- 1.7 The [risk assessment procedures](#) detailed at [Section 12](#), will be based on the level of control the Council holds over the organisation, the funding band, and the organisation's performance arrangements.
- 1.8 The Council may provide assistance-in-kind to external bodies. The true cost of assistance in kind, net of contributions by the external body, will be considered in the allocation of funding. In determining the true cost of assistance in kind, note will be taken of the Council's policy of charging for Council services on a full cost recovery basis subject to policy exemptions and in line with statutory requirements.
- 1.9 Potential conflicts of interest that arise when Councillors or officers sit on the boards or committees of external bodies funded by the Council will be removed through the use of funding agreements. These written agreements will define roles, responsibilities and liabilities and will be used to define clear and unambiguous relationships.
- 1.10 To determine the checks required, the following will be used:

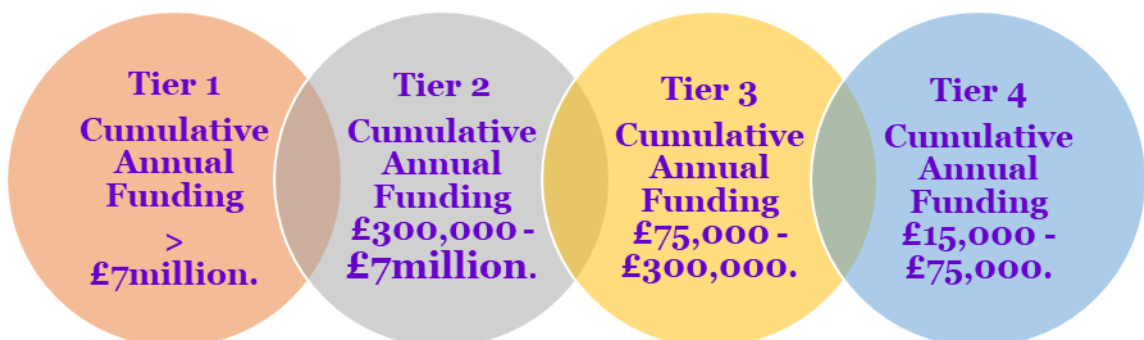
Risk/Control

- An organisation that is significant in size and over which the Council exercises substantial control i.e., those whose annual results are included in the Council's Group Accounts – Refer to [Tier 1](#)
- An organisation over which the Council exercises substantial control but is smaller in operational scale to the above i.e. those defined as part of the Council's Group but whose annual results are not included in the Group Accounts due to materiality – Refer to [Tier 2](#)
- An organisation over which the Council exercises some control but is smaller in operational scale to the above – Refer to [Tier 3](#)
- An organisation that the Council has an interest in but does not control – Refer to [Tier 4](#)



and/or Funding:

- Cumulative Annual Funding is greater than £7 million – Refer to [Tier 1](#)
- Cumulative Annual Funding is greater than £300,000 but less than £7 million – Refer to [Tier 2](#)
- Cumulative Annual Funding is between £75,000 and £300,000– Refer to [Tier 3](#)
- Cumulative Annual Funding is between £15,000 and £75,000 – Refer to [Tier 4](#)



1.11 The level of assurance to be followed will be the highest identified in assessing the above criteria. Where annual funding is less than £15,000, an officer may still choose to follow the procedures laid down for [Tier 4](#) as although the level of funding does not fall within the following the public pound guidance, the level of risk may be such that it would be prudent to follow these procedures.



For all other situations, officers should, as a minimum, obtain proof of the existence of the organisation, governance arrangements, and a breakdown of the funding. A letter of agreement should be prepared to set out the various responsibilities of both the Council and the organisation.

1.12 For all organisations who receive such funding, the Council will identify:

- The budget holder within the service provides the funding.
- The relevant accounting team contact; and
- The location of the relevant budget (financial code).

1.13 The Council will manage the risks posed through the delivery of services by external bodies by:

- Identifying and assessing risks for each [Tier 1](#) and [Tier 2](#) body.
- Grading each risk according to the Council's risk management protocols.
- Categorising each risk as red, amber or green, according to the assessed level of control assurance.
- Recording the risks in the relevant service risk register.
- Assigning a risk owner of appropriate seniority to manage their risk according to a pre-determined assessment schedule.

The level of control assurance for each risk will be informed by the documented output of the Governance Hub.

1.14 For high risks, i.e., those categorised as red, the assessment schedule will be at a greater frequency than those at amber or green, reflecting the heightened response required. The management of risk around external bodies at the operational level will inform the assessment of risk in the Strategic Risk Register (SRR), the highest level of the Council's risk management structure. The SRR is updated monthly and is a component of the Corporate Dashboard. The frequency of assessment requirements at the operational tier provides an 'early warning' communication channel so that additional risk response actions may be authorised timeously at the strategic tier.

1.15 The Council will maintain an up-to-date central register of all organisations that receive funding and be able to produce information from across the Council in response to queries and questions. This register can be found on the Intranet at [Central Register](#)

1.16 All supporting documentation must be held in a central file, please contact [accounting@aberdeencity.gov.uk](mailto:accounting@aberdeencity.gov.uk) for access to this file.

1.17 The Council will maintain an up-to-date register of interests (representation on

external bodies) and periodically review the indemnity arrangements in place for directors and officers, and trustees within external bodies. The master list of appointments will be held by the Chief Officer - Governance.

- 1.18 The Office of the Scottish Charities Regulator (OSCR) undertook a detailed review into those Arm's Length External Organisations (ALEOs) registered as charities in Scotland. Their findings were published on 9<sup>th</sup> January 2015. A copy of the report can be found [here](#).
- 1.19 Under government legislation the Council must also consider whether each grant awarded is considered a subsidy, and if so, specific procedures must be followed. Full information can be found at [Section 6 Subsidy Control](#).

## 2 TIER 1

### 2.1 Information Required from the Funded Organisation

2.1.1 The following list determines the minimum information requirements of the Council for the whole organisation and the timescales in which these are required:

- **Financial Plan** - detailed one year plan and summary 3-year plan. This will apply for each period for which funding is being granted.
- **Management Accounts** - to be submitted quarterly and no later than 6 weeks after the period end to which they relate; and
- **Financial Statements** - any registered company seeking funding for the first time must provide annual accounts for the 3 preceding financial years (unless a new body or less than 3 years old), audited, or approved in line with Companies Act requirements for a registered company or guidance from the Office of the Scottish Charity Regulator (OSCR), in the case of a charity. Thereafter, an organisation in receipt of Council funding must present an annual set of accounts audited or approved (as required by the Companies Act or OSCR) within nine months of the financial year end. It is recognised that some organisations will, due to their size be exempt from the audit requirements of the Companies Act, in these circumstances accounts approved by the board / trustees / directors of the organisation and which include a statement setting out their responsibilities, including that of keeping proper books and records will suffice.
- **Objectives** - statement of organisational strategic objectives.
- **Risk Register** – corporate risk register to be supplied for each period for which funding is being granted.
- **Constitution/governance documentation should be held on file.**

Failure to comply with the above may result in the withdrawal or suspension of Council funding.

2.1.2 In addition to the minimum requirements as set out above, the Council will have the right to ask for or inspect:

- Details of the performance of the organisation against the organisation's financial plan.
- Copies of (non-confidential) Minutes of the Board of Directors or Trustees meetings; and
- Details of the organisations financial and non-financial transactions, policies and procedures

## 2.2 Financial Checks to be completed by the Council

2.2.1 The following list details the financial checks that must be carried out by the Budget Holder, in conjunction with their Accounting Team contact, and the timescales for completing these checks.

2.2.2 Checks required every two years:

- Ensure the organisation has adequate policies and procedures in place to govern the way their finances are handled.

2.2.3 Annual checks:

- Check that the projections in the financial plan are realistic and achievable.
- Check that sufficient cash exists to enable the organisation to meet its financial obligations for the foreseeable future (at least 3 months); and
- Check that any other material sources of external funding are secure and assess any risks relevant to the ability of the organisation to continue as a going concern.

2.2.4 Where the organisation does not meet the criteria required to demonstrate its operational or financial capability, further discussions will take place to review its financial plans. Funding will only be approved where an organisation can demonstrate it has the ability to continue to meet the objectives for which Council funding is to be provided as well as its own financial obligations.

2.2.5 The following will be completed on an ongoing basis: -

- The Budget Holder, in conjunction with their Accounting Team contact, will check the six-monthly Management Accounts to ensure there is sufficient cash to meet the organisations outgoings for the forthcoming year.

## 2.3 Approval, Monitoring and Reporting Process

2.3.1 Approval for funding will be given by the relevant Function, through its budget approval process and delegated authority arrangements or Service Committee or Finance & Resources Committee (if funding is to be approved from the 'Financial Assistance' budget or in the event of the funding being beyond the budgeted contribution, i.e., the budget set for the organisation).

2.3.2 The Monitoring Body will be the relevant Function Committee (or approving Committee if different), where an annual report will be presented by the Budget Holder, based on reports received from the organisation. The report will cover financial performance as well as the aims and objectives of the organisation and how these are being met, whether the standards set by the Council have been met, other performance measures and targets and where applicable future plans.

2.3.3 A Service Level Agreement must be put in place covering the approval period.

## 3 TIER 2

### 3.1 Information Required from the Funded Organisation

3.1.1 The following list determines the minimum information requirements of the Council and the timescales in which these are required:

- **Financial Statements** - any registered company seeking funding for the first time must provide annual accounts for the preceding financial year (unless new body or less than one year old), audited or approved in line with Companies Act requirements for a registered company or guidance from the Office of the Scottish Charity Regulator (OSCR), in the case of a charity. Thereafter, an organisation in receipt of Council funding must present an annual set of accounts audited or approved (as required by the Companies Act or OSCR) within nine months of the financial year end. It is recognised that some organisations will, due to their size, be exempt from the audit requirements of the Companies Act, in these circumstances accounts approved by the board / trustees / directors of the organisation and which include a statement setting out their responsibilities, including that of keeping proper books and records will suffice.
- **Objectives** - statement of organisational strategic objectives.
- **Risk Register** – corporate risk register
- **Constitution/governance documentation should be held on file**

Failure to comply with the above may result in the withdrawal or suspension of Council funding.

3.1.2 In addition to the minimum requirements as set out above, the Council will have the right to ask for or inspect:

- Copies of (non-confidential) Minutes of the Board of Directors or Trustees meetings; and
- Details of the organisation's financial and non-financial transactions, policies, and procedures

### 3.2 Financial Checks to be completed by the Council

3.2.1 The following list details the financial checks that must be carried out by the Budget Holder, in conjunction with their Accounting Team contact, and the timescales for completing these checks.

### 3.2.2 Annual checks:

- Check that sufficient cash exists to enable the organisation to meet its financial obligations for the foreseeable future (at least 3 months); and
- Check that any other material sources of external funding are secure and assess any risks relevant to the ability of the organisation to continue as a going concern.

3.2.3 Where the organisation does not meet the criteria required to demonstrate its operational or financial capability, further discussions will take place to review its financial plans. Funding will only be approved where an organisation can demonstrate it has the ability to continue to meet the objectives for which Council funding is to be provided as well as its own financial obligations.

### 3.3 Approval, Monitoring and Reporting Process

3.3.1 Approval for funding will be given by the relevant Function, through its budget approval process and delegated authority arrangements or Function Committee or Finance and Resources Committee (if funding is to be approved from the 'Financial Assistance' budget or in the event of the funding being beyond the budgeted contribution, i.e. the budget set for the organisation).

3.3.2 The Monitoring Body will be the relevant Council Service, to which an annual report will be supplied by the organisation for the attention of the Budget Holder. This should cover service and financial performance and any significant changes.

3.3.3 Good practice suggests that the Council Service management team should, on an annual basis, consider the objectives that are achieved through funding external bodies and reflect and/or take appropriate action on the annual reports received from the various organisations.

3.3.4 A letter of agreement must be put in place with detailed terms and conditions of funding.

## 4 Tier 3

### 4.1 Information Required from the Funded Organisation

4.1.1 The following list determines the minimum information requirements of the Council and the timescales in which these are required:

- **Financial Statements** – the organisation should provide the most recent financial statements if statements are prepared annually. If not, they must provide an annual income and expenditure account and statement of cash balance which has been approved by a person independent of the day-to-day operational running of the organisation. Such a statement needs to be provided in support of each funding claim and for each period for which Council funding is provided.
- **Constitution/governance documentation should be held on file.**

Failure to comply with the above may result in the withdrawal or suspension of Council funding

### 4.2 Financial Checks to be completed by the Council

4.2.1 The following list details the financial checks that must be carried out by the Budget Holder, in conjunction with their Accounting Team contact, and the timescales for completing these checks.

4.2.2 Annual checks:

- Check that sufficient cash exists to enable the organisation to meet its financial obligations for the foreseeable future (at least 3 months); and
- Consider the level of debtors, creditors and reserves, if financial statements are available.

4.2.3 Where the organisation does not meet the criteria required to demonstrate its operational or financial capability, further discussions will take place to review its financial plans. Funding will only be approved where an organisation can demonstrate it has the ability to continue to meet the objectives for which Council funding is to be provided as well as its own financial obligations.

### 4.3 Approval, Monitoring and Reporting Process

Approval for funding will be given by the relevant Service, through its budget approval process and delegated authority arrangements or Service Committee or Finance and Resources Committee (if funding is to be approved from the 'Financial Assistance' budget or in the event of the funding being beyond the budgeted contribution, i.e. the budget set for the organisation).

4.3.1 The Monitoring Body will be the relevant Council Service, to which an annual statement will be supplied by the organisation for the attention of the Budget Holder. This statement should set out how the organisation has met the



objectives for which Council funding has been provided.

4.3.2 The annual statement must be reviewed and approved by the relevant Chief Officer.

4.3.3 A written funding letter must be in place which sets out clearly the amount of funding, the period for which it is applicable, as well as any conditions or objectives attached to the funding.

## 5 Tier 4

### 5.1 Information Required from the Funded Organisation

5.1.1 The following list determines the minimum information requirements of the Council and the timescales in which these are required:

- **Financial Statements** – the organisation should provide the most recent financial statements if statements are prepared annually. If not, they must provide an annual income and expenditure account and statement of cash balance which has been approved by a person independent of the day-to-day operational running of the organisation. Such a statement needs to be provided in support of each funding claim and for each period for which Council funding is provided.
- **Constitution/governance documentation should be held on file.**

Failure to comply with the above may result in the withdrawal or suspension of Council funding.

### 5.2 Financial Checks to be completed by the Council

5.2.1 The following list details the financial checks that must be carried out by the Budget Holder, in conjunction with their Accounting Team contact, and the timescales for completing these checks.

5.2.2 Annual checks:

- Check that sufficient cash exists to enable the organisation to meet its financial obligations for the foreseeable future (at least 3 months); and
- Consider the level of debtors, creditors, and reserves, if financial statements are available.

5.2.3 Where the organisation does not meet the criteria required to demonstrate its operational or financial capability, further discussions will take place to review its financial plans. Funding will only be approved where an organisation can demonstrate it has the ability to continue to meet the objectives for which Council funding is to be provided as well as its own financial obligations.

### 5.3 Approval, Monitoring & Reporting Process

5.3.1 Approval for funding will be given by the relevant Service, through its budget approval process and delegated authority arrangements or Service Committee or Finance and Resources Committee (if funding is to be approved from the 'Financial Assistance' budget or in the event of the funding being beyond the budgeted contribution, i.e., the budget set for the organisation).

5.3.2 The Monitoring Body will be the relevant Council Service, to which an annual

statement will be supplied by the organisation for the attention of the Budget Holder. This statement should set out how the organisation has met the objectives for which Council funding has been provided.

- 5.3.3 The annual statement must be reviewed and approved by the relevant Chief Officer.
- 5.3.4 A written funding letter must be in place which sets out clearly the amount of funding, the period for which it is applicable, as well as any conditions or objectives attached to the funding.

## 6 Subsidy Control

- 6.1 The UK subsidy control regime began on 4 January 2023. It enables public authorities, including devolved administrations and local authorities, to give subsidies that are tailored to their local needs, and that drive economic growth while minimising distortion to UK competition and protecting our international obligations.
- 6.2 A subsidy is where a public authority provides support to a business in a way that gives them an advantage over a competitor. Without controls though, subsidies could give an unfair advantage to some businesses over their competitors.
- 6.3 All grants paid to external organisations must be the subject of a subsidy control assessment, firstly to define if the award is a subsidy. If it is considered a subsidy, then a further assessment against the Subsidy Control Principles must be completed to decide if the subsidy is compliant with UK government regulations.
- 6.4 If the grant is being awarded to an organisation who has received less than £315,000 of public money in the last 3 years then the award can be made under MFA (Minimal Financial Assistance), and this should be indicated on the assessment sheet.
- 6.5 Depending on the nature of the grant and whether other similar grants are being provided, for example through a challenge fund, a Subsidy Scheme may be set up. Subsidies provided through schemes still need to be assessed.'
- 6.6 To calculate how much the external organisation has received in funding over the last 3-year period a review of the Central Register must be undertaken. The Central register has 3 pages, for the current and last two financial years. A filter can be applied on the column that shows the organisation receiving the funding and this will show all amounts for the year being examined.
- 6.7 Please complete the forms available from the links above and send to [subsidycontrol@aberdeencity.gov.uk](mailto:subsidycontrol@aberdeencity.gov.uk). A response will be provided to advise if they are in agreement with your assessment and what course of action should be taken.

## 7. Payments

- 7.1 A schedule of payments will be agreed with the receiving organisation, where appropriate, prior to the commencement of the financial year. The payments should be tailored to meet the cash flow requirements. However, as a general condition, payments in excess of £15,000 per annum should be in no fewer than four instalments per financial year and if payment is in excess of £1 million, payments should be made monthly to minimise the Councils exposure in the event of the organisation encountering financial difficulties.
- 7.2 Payments will **not** be made to the organisation until all required information is submitted and checked and all financial checks have been satisfactorily completed. This will include a check by the Budget Holder that a correctly calculated payment schedule is in place.
- 7.3 Prior to any payment being made to an organisation, checks must be made to ensure no sundry debts, council tax or non-domestic rates are owed by the organisation to Aberdeen City Council. If any such debts are due and past the first stage in the recovery process (i.e. first reminder), then this debt must be deducted from the next payment to the organisation.
- 7.4 In order to confirm that the relevant information has been received and checks completed the Budget Holder should retain, in the organisation's file, a completed copy of the checklist – see **Appendix A**.

## 8 Funding Agreement

- 8.1 All organisations covered within the scope of this procedure must have a Funding Agreement.
- 8.2 The Funding Agreement can take different forms, e.g. Service Level Agreement (SLA) or application form and letter of approval with associated conditions. The length and detail of a Funding Agreement will vary depending upon the nature and size of the funding given. The Funding Agreement should be in place within three months of the date of the decision being taken to provide funding.
- 8.3 In accordance with the procedures above a Service Level Agreement is required for funding that is in excess of £300,000 and a letter of agreement setting out the conditions of the funding is required for funding below £300,000.
- 8.4 This agreement will include non-financial targets and information, but as a minimum the following must be included:
- The purpose of the funding and the expectation of use.
  - The Council policy/strategy the funding is linked to.
  - The value of funding approved by the Council, including payment date information.
  - The period over which the funding applies.
  - Financial reporting requirements.
  - Monitoring and reporting requirements.
  - A statement on the consequences of failure to provide reporting information to the Council, i.e., the discontinuation of further funding.
  - A statement on the ability of the Council to deduct any debts due to the Council prior to making any further awards.
  - A statement on access to the accounting records of the organisation requires to be given to Council staff, including internal and external audit staff.
  - Details of Council representation of Councillors and Officers.
  - The need for the Council to be acknowledged for its support on all publicity material relating to the project/service; and
  - Clarification of procedures for cancelling the Funding Agreement.
- 8.5 Monitoring officers should periodically review the SLA or other contracts between the Council and the organisation. Where it is considered that a change to a provision within the original agreement is necessary, this should be agreed between the Service, Governance, and the organisation.

## 9 Termination

9.1 The agreement to provide financial support may be terminated on **written notice** if any of the following arise:

- The organisation fails to perform any substantial obligation on its part; or
- The conditions of the investment, including the provision of information requested are not met; or
- The monitoring/evaluation of the organisation and/or its performance are deemed unsatisfactory by the Lead Officer

The termination shall become effective within 30 days after the receipt of the notice unless the organisation has remedied the identified default within this period or is able to demonstrate, to the satisfaction of the Council, that any issues can be remedied within an agreed timescale.

Under these circumstances, the Council will require the return of all unused monies and retains the right to recover any debts due to the Council incurred prior to the termination date.

9.2 The agreement to provide financial support may be terminated with **immediate effect** where the organisation:

- Is unable, at any time, to satisfy the Council that sufficient cash exists to ensure its cash flow projections can be financed; or
- Passes a resolution for winding up other than for the purposes of solvent amalgamation or reconstruction where the resulting entity assumes all of the obligations of the defaulting organisation; or
- Is deemed insolvent; or
- Makes or proposes to make any arrangement with its creditors; or
- Appoints a liquidator, receiver or administrator over any of the assets of the organisation

Any termination of the agreement shall not affect any rights or liabilities placed upon either party which have accrued prior to the date of termination.

## 10 'Group Accounts' Concept

10.1 Where the Council has entered into a financial arrangement with an external organisation that results in the organisation being treated as a subsidiary in terms of the 'Group Accounts' concept under the Code of Practice on Local Authority Accounting then the following will apply:

- Draft financial statements are required to be provided to the Council in a timescale to be agreed with the Accounting Manager, to enable the proper and timely production of the Council's unaudited annual accounts each year.
- Audited financial statements and a summary of any audit adjustments are to be provided to the Council in a timescale to be agreed, to enable the proper and timely production of the Council's audited annual accounts each year.
- An annual assurance statement on the system of internal controls, including financial controls, is to be sent to the Accounting Manager for review and to inform the production of the Council's Annual Governance Statement.
- Internal Audit should consider in the annual audit planning process the audit of subsidiary organisations and include in its audit plan relevant audits. Internal Audit will report their findings to the Audit, Risk and Scrutiny Committee.

10.2 The Council recognises the importance of its relationships with those organisations that form part of its group. In so doing, the Council has approved a range of requirements to be adhered to by the group entities. These include requirements for the Council to scrutinise group entities, with specific reference to:

- Management assurance.
- Internal and external audit reports.
- Business Planning.
- The system of risk management.
- The roles and responsibilities of the board; and
- The work of the governance hub by meeting regularly to discuss performance and governance matters.

10.3 Governance Hubs have been created to monitor all contracts and performance outcomes for ALEOs. It will take on the formal reporting of ALEO performance; manage contract delivery and monitoring, financial oversight, and performance indicators for ACC. It will operate for all ALEOs in the same manner, with clear governance oversight and direct reporting through to the Corporate Management Team (CMT). In addition, minutes of the Governance Hubs will be reported to the Audit, Risk and Scrutiny Committee.



## 11 Representation and Participation in External Bodies

- 11.1 In considering the question of representation it is important that the Council is clear about why it wants representation and is transparent in its decision making about which Councillors or officers will be involved and why.
- 11.2 The Council will review its policies with other organisations upon the request of the external organisation.
- 11.3 Where the Council participates as a decision-maker, adviser or observer of an external body the Council must provide advice and guidance to the Councillor and/or Officer involved. This should cover:
- their responsibilities to the Council and to the external body.
  - the potential for conflicts of interest and highlight the need to have regard to the national [Councillors' Code of Conduct](#) on the matter
  - including declarations of interest;
  - the need to recognise their duties towards the external body differ from their duties to the Council; and
  - the limitations on what they may disclose to the Council where there is a conflict of interest.
- 11.4 Councillors' responsibilities to the Council: Councillors usually represent a political party but can also be independent. If they are a member of a political party, their priorities while in office are influenced by the priorities of the party. All councillors act as:
- Representatives of a particular ward area, decision makers for the whole council area, policy makers for future activities of the council, auditors of the work of the council, regulators of planning, licensing and other matters required by government and as community leaders.*
- 11.5 Officers' responsibilities to the Council: Officers engage in direct operational management of the Council's services. It is also the responsibility of the Chief Executive and senior officers to help ensure that the policies of the Council are implemented.
- 11.6 Responsibilities to the external body: Councillors will be bound by the rules of conduct of these organisations and their responsibility for any actions taken by them as a member of such an organisation will be to the organisation in question. Councillors must also continue to observe the rules of the [Councillors' Code of Conduct](#) in carrying out the duties of that body.

If a Councillor becomes a director of a company as a nominee of the Council, they will assume personal responsibilities under the Companies Acts. It is possible that a conflict of interest may arise between the company and the Council. In such cases it is the Councillors responsibility to take advice on your responsibilities to the Council and to the company. This will include questions about declarations of interest.

Where a charity trustee is faced with a conflict of interest between the interests of the charity and those of the Council the interests of the charity must come first. The charity trustee must act in the interests of the charity to which they have been appointed, rather than in the interests of the Council. If in relation to a particular issue the conflict is irreconcilable, the then charity trustee in question must make this known to the other charity trustees, and not take part in any further discussion or decision-making on the issue<sup>1</sup>.

- 11.7 Conflicts of Interest: Interests which require to be declared (if known to the Councillor) may be financial or non-financial. They may or may not cover interests which are registrable in terms of the Code of Conduct. Most of the interests to be declared will be personal interests but, on occasion, you will have to consider whether the interests of other people require you to make a declaration. In specific relation to Following the Public Pound the following applies:

A Councillor may serve on other bodies as a result of express nomination or appointment by the Council or otherwise by virtue of being a councillor. Membership of statutory Joint Boards or Joint Committees which are composed exclusively of councillors does not raise any issue of declaration of interest in regard to Council business.

In relation to service on the boards and management committees of limited liability companies, public bodies, societies, charities, trusts and other organisations, the Councillor must decide, in the particular circumstances surrounding any matter, whether to declare a non- financial interest. Only if they believe that, in the particular circumstances, the nature of the interest is so remote or without significance, should it not be declared. It is vital to always remember the public interest points towards transparency and, in particular, a possible divergence of interest between the Council and another body.

The [Councillors' Code of Conduct](#) includes specific exclusions in relation to the declaration of interests. These apply to enable the councillor to take part in the consideration and discussion of, and to vote upon, any matter relating to the body in question. The councillor is required to declare his or her interest at all meetings where matters relating to the body in question are to be discussed. This is always provided the

exclusion does not apply in respect of any matter of a quasi-judicial or regulatory nature where the body in question is applying to the local authority for a licence, a consent or an approval, is making an objection or representation or has a material interest concerning such a licence, consent or approval or is the subject of a statutory order of a regulatory nature, made, or proposed to be made, by the local authority.

- 11.8 Limitations on what can and cannot be disclosed: This cannot be easily defined, and Councillors and officers are advised to seek advice from, for example, the Council's Monitoring Officer should there be uncertainty about issues of conflict of interest.
- 11.9 It is not possible for the Council to insure Councillors or Officers of the Council in relation to their capacity as trustees, directors or officials, therefore it is for each external organisation to consider their own risks and determine the level of insurance / indemnity cover that's required. There will be circumstances where no indemnity insurance is required, and this is acknowledged by the Council.
- 11.10 The Council will periodically check the indemnity arrangements that exist within external bodies where Councillors or Officers participate.
- 11.11 The Chief officer – Finance will retain a register of representation of external bodies in a format they deem suitable for the purpose. Decisions in relation to representation will be taken by the relevant Council Committee or Sub-Committee or at the first meeting of the Council.

## 12 Financial and Operational Risk Assessment

### 12.1 Financial Assessment Framework

- 12.1.1 For funding awards of greater than £7 million an assessment should be made and documented by the relevant Council financial or accounting officer in relation to the financial stability of the organisation and for those which have operated for more than 3 years, 3 years financial statements should be supplied to the Council in the first instance. Where the funding is between £300,000 and £7million this should be looked at on the basis of the preceding year's approved or audited financial statements.
- 12.1.2 Newly (or recently) formed organisations should be asked to submit detailed financial plans together with cash flow forecasts, and/or business plans, where available.
- 12.1.3 Services are required to source the relevant documentation. The lead officer should prepare the assessment prior to the award of funding, in conjunction with their accounting team contact.
- 12.1.4 Where specific issues exist, or additional information may be helpful to the assessment of the organisation a credit check may be appropriate and should be discussed with your line manager prior to this being obtained. These can be obtained from the Accounting Team contact.

### 12.2 Operational Assessment Framework

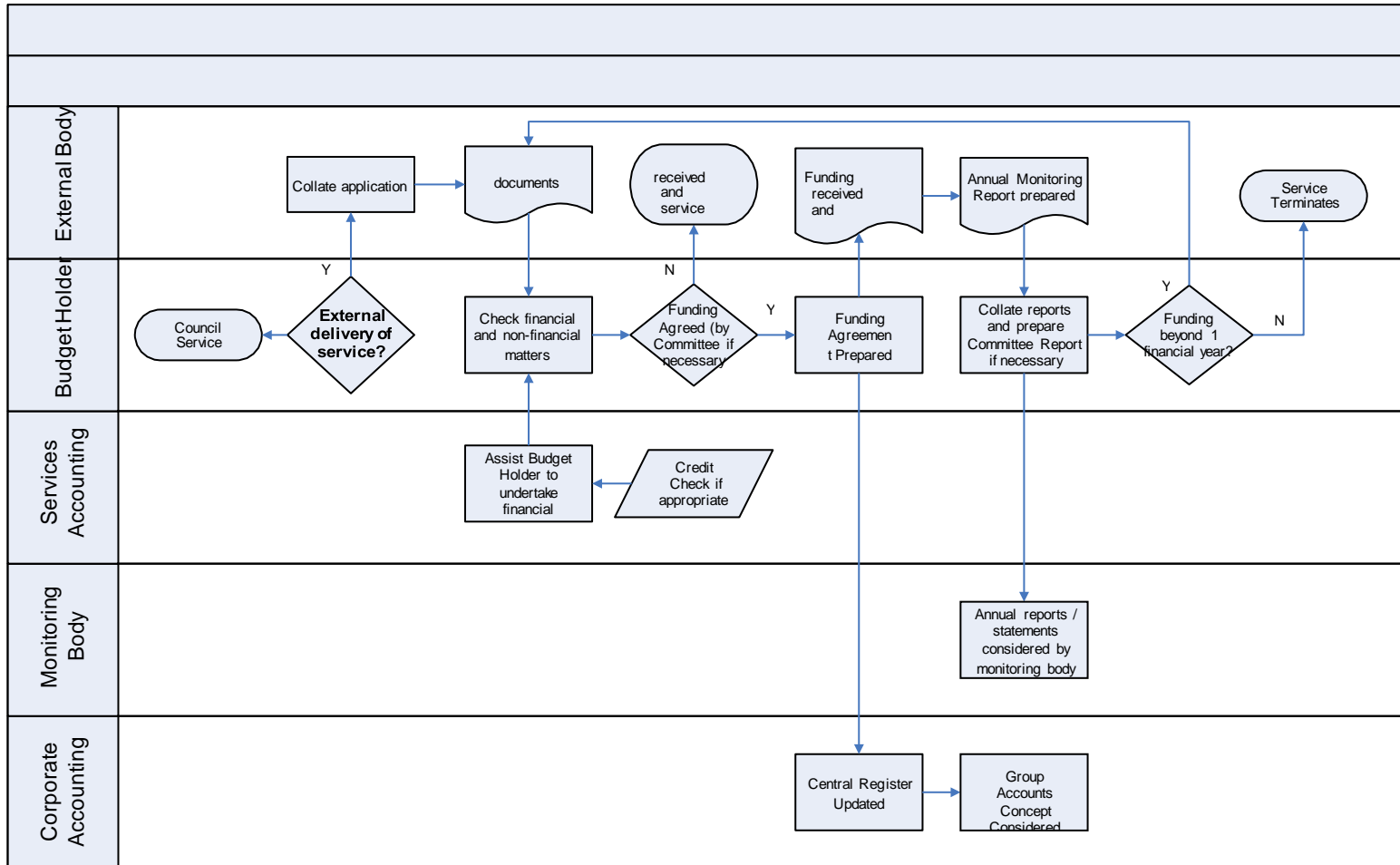
- 12.2.1 Matters which should be considered as part of the assessment of the organisational capability for awards of funding in excess of £15,000.
- Does the organisation have a management board to oversee the direction, service delivery and financial stability of the organisation
  - Is the organisation a registered charity, and if so, have they complied with guidance from OSCR?
  - Is the organisation a registered company, and if so, have they complied with their requirements under the Companies Act?
  - Does the organisation have a clear statement of purpose and organisational objectives?
  - Is the organisation able to provide evidence or other support to demonstrate the achievement of its objectives and purpose?
  - Are there any known reasons that would result in a risk to the Council's reputation through association with an external body if financial or service delivery problems emerge.

12.2.2 The Budget Holder and/or other people undertaking the operational capability assessment should document their findings (Pro forma – [Appendix B](#)), together with their recommendation as to whether the organisation is fit and proper to be considered for funding. Where conditions need to be attached to any Funding Agreement, these should be documented within the assessment pro forma.

12.2.3 Should the lead officer determine that they do not possess the relevant skills/knowledge to undertake this assessment, they should seek advice from their Finance contact in the first instance.

### 13 Flowchart

13.1 In order to present a picture of how the award of funding works the following flowchart has been produced to aid an understanding of the work, decision making and outputs involved.



13.2 This can be described in the following way: -

- Application for funding received / Identified need for external body to deliver a service on behalf of the Council.
- Determine Level of Funding Required → Indicates information / documentation / agreement type required.
- Budget Holder, in conjunction with their Finance Team contact, undertakes financial and non-financial scrutiny.
- Checklists completed – see Appendix A
- Decision taken under Service scheme of delegation, or if calls for its committee approval.
- Funding Agreement put in place by Budget Holder
- Budget Holder informs the Finance Team of agreement to update the Central Register
- Finance Team consider the wider aspects of the Council's Group Accounts
- Monitoring reporting undertaken by the external body.
- Budget Holder provides annual information to Chief Officer, Service Management Team, or Committee as appropriate.
- Budget Holder manages and maintains the organisational relationship with the external body.
- Funding extending beyond a single financial year is subject to annual / ongoing financial and non-financial checks.

## 14 Central Register

- 14.1 The Council will maintain a Central Register of all funding approved that meets the criteria set, which is covered by this Local Code of Practice.
- 14.2 The Register will be managed and maintained by the Finance Team, located at Marischal College, and updates will be provided directly from the Budget Holder as funding is awarded.
- 14.3 The Register is a key data source and as such the information and timing of such being supplied is crucial to the robustness of the information that is contained therein. The process described in this document and accompanying flowchart and checklists show when the Register should be updated.
- 14.4 To record an entry in the Register the Funding Agreement should be sent to the Finance Team immediately after the award has been made. The format of the register is shown in [Appendix C](#).
- 14.5 If Budget Holders wish to enquire about funding being provided to an organisation from across the Council then the Register will allow this to be carried out, in the first instance contact the Finance Team at [accounting@aberdeencity.gov.uk](mailto:accounting@aberdeencity.gov.uk).



## 15 Glossary & Reference Documents

### Glossary:

#### **External Body**

Includes all arm's length external organisations, trusts, registered charities, voluntary organisations and grant aided bodies.

#### **Funding**

Includes monies, grants, capital grants, guarantees, loans, common good fund contributions, shares, assets, and assistance in kind.

Where assets, such as property, are provided, the value of the building will not be included in the value of funding and a committee decision based on a business case for the use of assets in this way will be the overriding factor. This will normally exist where the council wishes the external body to undertake the delivery of existing council services on its behalf.

Peppercorn (below market rate) rental / lease agreements for property should be considered, based on the difference between the payment made and the market value.

#### **Assistance in Kind**

Includes all staff time and associated costs involved in enabling the external body to carry out its core activities which are essential to its continued existence e.g., administrative support, professional services, advice, accommodation, use of equipment, training, preparation of material for reporting to Council, etc.

It does NOT include staff time and associated costs involved i) in supporting and developing groups as part of the Councils duty to support community action; ii) in providing advice on setting up the funding and applications to the Council; and iii) incurred in the formal monitoring and review of funding arrangements by the Council.

<b>Straightforward Contract</b>	An agreement for the provision of goods and services between the Council and another organisation as a result of a normal commercial process, such as an open tender
<b>Substantial to the Council</b>	Funding arrangements that are substantial are. where the external body is receiving in excess of £7million per annum. This will include revenue or capital, recurring or non-recurring funding.
<b>Representation</b>	Means acting as a full member of the board or management committee of an external body, having a decision-making capacity with full speaking, and voting rights.
<b>Participation</b>	Includes acting as a representative, adviser, or observer at meetings of external bodies.
<b>Accounting Team Contact</b>	The person within Finance designated to support. the Service in these matters by the Finance Partner or Senior Accountant
<b>Budget Holder</b>	The Service representative designated to process the applications from external bodies for funding, and who is responsible for the contact with and relationship between the Council and the external body.
<b>Monitoring report</b>	This will consist of a financial and non-financial. operational report from the external body that includes confirmation of what has been achieved with the funding that's been provided and costs associated with undertaking this work.

**Financial Year:** [enter year]  
**External Body:** [enter name of organisation]  
**Value of Funding:** £  
**FtPP Tier**  
**Service:** [enter the Service]  
**Budget Holder:** [enter name and job title of the designated budget holder]  
**Completed By:** [enter name and job title of person completing this checklist]

✓ = this criterion applies to funding being awarded

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Description of Issues and Checklist Questions (these represent minimum requirements)	Requirements for funding of			
	TIER 1	TIER 2	TIER 3	TIER 4
<b>Prior to the Funding being Awarded</b>				
On receipt of an application for funding consider whether the applicant meets the criteria for the grant or funding they are applying for.				
Undertake Subsidy Control Assessment by completing the assessment form and forward to subsidycontrol@aberdeencity.gov.uk for confirmation	✓	✓	✓	✓
Has the funding criteria been applied prior to the award?	✓	✓	✓	✓
<b>Information expected from each external body in support of their application</b>				
→ Detailed one-year financial plan and summary 3 year	✓	n/a	n/a	n/a
→ Any registered company seeking funding for the first time must provide annual accounts for the 3 preceding financial years (unless new body or less than 3 years old), audited, or approved in line with the Companies Act requirements. It is recognised that some organisations will, due to their size, be exempt from the audit requirements of the Companies Act, in these circumstances accounts approved by the Board/Trustees/Directors of the organisation and which include a statement setting out their responsibilities, including keeping proper books and records will suffice.	3 years	1 year	n/a	n/a
→ If financial statements are available then a copy of the most recent financial statements should be obtained, if not, the organisation must provide an annual income and expenditure account and statement of cash balance which has been approved by a person independent of the day-to-day operational running of the organisation.	n/a	n/a	1 year	1 year

Description of Issues and Checklist Questions (these represent minimum requirements)	Requirements for funding of			
	TIER 1	TIER 2	TIER 3	TIER 4
<b>Prior to the Funding being Awarded</b>				
<b>Information expected from each external body in support of their application</b>				
→ In the case of the organisation being recognised as a charity, the organisation will have to follow the guidance from the Office of the Scottish Charity Regulator (OSCR) to check if an audit or an independent examination is required.	✓	✓	✓	✓
→ A statement of organisational strategic objectives	✓	✓	n/a	n/a
→ Ensure the organisation has adequate policies and procedures in place to govern the way their finances are handled	n/a	n/a	n/a	n/a
→ Check that the projections in the financial plan are realistic and achievable	✓	n/a	n/a	n/a
→ Check that sufficient cash exists to enable the organisation to meet its financial obligations for the foreseeable future (at least 3 months)	✓	✓	✓	✓
→ Check that any other material sources of external funding are secure and assess any risks relevant to the ability of the organisation to continue as a going concern	✓	✓	n/a	n/a
<b>Approval process</b>				
→ Has approval for funding been given by a committee, if so, which one?	✓	✓	✓	✓
→ Has approval for funding been given through delegated authority, if so, who by?	✓	✓	✓	✓
→ What was the date of approval?	✓	✓	✓	✓
<b>Payments</b>				
→ Has the schedule of payments been agreed with the organisation, and where appropriate, prior to the beginning of the financial year?	✓	✓	✓	✓
→ Are there no fewer than 4 payments?	✓	✓	n/a	n/a
→ For annual funding over £1 million are payments being made monthly?	✓	✓	n/a	n/a
→ Has the schedule of payments been checked for accuracy?	✓	✓	✓	✓
→ Have all the financial checks been completed to the satisfaction of Council staff, and all the information submitted as required by the organisation?	✓	✓	✓	✓
→ Does the organisation owe monies to the Council? Check sundry debt, Council tax and NDRI by contacting rbrecovery@aberdeencity.gov.uk. If so, these should be brought to the attention of the relevant budget-holder prior to payment and for those that have reached first reminder stage should be deducted from the grant payment.	✓	✓	✓	✓
→ Are all documents and other evidence retained in the central Sharepoint file?	✓	✓	✓	✓

Description of Issues and Checklist Questions (these represent minimum requirements)	Requirements for funding of			
	TIER 1	TIER 2	TIER 3	TIER 4
<b>Funding Agreement</b>				
→A Service Level Agreement (SLA) is required	✓	✓	n/a	n/a
→What date was the Service Level Agreement signed?	✓	✓	n/a	n/a
→Is a letter of Agreement in place?	n/a	n/a	✓	✓
→What date was the letter issued?	n/a	n/a	✓	✓
→Are the minimum requirements as set out in Section 7.4 all covered?	✓	✓	✓	✓
→Is a copy of the SLA held in the Central FiPP folder?	✓	✓	✓	✓
<b>Group Accounts concept</b>				
→Has the issue of Group Accounts been considered by Finance?	✓	n/a	n/a	n/a
<b>Central Register</b>				
→Has the central register submission form and Funding Agreement been sent to Accounting@aberdeencity.gov.uk for inclusion on the Central Register	✓	✓	✓	✓

## Checklist

**Financial Year:** [enter year]  
**External body:** [enter name of organisation]  
**Value of Funding** £  
**Tier**  
**Service:** [enter the Service]  
**Budget Holder:** [enter name and job title of the designated budget holder]

✓ = this criteria applies to funding being awarded

Description of Issues and Checklist Questions (these represent minimum requirements)	Requirements for funding of			
	TIER 1	TIER 2	TIER 3	TIER 4
<b>After the Funding has been awarded - Regular checks for external bodies</b>				
<b>Every 2 years</b>				
→Ensure the organisation has adequate policies and procedures in place to govern the way their finances are handled	✓	n/a	n/a	n/a
<b>Annually</b>				
→ Undertake a subsidy control assessment and submit to subsidycontrol@aberdeencity.gov.uk	✓	✓	✓	✓
→Check that the projections in the financial plan are realistic and achievable	✓	n/a	n/a	n/a
→Check that sufficient cash exists to enable the organisation to meet its financial obligations for the foreseeable future (at least 3 months)	✓	✓	n/a	n/a
→Check that there is no outstanding debt to the Council by contacting rbrecovery@aberdeencity.gov.uk	✓	✓	✓	✓
→Check that any other material sources of external funding are secure and assess any risks relevant to the ability of the organisation to continue as a going concern	✓	✓	n/a	n/a

### Checklist

Description of Issues and Checklist Questions (these represent minimum requirements)	Requirements for funding of			
	TIER 1	TIER 2	TIER 3	TIER 4
<b>After the Funding has been awarded - Regular checks for external bodies</b>				
<b>Ongoing</b>				
→Check the six-monthly Management Accounts to ensure that there is sufficient cash to meet the organisations outgoings for the forthcoming year.	✓	n/a	n/a	n/a
<b>Council Monitoring</b>				
→What is the relevant Monitoring Body, which Committee or Service?	✓	✓	✓	✓
→Annual report received from the external body?	✓	✓	✓	✓
→Annual report prepared for Committee?	✓	n/a	n/a	n/a
→Date of Committee?	✓	n/a	n/a	n/a
→Annual report prepared for Service Management Team?	n/a	✓	n/a	n/a
→Annual report supplied to Chief Officer?	n/a	n/a	✓	✓
→Objectives and Outcomes achieved as per Funding Agreement?	✓	✓	✓	✓
→Outcome observations:	✓	✓	✓	✓
Any further action required:				

**Operational Capability Assessment Template**

**Financial Year:** [enter year]

**External body:** [enter name of organisation]

**Service:** [enter the Service]

**Responsible Officer:** [enter person completing this risk assessment]

**Accounting Contact:** [enter person who did the financial risk work]

**Assessment:**

We have considered the following in respect of the above organisation and have summarised our observations and conclusions below:

Matters considered (examples – the questions should be tailored according to the nature and amount of funding being considered)

- Does the organisation have a management board to oversee the direction, service delivery and financial stability of the organisation?
- Is the organisation a registered charity, and if so, have they complied with guidance from OSCR?
- Is the organisation a registered company, and if so, have they complied with their requirements under the Companies Act?
- Does the organisation have a clear statement of purpose and organisational objectives?
- Is the organisation able to provide evidence or other support to demonstrate the achievement of its objectives and purpose?
- Are there any known reasons that would result in a risk to the Council's reputation through association with an external body if financial or service delivery problems emerge record any observations in relation to the above



### **Operational Capability Assessment Template**

Record any observations in relation to the above.

### **Recommendation**

The organisation has been assessed and our overall recommendation is as follows:

**Date completed:**      **[enter date]**

Central Register – Format

Aberdeen City Council Return of information for setting up a Central Register of Organisations meeting the criteria of Following the Public Pound covering the current financial year

Service making the return:

Person Collating Data & Contact Details:

Folder No	Organisation Name	Company Registration Number	Organisation Contact	Organisation Designation	Address 1	Address 2	Town/City	Postcode	Name (SLO)	Designation (SLO)	Cluster	Section (SLO)	Tel No (SLO)	Contact Name (SA)	Contact Tel No (SA)	Fund	Nature of Funding	Approval Date	Value of Funding	Last Update	Decision Making Body	Cost Centre	Account	Activity	Payment Regime	Tier Description	Additional Info (Project)	Additional Info (Comments)	Latest Note	Creditor Number	
1																															
2																															
3																															
4																															

Guidance notes on completion of the return

- Lead Officer                      Please provide name & designation
- Contact Details                Please provide location & tel. number
- Nature of Funding              e.g. Grant, guarantee, loan etc.
- Decision making body        e.g. Committee, CMT
- Payment regime                e.g. monthly, quarterly, annually etc.

SLO – Service Liaison Officer  
SA – Services Accounting

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	05 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	City Centre Six Monthly Update – Streetscape Programme
<b>REPORT NUMBER</b>	RES/23/209
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	John Wilson
<b>REPORT AUTHOR</b>	Sandy Beattie
<b>TERMS OF REFERENCE</b>	1.1.15 scrutinise the progress and delivery of capital projects against the approved business cases

### 1. PURPOSE OF REPORT

- 1.1 This report provides a six-month update on progress with the city centre streetscape programme (Union Street Central, Market to Guild Street and Schoolhill/Upperkirkgate) agreed by Council at their meeting on 14 December 2022.

### 2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Note the progress update and instruct the Chief Officer (Capital) to present an update report to this Committee pending completion of Financial Close of the Union Street Central project.
- 2.2 Agree the inclusion of a segregated cycle lane in Union Street Central consistent with emerging proposals for Union Street East and Union Street West.
- 2.3 Instruct the Chief Officer (Capital) to continue engagement with key stakeholders in the development of the RIBA (Royal Institute of British Architects) Stage 4 Technical Design.

### 3. CURRENT SITUATION

- 3.1 Council, at their meeting on 14 December 2022 (Item 16, report RES/22/290) agreed the Streetscape Full Business Case and instructed the Director of Resources, following consultation with the Chief Officer - Commercial & Procurement and Chief Officer - Capital, to proceed with the negotiation and execution of contracts for delivery of the following programmes in the first

instance and to report progress to the Finance and Resources Committee on a 6 monthly basis from the date of this report:

- a) Union Street Central
- b) Market Streetscape Phase 1
- c) Schoolhill/Upperkirkgate.

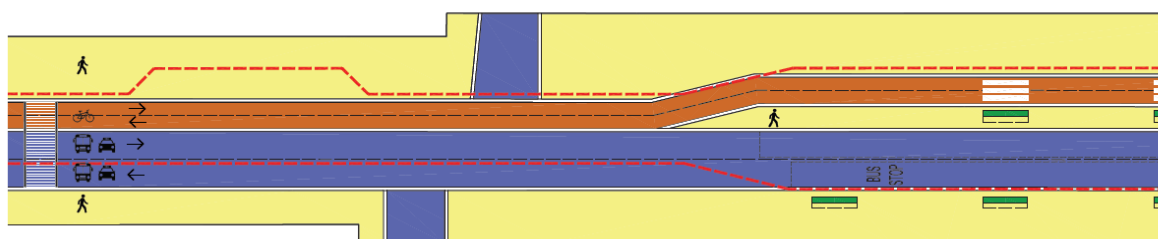
- 3.2 The projects will be delivered under the Territory Partnering Agreement between Aberdeen City Council and Hub North Scotland Limited, who are a strategic development partner for the planning, procurement and delivery of community-based infrastructure projects across the north of Scotland.
- 3.3 Procurement of the Tier 1 Contractor for Union Street Central (USC) has developed through a market validation exercise and appointment of the preferred contractor status to target Financial Close by year end 2023. The Public Utilities Strategy and associated risk ownership profile for USC is being developed for agreement and will be reported as part of the recommendations around Financial Close.

#### Design Evolution

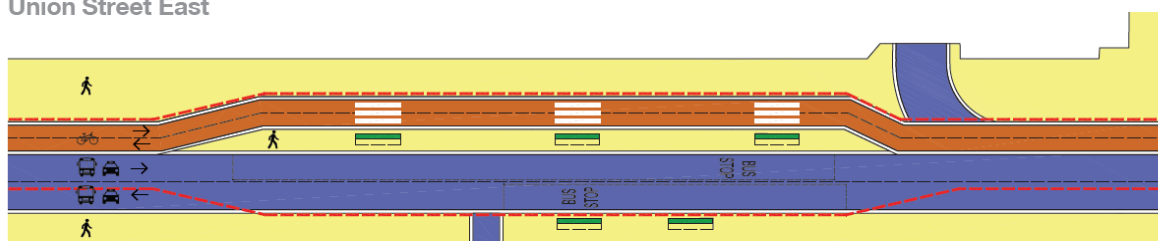
- 3.4 At the same Council meeting in December 2022, officers were instructed to develop proposals for a segregated cycle lane on Union Street East and Union Street West. As proposals for the cycle lanes emerged east and west in tandem with the developing design for the central section, an option emerged to develop a continuous cycle link along the entire length of Union Street, including Union Street Central.
- 3.5 In addition, officers were asked to ensure that the designs for Union Street Central were “future proof” and could both accommodate any future possibility of an Aberdeen Rapid Transit (ART) system and potential pedestrianisation at some point in the future. The RIBA Stage 3 design work presented to Council was therefore developed further to incorporate these various instructions.
- 3.6 As noted above, flexibility in design has influenced the RIBA Stage 4 Technical Design process, giving rise to the opportunity to include a segregated cycle lane in Union Street Central. This has the following benefits:
- (i) Consistent movement conditions along the length of Union Street to aid legibility and understanding of interaction points and crossings.
  - (ii) Reduce the impact of loss of pedestrian space in bus laybys by removing them and employing kerbside access,
  - (iii) Introduces kerbside access for public transport to enable ART in the future,
  - (iv) reduce the potential costs for any future conversion to pedestrianisation,
  - (v) provide safe segregated cycle route through the heart of the city centre.
- 3.7 Initial discussions have taken place with key stakeholders including public transport operators and the Disability Equity Partnership. At a workshop held on 24 May 2023, the following proposal emerged as a preferred option for cycling on East and West Union Street:

Bi-directional cycle lane on the north side of the street.

#### Union Street West



#### Union Street East



#### Location plan



The illustration above indicates a 3m cycle lane segregated by 0.5m raised kerb line on either side. This results in a minimum footway width of 3.3m (plus kerb) at the narrowest points of Union Street. Bus stop locations shown above are for illustration purposes only and will be staggered north and south to ensure effective bus movement.

This layout is the preferred segregated cycle route possible within the constraints of Union Street and will employ various design methods to ensure safety between cyclists and pedestrians at bus stop locations, with changes in level, materials, width and crossing points all means of ensuring cyclists give way to pedestrians.

The illustrations and table below highlight pros and cons of the solution:

Union Street West

Union Street East



Pros	Cons
Cycling segregation at all times	Localised footway narrowing behind bus stops
Bus boarder areas give space for boarding /alighting buses	Pedestrians cross cycle lanes to access bus boarding areas
Space for bus shelters	Two lanes results in vehicles only stopping on carriageway meaning servicing and buses will require strict management
Some pavement widening possible	
Minimal conflict between cyclists and vehicles	
Interaction between cyclists and pedestrians limited to one side of the street	
Some space for street greening and furniture	

3.8 The Disability Equity Partnership (DEP) has expressed specific concerns regarding people with protected characteristics being able to safely cross an active cycle lane to access bus stops and the importance of a consistent design in the streetscape. At a further workshop with members of the group, potential mitigation measures were agreed with DEP which include, but are not limited to:

- Crossings to access bus stop locations to be extra wide and centrally located where there are two bus shelters at the bus boarding areas,
- The cycle lane could be narrowed at crucial points to slow cyclists,
- Rumble strip on cycle lane to alert cyclists to a changing environment and create noise to alert pedestrians,
- Contrasting colours in cycle lanes and at crossing points,
- Chicanes on the cycle lane approach to bus stops to slow cyclists,
- Cycle track raised at bus stops to provide a level crossing for pedestrians,
- Kerb and pavement detailing to guide people to the crossing points,
- Scale of bus islands to enable comfortable congregation (standing, wheelchair users, buggies etc and seating),
- Explicit signage (e.g. for cyclists countdown signs to bus stop 3,2,1 ),

- Commitment to extensive behaviour change and public information to be shared in advance of completed works,
- Commitment to make our own best practice
- Commitment to ongoing engagement with DEP throughout the remainder of the technical design stage.

DEP has also requested that a full-scale mock-up of a typical cycle lane/bus boarding area be set up to enable their members to better understand the spatial arrangements. It was agreed with DEP that this be set up temporarily with tape markings, or similar, in a location such as Marischal College quad.

- 3.9 In order to enable a consistent and understandable condition for movement along the entire length of Union Street, the technical design recommends implementing the same cycle lane principle in Union Street Central. This will enable consistent signaling, bus boarding and segregation along the length of Union Street. In order to accommodate for both ART and potential pedestrianisation options in future, it is recommended that bus laybys are replaced with kerbside boarding, reducing the risk of laybys being unable to accommodate an ART system and reducing as far as practicable future material changes and costs in conversion to a pedestrian environment.
- 3.10 Where the cycle lane interacts with bus boarding, mitigation measures, such as but not limited to, chicane, changes in level, reduced width and potentially different surface finishes will ensure that cyclists understand to give way to pedestrians when they require to board or alight public transport. As technical design and construction develop, such an intervention will require significant public information to be shared to demonstrate both physical and expected behavioural changes in the city centre.



Union Street Central as proposed in December 2022



Union Street Central incorporating segregated cycle lane

3.11 Approval and instruction around the principle of a full length segregated cycle lane is critical for the programme delivery of the RIBA Stage 4 Technical Design for Union Street Central and for the further development of the Full Business Case for Union Street East and West.

3.12 The next stages of the programme are broadly as follows:

- Complete necessary site investigation works,
- Progress the technical design work,
- Continue engagement and dialogue with key stakeholders,
- Market test work packages within set budgets,
- Agree and award construction contract for:
  - Union Street Central
  - Market Streetscape Phase 1
  - Schoolhill & Upperkirkgate
- Undertake stone procurement process to seek local supply where possible,
- Develop Full Business Case updates for remaining streetscape projects.

3.13 In addition to the above, Hub North Scotland Limited (hNSL) and the Council will:

- Undertake Value Engineering & sustainability / carbon review on design,
- Integrate the outcome of the cycle lane studies into the technical design,
- Agree Public Utility strategy & associated risk ownership,
- Progress development of Public Utility design.



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

- 4.1 The overall project budget was approved at Council in December 2022 and included in the Council's Capital Programme. Finalising the technical design will enable financial close on the project budget by the December 2023 and will be reported to Finance and Resources Committee at that time.
- 4.2 Taking cognisance that the design works are still ongoing there is a high expectation that leading up to and in advance of Financial Close, there will be need to incur significant expenditure for the placing of advance orders, such as, but not limited to, material orders and statutory undertaker payments.

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

- 5.1 As project proposals progress through to RIBA Stage 4 Technical Design, they are being examined and managed within the professional scope of construction industry accepted standards, ensuring all due diligence exercises and pre-contract enquiries are complete and satisfactory.

All changes to vehicular movement on the road network are subject to statutory processes.

#### **6. ENVIRONMENTAL IMPLICATIONS**

- 6.1 The City Centre and Beach Masterplan are screened through the Strategic Environmental Assessment process. This screening process will be circulated to the consultation authorities (Nature Scot, Scottish Environment Protection Agency and Historic Environment Scotland (for Scottish Ministers)) and be informed by both the Local Development Plan Environmental Report and the ongoing production of the Beach Development Framework Environmental Report.
- 6.2 Every effort is made to minimise the carbon footprint of the project including undertaking a sustainability/carbon review on the design, possible re-use of existing materials and local supply of new materials wherever possible.
- 6.3 The introduction of a cycle lane on Union Street supports the implementation of the Low Emission Zone by enabling people to make different choices on how they move about the city.
- 6.4 Encouraging active travel is supported by the developing studies on cycle corridors to access the city centre. Union Street Central will be the first phase of delivery in an active travel connection between Union Street and the Beachfront, connecting our major assets together. Active travel has the benefit of improving health and well-being in people and providing a segregated route will create the opportunities for cyclists of all ages and abilities to access the city centre.

## 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	Failure to proceed with project impacts on wider city commitments and economic targets	Continue to work collaboratively to achieve masterplan delivery and wider advantages.	M	<b>Yes</b>
<b>Operational</b>	Project scope changes	Seek preferred option agreement with ACC at appropriate stage and progress agreed design to avoid abortive work.	M	<b>Yes</b>
<b>Financial</b>	Removal of reduction in anticipated funding streams	Continual engagement and monitor of ongoing funding applications	M	<b>Yes</b>
<b>Financial</b>	Inaccurate/ uncharted underground service and utility survey information leads to increased costs.	Ensure thorough & adequate surveys undertaken prior and during the development phase. Service detection, trial pits, historical review / detailed desk top review undertaken. Ensure project contingencies are sufficient to cover possible unexpected costs.	H	<b>Yes</b>
<b>Financial</b>	Budget Pressures due to current market volatility.	Robust budgets established based on market intelligence. Independent budget reviews with PMO and supply chain are regularly held.	M	<b>Yes</b>

		Appropriate inflation allowances made in cost plans.		
<b>Financial</b>	General lack of material and resource availability	Early identification of material types and advanced discussions with supply chain on availability.	M	
<b>Reputational</b>	Created / perceived congestion on surrounding networks due to construction and phasing of works	Review phasing and impact on road networks in the interim phases. Use advance publicity to advise public on works.	M	<b>Yes</b>
<b>Environment / Climate</b>	Carbon footprint of non-indigenous materials	Early engagement and advanced discussions with supply chain on availability.	M	<b>Yes</b>

## 8. OUTCOMES

<u><a href="#">COUNCIL DELIVERY PLAN 2023-2024</a></u>	
<b>Impact of Report</b>	
<p><b>Aberdeen City Council Policy Statement</b></p> <p><u><a href="#">Working in Partnership for Aberdeen</a></u></p>	<p><i>Deliver safe pedestrian areas in our city</i></p> <p><i>Maintain bus and taxi access to Central Union Street</i></p> <p><i>Vehicles and pedestrians don't share the same surface.</i></p> <p><i>Contribute to shared vision of making Aberdeen a cyclist friendly city</i></p> <p><i>Improve cycle and active transport infrastructure, including by integrating safe, physically segregated cycle lanes in new road building projects</i></p>
<u><a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a></u>	
<p>Prosperous Place Stretch Outcomes</p>	<p>13. Addressing climate change (local materials, reduction in emissions)</p> <p>14. Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026</p>

<p><b>Regional and City Strategies</b></p>	<p>The report supports the priorities in the Regional Economic Strategy (RES) investment in infrastructure, regenerating our city centre, unlock development potential, improve the deployment of low carbon transport, to enable Aberdeen to realise development opportunities in the City Centre Masterplan.</p> <p>The report supports the National, Regional and Local Transport Strategies, particularly the Sustainable Travel Hierarchy, which prioritises the needs of those walking, wheeling and cycling above other road users, and the 4 pillars identified in the recent Regional Transport Strategy, Nestrans 2040: Equality, Climate, Prosperity and Wellbeing.</p> <p>It also supports the Aberdeen Active Travel Plan and Sustainable Urban Mobility Plan, both of which seek to improve conditions for people walking and cycling in Aberdeen, particularly to, from and within the City Centre, through the provision of more and safer infrastructure.</p> <p>Measures to reduce unnecessary vehicle traffic in the City Centre will support the Air Quality Action Plan, Climate Change Plan, Net Zero Action Plan and Low Emission Zone by contributing to emissions reduction.</p>
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**9. IMPACT ASSESSMENTS**

Assessment	Outcome
<p><b>Integrated Impact Assessment</b></p>	<p>An IIA for the City Centre Masterplan was included in the report to Council in December 2022 (Appendix F). A project specific update IIA has been prepared and highlights where pedestrians have to cross the cycle lane to access the bus boarding areas a number of measures will be required to employed to manage behaviour of all users, some of which are expressed in section 3.8 in this report.</p> <p>It is acknowledged that such a proposed streetscape environment does not exist at present and will be challenged for some users to become both familiar and comfortable with, so it is intended to continue to engage with stakeholders to ensure all appropriate design tools and measures may be used to ensure comfort and</p>

	<p>safety for all users as far as possible within the constraints of the street.</p> <p>Given Union Street is a busy city centre environment, ensuring clear footways, introducing segregated cycle lanes and managed crossing points reduce the risk of “shared spaces” where users with protected characteristics may feel uncomfortable will enable clarity of movement and create a generally more appealing environment.</p>
<b>Data Protection Impact Assessment</b>	DPIA Screening Questions completed. Neither a brief DPIA or full DPIA is required at this stage
<b>Other</b>	N/A

## 10. BACKGROUND PAPERS

- 10.1 City Centre Update Report to Council, 14 December 2022  
<http://councilcommittees/documents/s138824/City%20Centre%20Update%20Report%20to%20Council.pdf>

## 11. APPENDICES

- 11.1 None

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Sandy Beattie
<b>Title</b>	Masterplan Manager
<b>Email Address</b>	sbeattie@aberdeencity.gov.uk
<b>Tel</b>	01224 52 2155

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	5 July 2023
<b>EXEMPT</b>	Report - No Appendices - Yes  Schedule 7A Part 1 Paragraph 8. This report refers to the acquisition or supply of goods/services where disclosure to the public of the amount to be spent would be likely to give an advantage to a person or organisation seeking to enter a contract with the Council.
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Craighill and Kincorth New Housing: Delivery Update
<b>REPORT NUMBER</b>	RES/23/200
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	John Wilson
<b>REPORT AUTHOR</b>	John Wilson
<b>TERMS OF REFERENCE</b>	1.1

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Committee on the options for the continued delivery of Council led housing projects at Craighill and Kincorth.

### 2. RECOMMENDATION(S)

That the Committee :-

- 2.1 Instruct the Chief Officer – Capital to arrange for the redesign of both schemes with the Value Engineering options implemented. These options should be developed to retain the Gold Standards environmental criteria;
- 2.2 Instruct the Chief Officer – Capital to arrange for the resubmission of new planning applications, for both sites, to take account of the value engineered options;
- 2.3 Following approval of 2.2, instruct the Chief Officer – Capital to arrange for the retender of both sites;
- 2.4 Note that the preferred approach will be to progress both sites simultaneously as single phase developments but there is an acceptance that some project phasing maybe required on one or both sites to spread the capital commitment over a number of years; and
- 2.5 Note the necessary financial commitments that will be necessary to ensure delivery of both sites. Refer to Appendix B.

### **3. CURRENT SITUATION**

#### **Background**

- 3.1 Construction works had been suspended at an appropriate stage at Craighill and Kincorth.
- 3.2 The review considered a number of factors relating to the delivery of both projects, such as but not limited to, potential options for a phased delivery, value engineering, and gold versus silver standard with an eye on each projects affordability and meeting the needs and demand for housing.
- 3.3 At that time the appointed contractor was completing the package of enabling works and costs were being sought from him to complete the outstanding work packages. The prices offered for both sites were considered not to be value for money nor financially viable.
- 3.4 Following the last committee, there has been an ongoing high level value engineering and financial appraisal exercise carried out to consider a number of options on both sites, and part of that review incorporated an assessment of the most cost-effective capital cost for each project.
- 3.5 This has been undertaken whilst recognising the importance of the projects in meeting the Council's objectives and maximising grant funding available from the Scottish Government. Refer to Section 4.

#### **Appraisal**

- 3.6 The appraisal process contemplated the following factors;
  - a. Consideration of an alternative phasing strategy for both sites, effectively extending their respective construction periods and spreading the costs over a longer period.
  - b. Review of the design criteria and reflection on the planning process with regard to specific items such as materials, design standards and finishes.
  - c. Use Value Engineering (VE), to reduce costs and timescale on site while ensuring Gold Standard and Housing for Varying Needs (HfVN) standards are maintained.
  - d. Consideration was given to moving away from some aspects of Gold Standard to Silver Standard to further reduce costs.
  - e. Take cognisance of the likely impact on the delivery of both projects in terms of programme and completion depending on the option chosen and the changes to the current design that are agreed.



## Housing Market Overview

- 3.7 In the context of the wider construction market we are starting to see a general slow down in terms of inflationary pressures with a reduction on confirmed orders starting on site for most Contractors. This current market trend means that a more competitive tender strategy can be adopted than in previous years when the market was more buoyant and should result in a more economical tender return.

### 4. FINANCIAL IMPLICATIONS

- 4.1 It is worth recapping on the current levels of spend for both projects.

#### **Craighill Spend to date**

Spend to the end of 2022/23 is as follows:

<b>Gross Budget</b>	<b>Spend to Date</b>
<b>TBC following tender</b>	<b>£5.66m</b>

#### **Kincorth Spend to date**

Spend to the end of 2022/23 is as follows:

<b>Gross Budget</b>	<b>Spend to Date</b>
<b>TBC following tender</b>	<b>£5.38m</b>

- 4.2 In addition to the above, as part of the wider consideration of the best option for both sites, it is also worth noting the current grant funding that has been received.
- 4.3 As of 30 May 23, the Council has received grant income of £2.4m for Craighill and £6.4m for Kincorth. If the projects were to be stopped permanently and not taken any further the Council would need to repay £8.8m to the Scottish Government from the revenue account. This would have a potentially adverse impact on the HRA as well as cause potential reputational damage.
- 4.4 Following collation of the information as noted in the appraisal process and a review of the options to complete the outstanding works packages, an indicative range of costs based on each scenario was tested to verify the financial viability of each project. The indicative range of costs have also been verified through soft market testing with framework contractors.
- 4.5 In addition, it is important to also note that when considering the likely outturn costs for each option that has been appraised, an allowance was made for a range of costs.

- 4.6 The cost exercise also encapsulated the indicative costs to make the existing sites safe and secure such as boundary fencing and monitoring of both sites going forward.
- 4.7 What is clear from this cost exercise is that cost inflation has significantly impacted affordability.
- 4.8 A range of financial scenario testing has been carried out for both projects which demonstrates a positive cash flow but a low negative Internal Rate of Return (IRR). This is an expected outcome for social housing in the current market and has been primarily driven by the level of rent compared with the investment required.
- 4.9 It is evident looking ahead there is still a risk of cost uncertainty and it's against this background that the decision of whether to continue with both projects must be taken.
- 4.10 The financial appraisal outcome has indicated that there is a cost range for the completion of the works that would be affordable, but only if rental income is increased and maintained over future years. Refer to Appendix B.

## 5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report. However, there may be implications as part of the wider regular Capital Programme review as noted in section 4. Any legal implications, should they apply, will be considered as part of that review.

## 6. ENVIRONMENTAL IMPLICATIONS

- 6.1 There are no direct environmental implications arising from the recommendations of this report. However, there may be implications as part of the wider regular Capital Programme review as noted in section 4. Any environmental implications, should they apply, will be considered as part of that review.

## 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	Failure to manage Council finance and resources could lead	Regular financial reporting and monitoring activities, to incorporate		

	to failure to achieve strategic objectives.	financial resilience to address financial pressures arising in year is maintained and monitored.	M	Yes
<b>Compliance</b>	Failure to be able to comply with project requirements	Increase site visits and monitoring of the construction works. If required, review alternative options as soon as possible.	L	Yes
<b>Operational</b>	Balancing the pressures of finite resources both internal and external to the Council	Regular engagement between relevant Clusters within the Council along with ongoing engagement with Framework hosts, Suppliers, Procurement & Services re alternative products or delivery methods.	M	Yes
<b>Financial</b>	Escalation of costs  Differing market conditions depending on commodity/service	Development of suitable price mechanisms.  Use of Business Intelligence to predict market changes/trends.  Price Increase Request Process.  Market engagement/use of business intelligence to assist in predicting market changes and trends.	M  M	Yes
<b>Reputational</b>	Programmes/projects being delayed or stopped	As above.	M	Yes
<b>Environment / Climate</b>	Failure to consider sustainable options due to costs.	Ensure all contracts consider environmental considerations, and early market engagement is conducted to seek market intelligence.	M	Yes

## 8. OUTCOMES

<u><b>COUNCIL DELIVERY PLAN 2022-2023</b></u>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>  <u><a href="#">Working in Partnership for Aberdeen</a></u>	Reviewing the approved Capital Programme in light of the cost pressures resulting from external drivers, will enable the Council best to meet and prioritise the delivery of its capital funded programmes /projects.
<u><a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a></u>	
Prosperous Economy Stretch Outcomes	The recommendations outlined within this report have included consideration of the current stage of programme/project delivery.
Prosperous People Stretch Outcomes	The recommendations outlined within this report have included consideration of the current stage of programme/project delivery.
Prosperous Place Stretch Outcomes	The recommendations outlined within this report have included consideration of the current stage of programme/project delivery.
<b>Regional and City Strategies</b>	Reviewing the approved Capital Programme in light of the cost pressures resulting from external drivers, will enable the Council best to meet and prioritise the delivery of its capital funded programmes /projects to align with its regional and city strategies.

## 9. IMPACT ASSESSMENTS

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

## 10. BACKGROUND PAPERS

- 10.1 Finance and Resources Committee 1 February 2023: Capital Programme Delivery : Projects Update : report no RES/23/043.

## 11. APPENDICES

11.1 Appendix A – Craighill and Kincorth Options Paper **(EXEMPT)**

11.2 Appendix B – Summary of Financial Position Craighill and Kincorth **(EXEMPT)**

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	John Wilson
<b>Title</b>	Capital Programme Delivery: Projects Update
<b>Email Address</b>	JohnW@aberdeencity.gov.uk
<b>Tel</b>	01224 523629

**Appendix A – Craighill and Kincorth Options Paper**

**Appendix B – Summary of Financial Position Craighill and Kincorth (May 2023)**

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	05 July 2023
<b>EXEMPT</b>	No Appendix A is exempt. Schedule 7A Part 1 Paragraph 8. This report refers to the acquisition or supply of goods/services where disclosure to the public of the amount to be spent would be likely to give an advantage to a person or organisation seeking to enter a contract with the Council.
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Cruyff Court Tillydrone Update
<b>REPORT NUMBER</b>	RES/23/199
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	John Wilson
<b>REPORT AUTHOR</b>	Ian Flett
<b>TERMS OF REFERENCE</b>	1.1

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval from the Committee to progress with the Tillydrone Cruyff Court project subject to additional funding.

### 2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Vire the necessary monies from the budget savings following the retender of the Replacement Riverbank Primary School project (noted previously as circa £6m) to ensure the full scope of the project can be delivered; and
- 2.2 Instruct the Chief Officer - Capital to complete a further procurement exercise to target delivery this financial year.

### 3. CURRENT SITUATION

- 3.1 Following an open tender process late last year, only one bid was received. The tender was significantly over the allocated budget. Considering the funding gap this could not be accepted.
- 3.2 Around the similar timeline, the retendered process to deliver the Replacement Riverbank Primary School was concluded (adjacent site), with Robertson Construction Eastern Limited (RCEL) appointed as main contractor.

- 3.3 A decision was taken (with the goal of achieving a reduced offer) to seek an offer from RCEL to deliver the new Cruyff Court. A tender was returned in early May 2023 and following examination and clarification the construction cost was higher than the previous tender.
- 3.4 Based on the tender exercises carried out to date, additional funding is required for the full project scope to be delivered.
- 3.5 Additional funding opportunities could be sought via a number of various funding sources such as but not limited to, the Place Based Investment Programme (PBIP), but this would mean, if successful, that delivery of the project would have to be in FY 2024/2025. There is no certainty that the bid for the shortfall in necessary funding would be successful and again, as above, a re-tender exercise would be required.

**4. FINANCIAL IMPLICATIONS**

- 4.1 Refer to Appendix A (EXEMPT INFORMATION)

**5. LEGAL IMPLICATIONS**

- 5.1 There is a legal commitment to deliver a replacement outdoor sports facility in the area.

**6. ENVIRONMENTAL IMPLICATIONS**

- 6.1 Environmental aspects were captured and mitigated during the Planning Application.

**7. RISK**

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	Late delivery will impact on the social and health benefits which can be attributed to	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council.	M	<b>Yes</b>



	the development.			
<b>Compliance</b>	Late delivery will impact on the social and health benefits which can be attributed to the development.	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council.	M	<b>Yes</b>
<b>Operational</b>	Late delivery will impact on the social and health benefits which can be attributed to the development.	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council.	M	<b>Yes</b>
<b>Financial</b>	Inability to deliver the Council's desired outcomes within the approved budget.	This is being mitigated through close working between stakeholders and teams across Aberdeen City Council.	M	<b>Yes</b>
<b>Reputational</b>	Late delivery will impact on the social and health benefits which can be attributed to the development.	This is being mitigated through early planning, clear governance arrangements and close working between teams across Aberdeen City Council	M	<b>Yes</b>
<b>Environment / Climate</b>	The facility may have a negative impact on local residents – noise and light pollution	Extensive community engagement took place prior to this site being selected as the preferred location.	M	<b>Yes</b>

## 8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2023-2024</u>	
	<b>Impact of Report</b>
<p><b>Aberdeen City Council Policy Statement</b></p> <p><u><a href="#">Working in Partnership for Aberdeen</a></u></p>	<p>The proposals within this report support the delivery of the following aspect of the policy statement:-</p> <ul style="list-style-type: none"> <li>Invest in our children's futures.</li> </ul>
<u>Aberdeen City Local Outcome Improvement Plan 2016-26</u>	
Prosperous People Stretch Outcomes	This project supports the LOIP Stretch Outcome 8.3 – Tackling antisocial behaviour in problem areas with appropriate and effective interventions.
Prosperous People Stretch Outcomes	The proposals within this report support the delivery of LOIP Stretch Outcome 11. – Encouraging adoption of healthier lifestyles through a whole family approach.
<p><b>Regional and City Strategies</b></p> <p><u>Regional Strategies:</u> (i.e. Regional Economic Strategy, Regional Transport Strategy; Regional Skills Strategy)</p> <p><u>City Strategies and Strategic Plans</u> (i.e. Local Development Plan; Local Housing Strategy; Children's Services Plan; Net Zero Routemap for the City)</p> <p><u>Council Strategies</u> (i.e. Medium Term Financial Strategy; Estates and Assets Strategy)</p>	None.

## 9. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Integrated Impact Assessment</b>	Stage 1 complete.

<b>Data Protection Impact Assessment</b>	Not required.
<b>Other</b>	None.

## 10. BACKGROUND PAPERS

10.1 None.

## 11. APPENDICES

11.1 Appendix A (EXEMPT INFORMATION)

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Ian Flett
<b>Title</b>	Senior Architect
<b>Email Address</b>	<a href="mailto:iaflett@aberdeencity.gov.uk">iaflett@aberdeencity.gov.uk</a>
<b>Tel</b>	01224 053444

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources Committee
<b>DATE</b>	5 <sup>th</sup> July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Cluster Risk Registers and Assurance Maps
<b>REPORT NUMBER</b>	COM/23/213
<b>DIRECTOR</b>	Gale Beattie, Director of Commissioning and Steve Whyte, Director of Resources
<b>CHIEF OFFICER</b>	Vikki Cuthbert, David Dunne, Richard Sweetnam, Jonathan Belford, Craig Innes, John Wilson, and Stephen Booth
<b>REPORT AUTHOR</b>	Chief Officers
<b>TERMS OF REFERENCE</b>	2.1.4

### 1. PURPOSE OF REPORT

- 1.1 To present the Cluster Risk Registers and Assurance Maps to provide assurance that risks are being managed effectively within each Cluster.

### 2. RECOMMENDATION(S)

- 2.1 That the Committee note the Cluster Risk Registers and Assurance Maps set out in appendices A to N.

### 3. CURRENT SITUATION

- 3.1 The Audit, Risk and Scrutiny Committee is responsible for overseeing the system of risk management and for receiving assurance that the Extended Corporate Management Team (ECMT) are effectively identifying and managing risks. Reviewing the strength and effectiveness of the Council's system of risk management as a whole is a key role for the Committee.

- 3.2 The Risk Management Policy 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 as detailed below:

- Governance
- Strategic Place Planning
- City Growth
- Finance

- Commercial and Procurement
- Capital
- Corporate Landlord

## **Risk Registers**

3.3 The Council's Risks Registers are tools used by Functions and Clusters to capture and manage the risks which could prevent achievement of organisational outcomes and service delivery.

3.4 The Council's Corporate Risk Register (CRR) 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. The CRR scrutinised annually by the Audit, Risk and Scrutiny Committee.

3.5 The Cluster Risk Registers are set out in appendices A to F and reflects the risks which may prevent each Cluster from delivering on organisational outcomes and services, these risks may be escalated to the CRR where deemed necessary.

3.6 The risks contained within the Risk Register for each Cluster are grouped by risk category in appendix N and show the Council's corresponding risk appetite for each category as set within the Council's Risk Appetite Statement (RAS) which was approved by the Audit, Risk and Scrutiny Committee in March 2023.

The Clusters are working towards a target risk score which aligns with the risk appetite.

3.7 The Cluster Risk Registers 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. This is aligned with the risk appetite for this particular category of risk.
- **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.

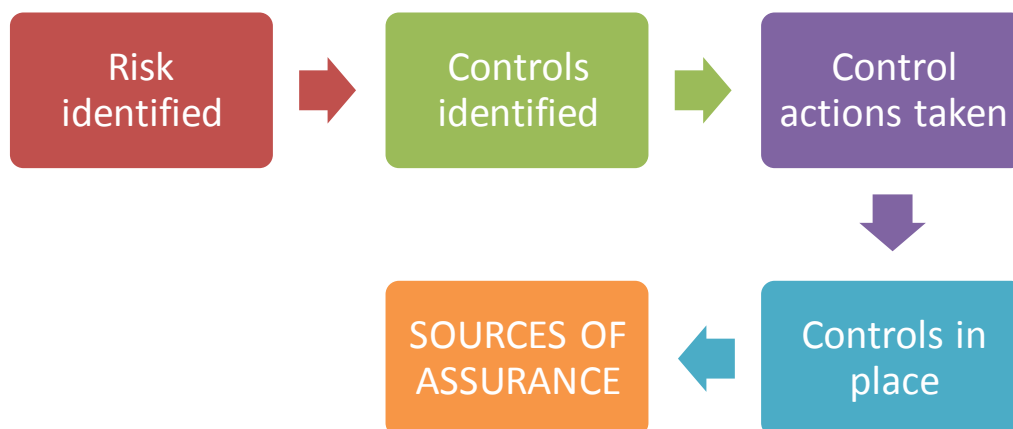
Impact	Score						
Very Serious	4	4	8	12	16	20	24
Serious	3	3	6	9	12	15	18
Material	2	2	4	6	8	10	12
Negligible	1	1	2	3	4	5	6
Score		1	2	3	4	5	6
Likelihood		Impossible	Almost Very Low	Low	Significant	High	Very High

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

- The Council's Risk Appetite Statement (RAS) was reviewed and updated.
- "Managing Risk" pages were published on the Council's intranet pages which contains information and links for officers and elected members on the Council's RAS, Risk Management Policy, Guidance and Training. This supports the further embedding of our risk management culture and ensures that everyone knows the part they play in managing risks within the wider system.
- Training was provided to officers on the updated Committee report template risk sections that were reviewed and updated to reflect RAS, ensuring that officers fully align their proposals to elected members with the Council's agreed risk appetite statement.
- Risk owners and leads continue to review and update risk registers to improve monitoring and reporting across the organisation. These are mechanisms which reflect the day-to-day business of assessing and mitigating the risks and opportunities inherent in delivering public services.

### **Assurance Maps**

3.9 The risk registers which are reviewed by the Council's Committees detail the risks identified within each of the relevant Functions and Clusters and provide detail of the risk, the potential impact and consequence of the risk materialising and the control actions and activities required to manage and mitigate the risk. Assurance Maps provide a visual representation of the sources of assurance associated with each Cluster so that the Committee can consider where these are sufficient. Sources of assurance are controls which are fully effective, following the completion of control actions. Presentation of each Cluster's assurance map provides full sight of the defences we have in place as an organisation to manage the risks facing local government.



3.10 The Assurance Map provides a breakdown of the sources of assurance within “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 the sources of assurance and categorising them, thus ensuring that any gaps in sources of assurance are identifiable and can be 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 ARSC as well as CMT and management teams; setting the policies and procedures against which risk is managed by the do-ers, referred to as the “helpers” of risk management.	Internal and external audit, inspection and regulation, thereby offering independent assurance of the first and second lines of defence, the “do-ers” and “helpers”, referred to as the checkers” of risk management.

## Risk Overview

### City Growth

3.11 The previous committee risk and assurance map from City Growth focussed on Concurrent Economic Events and the impact on our economy. In the past year, we have analysed data and adapted to a new policy environment. Through consultation with partners and stakeholders we have developed a new Regional Economic Strategy. As a result, this risk has been updated to emphasize the main area of focus and mitigation for inclusive economic growth.

### Governance Cluster



- 3.12 At the present time, there are no Cluster level risks in Governance. The risk that income to the service would be negatively affected by COVID and inflation pressures has been de-escalated to operational level. This will be kept under review to ensure the in-year position is achieved but the service is not expected to under-recover.

#### Strategic Place Planning

- 3.13 SPP's risk register was last reviewed in early 2023 with the key risks remaining *Climate Change (Place)* at a corporate level, *Climate Duties – Council and Strategic Plan Delivery* at a Cluster level. The Climate Change risks, at both a Place and Council level are challenging. They represent long term risks and require long term concerted effort across all facets of council and place activities. Significant work is underway to address these challenges as set out in the risk register and the assurance statement, with ongoing refinement of governance arrangements and the recent introduction of carbon budgeting.
- 3.14 Strategic Plan Delivery is also highlighted as a cluster risk but recent progress on the Local Development Plan is welcomed in helping to address this. Concern is noted over the increasing complexity associated with the development of strategic plans and the budgetary constraints faced by the council and SPP in developing and delivering them.

#### Finance

- 3.15 The Finance Cluster risk register was last reviewed by Committee in June 2022. Succession planning has continued due to turnover of staff in the Transaction team, and through the Graduate Apprentice programmes for Accounting. Digital improvements to financial systems continue to be rolled out, and the upgrade of the Council's financial ledger system now scheduled for this financial year. The transfer to a cloud-based system is expected to improve system performance and reliability.

#### Commercial and Procurement

- 3.16 The C&PSS Risk Register was last reviewed by committee in June 2023, at the time of the last report the Supply Chain Commodity Risk was escalated from a Cluster Level Risk to a Corporate Risk due to the global market situation, growing inflation rates and pricing increases as a result, over the last year period impacts to the Council have been closely monitored and there has been success through the control actions implemented in limiting the exposure across a number of price increase requests to the Council through a robust process of scrutiny and negotiation with suppliers.
- 3.17 The Office for National Statistics reported that inflation, as measured by the consumer prices index, fell to 8.7% in April 2023, down from 10.1% in March 2023, falling below double figures for the first time in nearly a year. Whilst this seems to suggest there are some positive signs in the market we continue to monitor this as a corporate risk until such time as markets further stabilise.

## Capital

- 3.18 The Capital Cluster risk register was last reviewed by Committee on 16 June 2022. Over the last financial year, the most significant risk impacts continue to be those risks which are external to the Council. These are impacts derived from the Covid 19 pandemic, EU-Exit and the Russia/Ukraine war.
- 3.19 In particular how these events have led to labour and materials shortages across the sector whereby the issues are now compounded with a dramatic rise in the cost of fuel and energy. We are still in a period where these events are having an inevitable impact on the timeline for project delivery, and it is likely that this will prevail in the short term (few years look ahead).
- 3.20 In practice these impacts have had an adverse impact on construction costs whereby the cost of raw materials and manufactured products have increased, however there is some evidence that prices are stabilising but are currently not returning to the price level prior to the start of the Covid pandemic.
- 3.21 This has led to the following;
1. Officers are continuing to experience requests and the need for an extension of lead-in times for the ordering of materials.
  2. In general, there continues to be a shorter period for the acceptance of any tender offers.
  3. Officers are continuing to monitor published advice related to procurement, inflation and the supply chain.

In light of all of the above the Chief Officer – Capital continues to review the approved Capital Programme and maintains a close dialogue with the Finance Cluster for reporting purposes. Consideration is also ongoing on how best to mitigate these impacts now, and in the future.

## Corporate Landlord

- 3.22 The Corporate Landlord Senior Management considered the risk register in early 2023. The risks around the delivery of the asset valuations continues to be active with the recruitment of professional staff an ongoing issue. That issue is very much being experienced across Scotland. This also means the risks to delivering capital receipts and rental income remain on the Corporate register.
- 3.23 There is now an approved Property and Estates Strategy which supports TOM 1.2. This alone will not address the risk around asset management planning. With there being an ongoing need to prioritise and allocate transformation projects, whilst dealing with day to day property management issues.
- 3.24 The Reinforced Autoclaved Aerated Concrete (RAAC) risk has now been removed from the Corporate Risk Register following consideration of a paper submitted to the Risk Board. Although a number of buildings do contain RAAC there is no requirement to carry out any capital works to the affected roofs. The

recommendations made by the structural engineers have been implemented or in the process of being actioned. As such the risk is now being managed at Service level.

#### 4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from the recommendations of this report. This report deals with risk management at Cluster level 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. ENVIRONMENTAL IMPLICATIONS

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

#### 7. RISK

7.1 There are no risks arising from the recommendations in this report. The Committee is provided with assurance that the risks presented within the Cluster Risk Register are those that may affect achievement of organisational outcomes and delivery of services for each Cluster are identified, appropriately managed and that the Council's activities are compliant with its statutory duties.

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	The council is required to have a management system in place to identify and mitigate its risks.	The council's risk management system requires that risks are identified, listed and managed via Risk Registers.	L	Yes
<b>Compliance</b>	As above.	As above.	L	Yes
<b>Operational</b>	As above.	As above.	L	Yes
<b>Financial</b>	As above.	As above.	L	Yes
<b>Reputational</b>	As above.	As above.	L	Yes
<b>Environment / Climate</b>	As above.	As above.	L	Yes

## 8. OUTCOMES

- 8.1 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 outcomes.

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Assessment Impact	Not required
Data Protection Impact Assessment	Not required
Other	Not applicable

## 10. BACKGROUND PAPERS

- 10.1 None

## 11. APPENDICES

- 11.1 Appendix A to F - Cluster Risk Registers for Strategic Place Planning, City Growth, Finance, Commercial and Procurement, Capital, and Corporate Landlord.
- 11.2 Appendix G to M - Cluster Assurance Maps for Governance, Strategic Place Planning, City Growth, Finance, Commercial and Procurement, Capital, and Corporate Landlord.
- 11.3 Appendix N – Cluster Risks grouped by category

## 12. REPORT AUTHOR CONTACT DETAILS

Name	Vikki Cuthbert
Title	Interim Chief Officer – Governance (Assurance)
Email Address	<a href="mailto:vcuthbert@aberdeencity.gov.uk">vcuthbert@aberdeencity.gov.uk</a>
Tel	07470363810

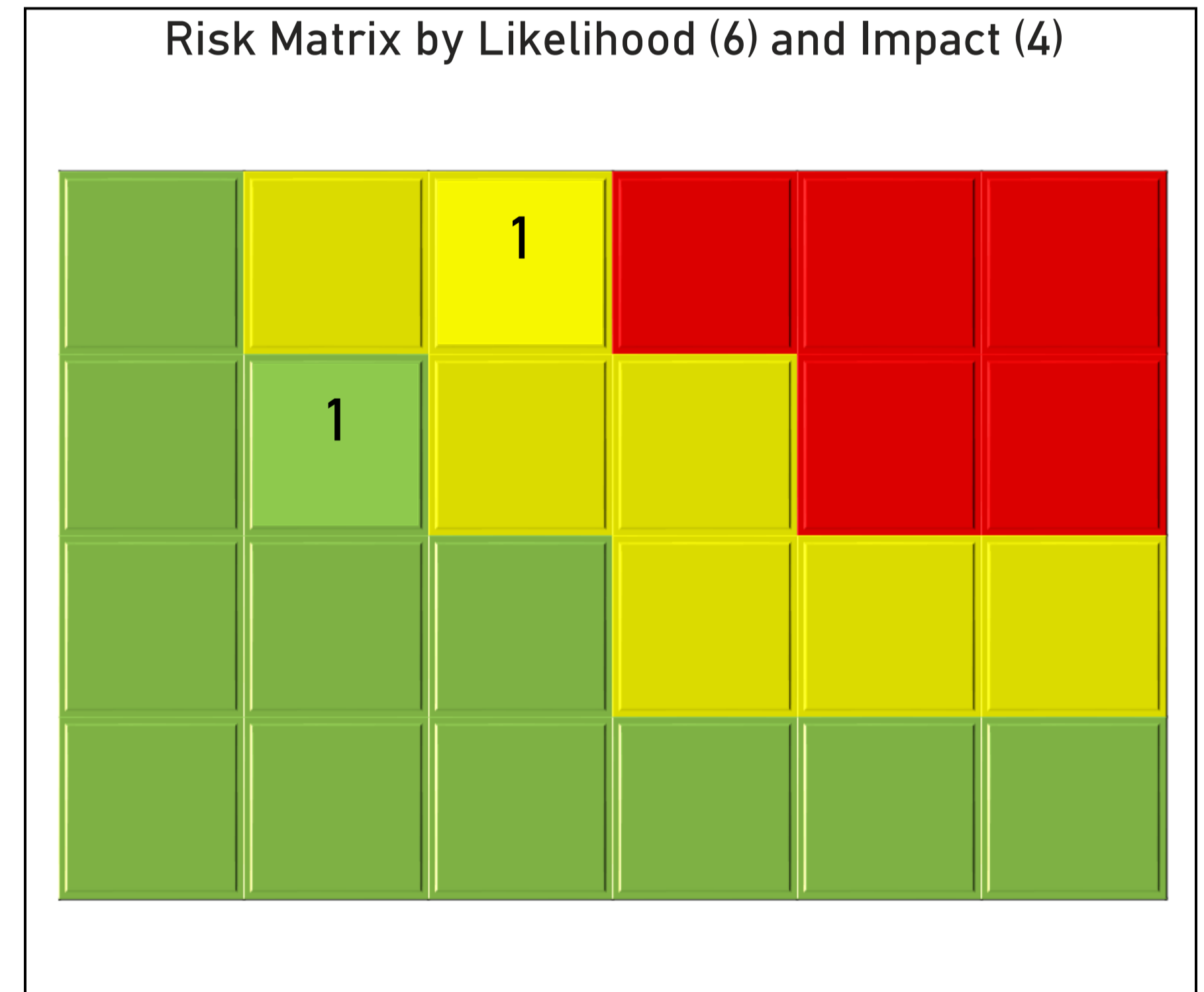


# Strategic Place Planning Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Climate Duties - Council Compliance	12
Strategic Plan Delivery - SPP	6

Number of Cluster Risks

**2**



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Strategic Place Planning	David Dunne	Claire McArthur/Sinclair Iaina/Daniel Lewis

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Strategic Plan Delivery - SPP	Failure to deliver key strategic plans – staff and process restructuring risks	1.Review service plan/delivery plans against agreed budget and council priorities and seek approval where changes occur. 2.Identify further opportunity training and development through partners agencies and by setting up a service wide Continuous Professional Development (CPD) programme. Opportunities for secondment service wide to help smooth work pressures. 3. Inclusion of climate mitigation and adaption risks in planning decisions, policy ,strategy and programmes. Build staff understanding and capacity around climate projections, risks and emerging legislative drivers. Training/ guidance for SPP staff, partners, developers.	75	6	6	2	3	31 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Strategic Place Planning	David Dunne	Alison Leslie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	% COMPLETE	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Climate Duties - Council Compliance	Risk of non compliance with public bodies duties under the Climate Change (Scotland) Act 2009. Duties require the Council to reduce emissions to contribute to national targets; adapt to climate change in contribution to the national adaptation programme; and report annually on this work.	<ol style="list-style-type: none"> <li>1. Identify process to assess future consequences of climate change for Council assets.</li> <li>2. Update templates to enable Business Continuity Plans to reflect risks from climate change.</li> <li>3. Put in place processes to determine the carbon impact of projects.</li> <li>4. Put in place processes to improve emission data collation and recording.</li> <li>5. Establish a emissions data platform to support monitoring and project planning.</li> <li>6. Develop a staff climate training plan, to embed climate change in the organisation/ culture. Phase 2 specialised training needs.</li> </ol>	72	12	12	3	4	30 August 2023

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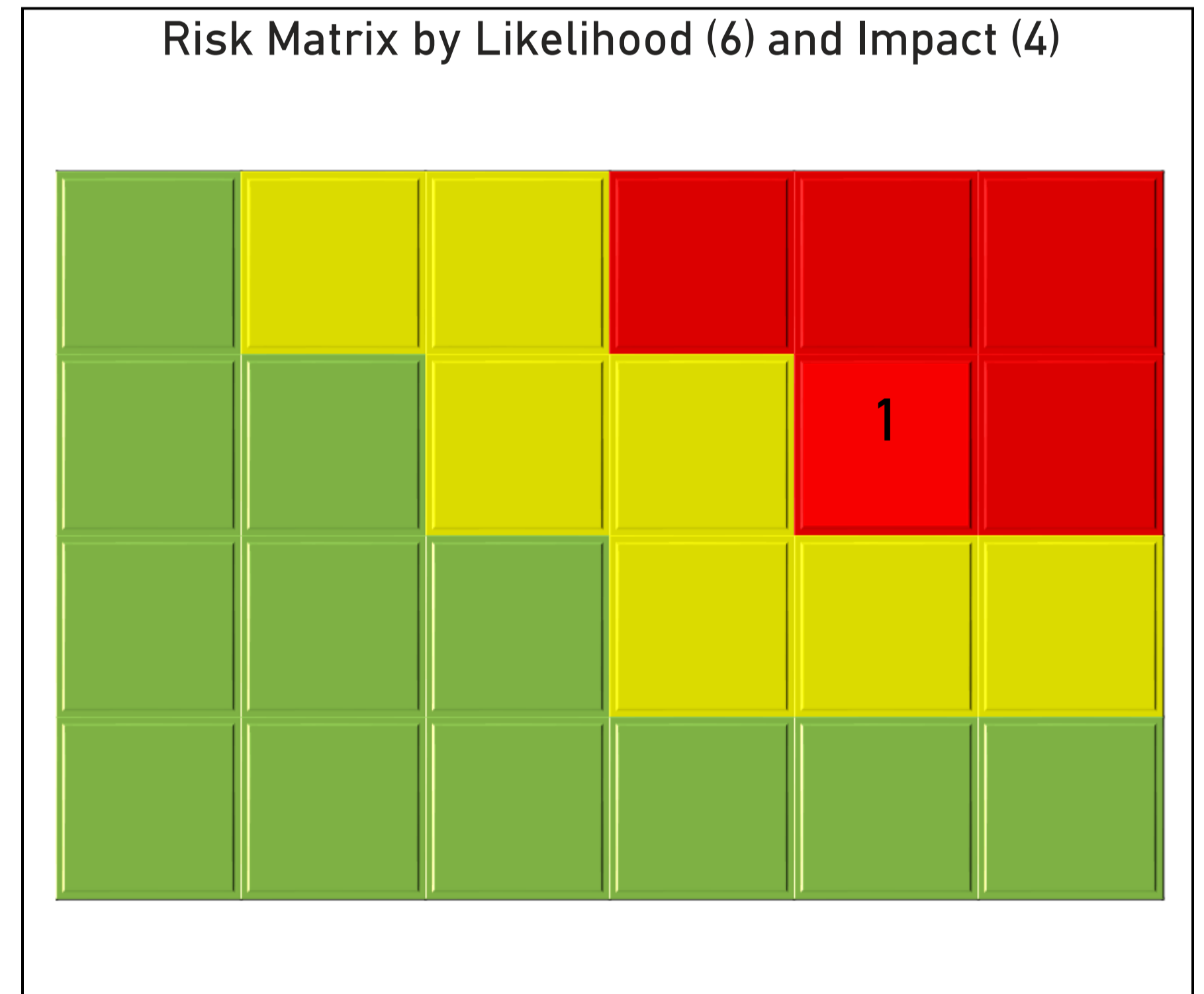


# City Growth Services Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Perception of Place	15

Number of Cluster Risks

**1**



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	City Growth	Richard Sweetnam	Julie Wood

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Perception of Place	There is a risk that Aberdeen's image as an attractive place to live or relocate may be negatively impacted due to the influence of concurrent economic events in recent years. This unfavourable perception has the potential to hinder the region's ability to achieve inclusive economic growth	<p>Regional Economic Strategy (RES) –Programmes Outcomes</p> <p>Programme 1: A thriving economy  Maintaining and growing reputation of being a global innovation hub.  Supporting the internationalisation of key growth sectors, in order to maintain North East Scotland’s share of overall Scottish exports.  Creating an investment environment where businesses can flourish.  Maintaining levels of inward investment into the region</p> <p>Programme 2: An outstanding natural Environment  Increasing the number of businesses in the region with accredited net zero credentials  Being recognised as a leading visitor destination by 2030  Protecting the natural capital and landscape of the region  Delivering a step change in the number and take up of active travel schemes.</p> <p>Programme 3 – A healthy and skilled population –  Improving our citizens’ self-reported wellbeing  Reducing the % of employers with a skills gap to o &lt;5%  Narrowing disability, racial and gender-based inequalities  Ensuring people achieve higher level qualifications.  Delivering a just transition by reducing the proportion of income deprived households.  Improving levels of healthy life expectancy</p> <p>Programme 4 – A strong community and cultural identity  Fostering a strong sense of cultural identity and belonging in the region  Increasing the number of assets held by communities across the region.  Creating a clearer/ stronger identity and cultural narrative  Increasing the number of jobs in the creative industries</p>	3	15	5	3	30 March 2028

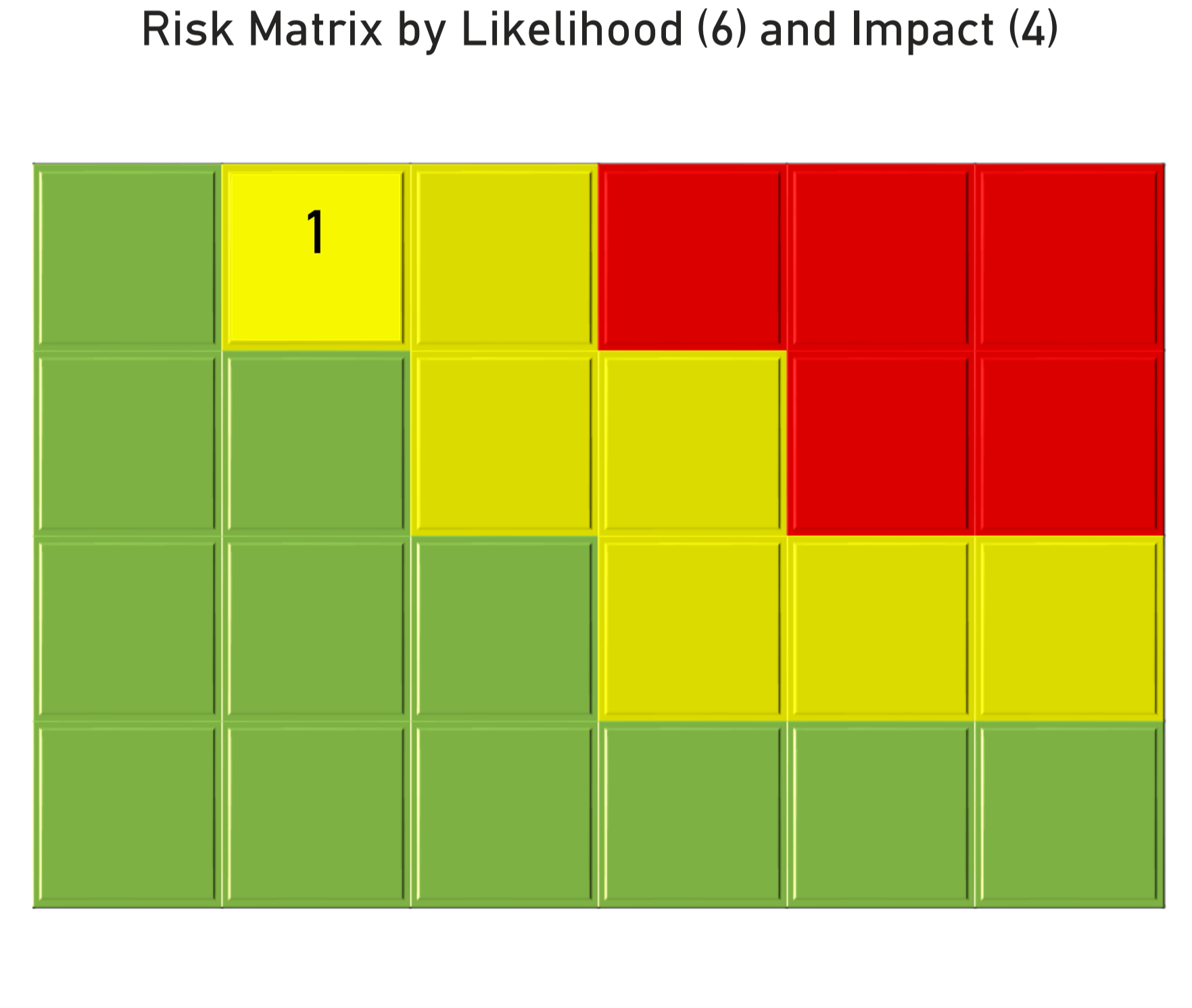


# Finance Services Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Failure to deliver key financial services in the event of the failure of plans, capabilities, systems and processes	8

Number of Cluster Risks

**1**



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Finance	Jonathan Belford	Lesley Fullerton, Angela Crawford and Laura

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Failure to deliver key financial services in the event of the failure of plans, capabilities, systems and processes	Failure to deliver statutory monitoring Failure to administer NESPF Failure to provide business advice and financial implications of change Inability to deliver key service standards and customer service System failure Failure of financial policies and controls, loss of income, poor management of council finances Failure to make benefits of technology and best practice Reputational damage and poor relationship management	1. Complete recruitment into Accounting design and succession planning delayed during 20-21 due to Covid. Recruitment complete. 2. Strengthen succession planning by streamlining teams and providing sustainable resourcing in transaction team. Complete 3. Digital improvements for systems with financial data embedded into digital programme and real time data development by 31.03.24 4. Introduce financial controls and resource planning in transaction team. Complete	8	8	2	4	31 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Finance	Jonathan Belford	Lesley Fullerton, Angela Crawford and Laura Colliss

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Failure to deliver key financial services in the event of the failure of plans, capabilities, systems and processes	Failure to deliver statutory monitoring Failure to administer NESPF Failure to provide business advice and financial implications of change Inability to deliver key service standards and customer service System failure Failure of financial policies and controls, loss of income, poor management of council finances Failure to make benefits of technology and best practice Reputational damage and poor relationship management	1. Complete recruitment into Accounting design and succession planning delayed during 20-21 due to Covid. Recruitment complete. 2. Strengthen succession planning by streamlining teams and providing sustainable resourcing in transaction team. Complete 3. Digital improvements for systems with financial data embedded into digital programme and real time data development by 31.03.24 4. Introduce financial controls and resource planning in transaction team. Complete	8	8	2	4	31 March 2024

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FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Climate Change and severe weather affect the costs and availability of goods and services	<p>Failure to embed climate change procurement policy, processes and to consider climate risks in the design life of procurements.</p> <p>Production or supply chain disruptions impact critical services</p> <p>Increase in flooding, heavy rainfall, storms, higher temperatures, a rise in sea level and drought cause damage to supplier stock, result in delivery disruptions and cause depletion of resources, affecting the price of products and the availability of goods.</p>	<p>1. Climate Change/Circular Economy weighting has been incorporated into procurement documents, additional training and guidance is to be developed for Delegated Procurers and rolled out by 30.06.23</p> <p>2. Sustainable Procurement and Community Benefit Policy renewal to take place in 2023, following review of Joint Procurement Strategy - review current considerations within the strategy and the policy on Climate change to support mitigation of risk by 31.12.23</p>	6	9	3	3	31 December 2023



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Non-Compliance with Procurement Regulations	<p>1. Contract Management - Risk that Strategic &amp; Critical contracts and associated supplier relationships are not managed effectively,, which can have a detrimental impact on the achievement of required outcomes to support commissioning intentions/delivery of LOIP outcomes/achievement of best value.</p> <p>2. Non-Compliance with Procurement Regulations: Governance Arrangements are not fully complied with by Delegated Procurers including seeking approval to go out to market, provision of Annual Procurement Work Plans and ensuring contracts are recorded on the Contract Register, which could lead to the Council being in breach of Procurement Legislation.</p>	<p>1. Implementation of effective contract management procedures (Supplier Relationship Management) across the organisation clearly stating the need for proper contract administration, relationship management, negotiation and review of contract performance by 30.06.23</p> <p>2. Development/Roll-out of CPSS website which will cut down on maintenance requirements for CPSS/Ensure information is more easily kept up to date, roll out by 31.07.23</p>	6	9	3	3	30 July 2023

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Procurement Fraud	Public procurement is vulnerable to fraud and corruption because of the level of expenditure, the volume of transactions, the complexity of the process and the number of stakeholders involved, these vulnerabilities can also make public procurement a target for Serious & Organised Crime.	<ol style="list-style-type: none"> <li>Revised procurement guidance to be issued based upon horizon scanning, and incorporating best practice from sources such as Red Flags Public Procurement (Audit Scotland/Police Scotland) by 30.06.23</li> <li>Delegated procurer training to be updated with procurement</li> </ol>	6	9	3	3	29 June 2023

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Scotland Excel - Membership does not deliver anticipated benefits	The ability of Scotland Excel to deliver against their objectives in relation to Financial Savings/Delivery of Community Benefits & Sustainable Procurement on behalf of the Shared Service Partner Authorities	<ul style="list-style-type: none"> <li>•Working with member councils to understand lost opportunities/conduct gap analysis, new project has been established with a number of initiatives to look at delivery of savings (participation/dates to be agreed)</li> <li>•Continuing focus on added Core Value delivered for all member councils.</li> <li>•On-going development of projects offering new services and increasing benefits to stakeholders.</li> <li>•Identification of new opportunities to provide additional chargeable services based on customer demand.</li> <li>•Ongoing robust market testing in relation to existing FWA's and also of all new shared service propositions.</li> <li>•Ongoing robust business model is in place for all new services (cost to serve, funding/uptake forecasts).</li> <li>•Regular engagement with Chief Execs, Finance Directors, Corporate Procurement Leads and Elected Members demonstrating the value added by Scotland Excel</li> </ul>	6	9	3	3	29 June 2023

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Shared Procurement Service Partner Withdrawal	<p>Partner to the Shared Service decides to withdraw, which would have potential for impacts below:</p> <ul style="list-style-type: none"> <li>•Potential impact on number of staff required</li> <li>•Employment Claims</li> <li>•Withdrawal Costs</li> <li>•Loss of experienced staff and expertise</li> <li>•Decrease in volume negotiating benefit to remaining councils</li> </ul>	<p>1. Improvement plan developed outlining any key areas for improvement and actions to implement with key milestones set against each, THC plan agreed and will be monitored at each Strategic Procurement Board meeting.</p> <p>Final actions near completion with Contract Owner training to be complete by 30.06.23, Signing of SLA to be revisited with Highland by 30.06.23</p>	3	9	3	3	29 June 2023

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Commissioning	Commercial & Procurement	Craig Innes	Melanie McKenzie

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Shared Service - Service Level Agreement - Delivery of KPI's	Risk that Commercial & Procurement Shared Service are unable to deliver against agreed KPI's within Service Level Agreement across the three partner Councils. Areas of Focus - Local Supplier Spend, Community Benefits & Fair Work and Climate Change.	<ol style="list-style-type: none"> <li>1. Supplier Development Plan and programme of events planned to support Community Wealth Building in each Council in conjunction with Economic Development, by 30.09.23</li> <li>2. Review with Community Benefit Manager in Highland approach and develop a Communication programme and provide further support to DPA's by 30.06.23</li> <li>3. Each Council is employing a Circular Economy Officer (recruitment underway), develop programme of work in conjunction with Economic Development to meet Climate Change targets in KPI's by 30.09.23</li> <li>4. Implementation of pilot for System Licence - reporting on Community Benefits, Sustainable Procurement Outcomes to support reporting and identification of target areas, pilot now underway for period up until 31.03.24</li> <li>5. Implementation of pilot for System Licence - reporting on Scope 3 Emissions to support reporting and identification of target areas by 30.06.23</li> </ol>	6	9	3	3	31 March 2024

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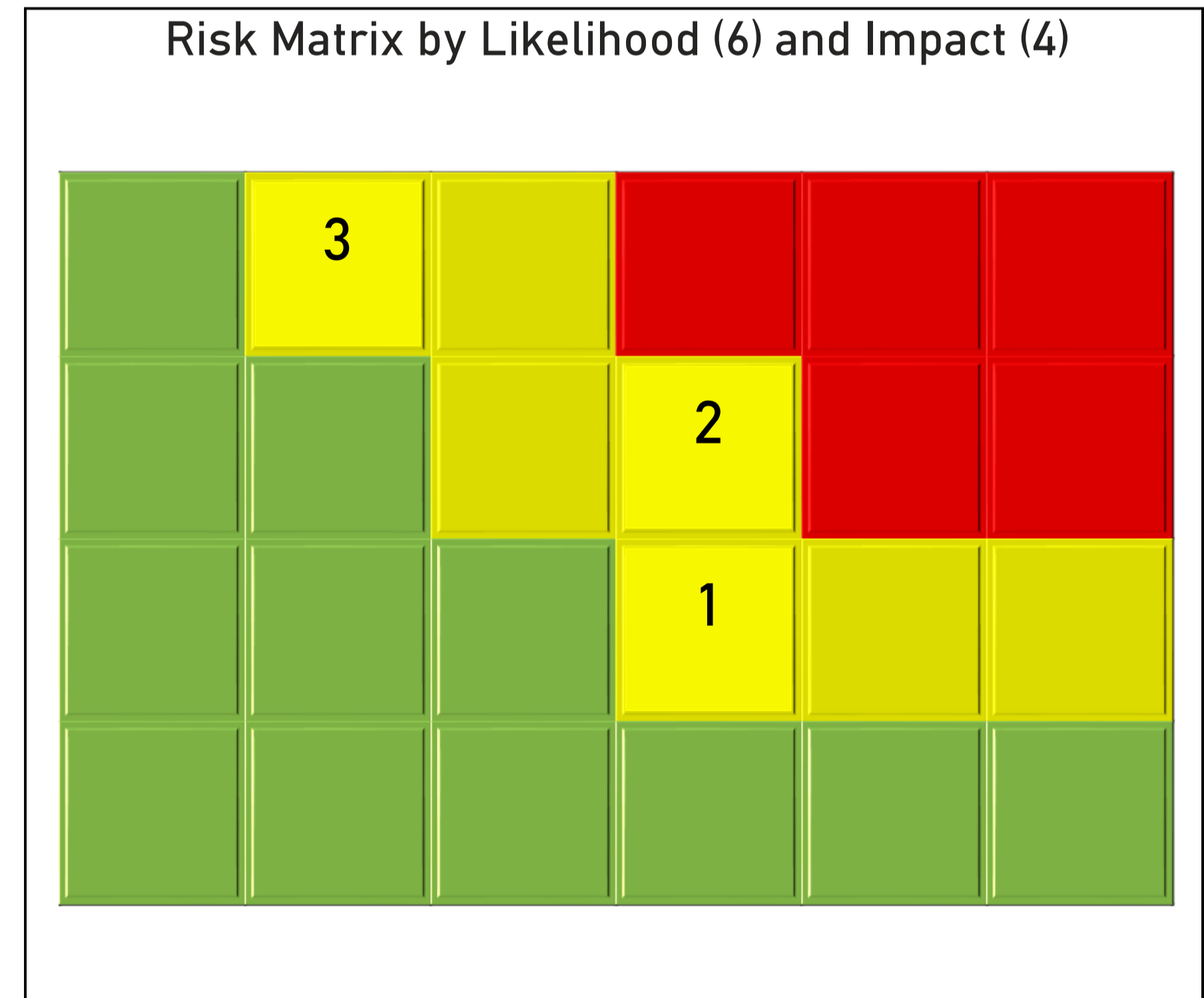


# Capital Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Capital Project - Budget Allocations	8
Capital Projects - Developer Obligations Income	8
Capital Projects - Financial Stewardship	8
Capital Projects - Resource	8
Concurrent Risks; External Impacts (Covid, Brexit, War, etc)	12
Construction delays due to interruption to supplies of materials	12

Number of Cluster Risks

**6**



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	Steve Whyte	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Project - Budget Allocations	Budget allocations within approved Outline Business Cases of projects are insufficient for project development/construction and any associated future maintenance obligations.	<ul style="list-style-type: none"> <li>. Cost estimates for key projects to be reviewed at key stages of delivery.</li> <li>. Regular progress meetings.</li> <li>. Regular reporting to other Chief Officers</li> <li>. Close collaboration with named project sponsor and Chief Officer- Corporate Landlord.</li> <li>. Regular reporting to Chief Officer - Finance</li> <li>. Regular reporting to Director of Resources</li> <li>. Quarterly review of Capital Programme by Capital SMT.</li> </ul>	8	8	2	4	31 March 2024



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	Steve Whyte	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Projects - Developer Obligations Income	The income from Developer Obligations is less than expected.	<p>Cost estimates for key projects to be reviewed at key stages of delivery.</p> <p>Close collaboration with Developer Obligations Team Leader (Strategic Place Planning).</p> <p>Regular progress meetings by project managers of expected developer obligations.</p> <p>Close collaboration with other Chief Officers.</p> <p>Ensure independent cost estimate review check is carried out, prior to approving OBC.</p> <p>Regular reporting to Finance Officers, monthly.</p>	8	8	4	2	31 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	Steve Whyte	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Projects - Financial Stewardship	Risk that management failures / slippage in the delivery of capital projects /failure to secure and or retain funding from external sources, impacts negatively on the Council's financial stewardship.	Alignment of risk at project and directorate levels with specific regard to allocated budgets Effective project management with risk management training for key managers in relation to the Capital Programme Project delivery reviews Have open communication channels and effective sharing of information within the Cluster Effective communication channels maintained with contractors/developers to minimise disruption Regular reporting to Director and wider CMT Monthly review with Capital Finance Officer Quarterly review of Capital Programme by Capital SMT	8	8	2	4	31 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	Steve Whyte	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Capital Projects - Resource	Lack of staff resources which impacts on the delivery of capital projects.	<ul style="list-style-type: none"> <li>Key projects to have their own risk register</li> <li>Regular risk register reviews for key projects</li> <li>Regular progress meetings for key projects</li> <li>Regular reporting to key Chief Officers</li> <li>Regular reporting to Director of Resources and wider CMT for key projects</li> <li>Significant risks reported to Finance &amp; Resources Committee for key projects</li> <li>Meetings to be held with Cluster Managers as part of review of 23/24 budget.</li> </ul>	8	8	2	4	31 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	John Wilson	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Concurrent Risks; External Impacts (Covid, Brexit, War, etc)	There are a number of significant concurrent external factors such as, but not limited to, the Covid - 19 pandemic, Brexit, and the Russia invasion of Ukraine (war), all of which are having a current and direct impact on the deliverability of projects/programmes contained within the approved Capital Programme. The principle risks are increased costs, shortage of materials, shortage of labour and inflation.	Cost estimates for key projects to be reviewed at key stages of delivery. Strong focus on achieving cost certainty prior to contract commitment. Close collaboration with Developer Obligations Team Leader (Strategic Place Planning) Regular review of costs at design development and construction progress meetings. Close collaboration with other Chief Officers. Ensure independent cost check is carried out where required. Regular reporting to Finance Officers. There may be a requirement to review the approved Capital Programme.	8	12	4	3	31 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Capital	John Wilson	John Wilson

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Construction delays due to interruption to supplies of materials	Construction projects delayed due to interruptions to supplies of construction materials due to Covid, Brexit, climate events or industrial action.	<p>Give consideration to ordering materials in advance of construction start.</p> <p>Give consideration to making more/better use of local materials and suppliers.</p> <p>Give consideration to making more use of recycled and re-usable materials.</p>	6	12	4	3	31 March 2024

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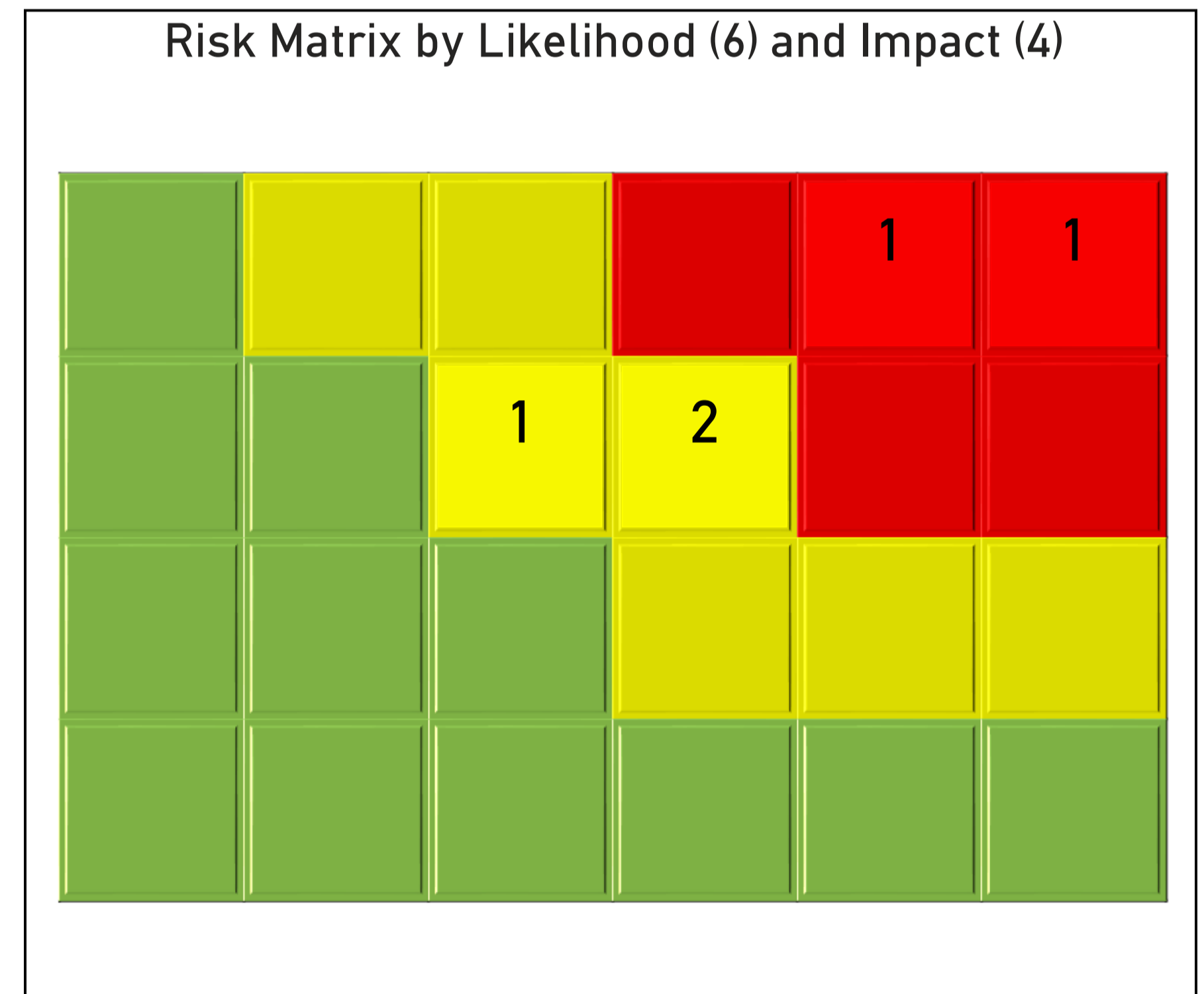


# Corporate Landlord Services Risk Register

CURRENT CLUSTER RISKS	CURRENT RISK SCORE
Declining condition of operational property estate, with impact on repair, maintenance and management costs along with higher risk of building failure.	1
Failure to deliver asset valuations	12
Inadequate Asset Management Planning	12
Risk of non compliance with Statutory Compliance with Council Properties	20
Risk to the delivery of Capital and Revenue Income	24

Number of Cluster Risks

5



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	David Marshall

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Failure to deliver asset valuations	Risk of failure to complete the asset valuation which is required for the council financial accounts.	<p>Resource plan developed on annual basis although there are vacant posts.</p> <p>Regular meetings with Finance Team.</p> <p>Staff CPD and training.</p> <p>Options around alternative delivery models regularly reviewed.</p> <p>There are currently a number of vacant posts within the team which have been advertised more than once without any applicants.</p>	6	12	4	3	30 March 2023



FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	David Marshall

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Inadequate Asset Management Planning	Risk that resources will not be allocated appropriately and efficiently if asset management plan is not in place and is not robust.	<p>Better engagement with public sector partners and ALEO's.</p> <p>Asset Management Teams pulled together under Corporate Landlord in 2019. Awaiting revised structure.</p> <p>Business cases around asset rationalisation.</p> <p>Programme being managed through Transformation Group.</p> <p>Engagement with other Chief Officers on future and current requirements.</p> <p>School Estates Plan and implementation plan approved by committee and work is ongoing.</p>	2	12	4	3	30 March 2023

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	ian cowling

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Declining condition of operational property estate, with impact on repair, maintenance and management costs along with higher risk of building failure.	<p>1. aging portfolio - both fabric and M and E installation.</p> <p>2. lack of replacement parts. increase in costs. longer to get parts. building non operational for longer periods. (decant risks)</p> <p>3. higher obsolescence with replacement cost required.</p> <p>4. impact on budget profile. consistent overspend in area.</p> <p>5. impact of works being restricted to wind and watertight/ health and safety for a number of years.</p> <p>6. lack of preventative/ planned maintenance works.</p> <p>7. lack of standard parts to be able to retain stock parts.</p>	<p>a. 5 yr high level condition and suitability assessments.</p> <p>b. annual m and e inspection and cyclical maintenance programme.</p> <p>c. C+S programme review</p> <p>d. BCP's in place.</p>	4	1	3	3	

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	David Marshall

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Risk of non compliance with Statutory Compliance with Council Properties	The Council is required to safeguard its employees and members of the public to ensure their health and safety through effective implementation of statutory maintenance and compliance checks such as asbestos management plans, gas safety certification, legionella testing etc.	<p>Statutory compliance policy in place which defines roles, responsibilities and arrangements.</p> <p>Sufficient resource in place across the Council to fulfill legal requirements.- albeit outsourced in many areas.</p> <p>Regular management meetings to discuss compliance.</p> <p>Regular monthly meetings with contractors to review compliance with contract.</p> <p>Suite of KPI's in some areas.</p>	6	20	5	4	29 March 2024

FUNCTION	CLUSTER	RISK OWNER	RISK LEAD
Resources	Corporate Landlord	Stephen Booth	David Marshall

RISK TITLE	RISK DESCRIPTION	CONTROL ACTIONS	TARGET RISK SCORE	CURRENT RISK SCORE	CURRENT LIKELIHOOD	CURRENT IMPACT	TARGET COMPLETION DATE
Risk to the delivery of Capital and Revenue Income	The Cluster has income targets for capital and revenue income.	<p>Staff have appropriate training, qualifications and engage with market and like professionals.</p> <p>Regular contract management, marketing and income meetings.</p> <p>Use of external property and other consultants, management agreements and managing agents as appropriate.</p> <p>Revised surplus procedure to streamline process.</p> <p>Partnership arrangements in a number of areas to reduce risk, introduce experience.</p> <p>Current projections are being fed into medium term financial plan.</p>	6	24	6	4	30 March 2023

<b>Assurance Map</b>		
<b>Governance</b>		
<b>Corporate Risk Register Risks:</b>		
1. <b>Civil Contingencies</b> - Risk of non-compliance with the Council's responsibilities as a Category 1 responder under the civil contingencies legislation and guidance 2. <b>Health &amp; Safety Compliance</b> - Risk of non-compliance with Health and Safety legislation and practices resulting in harm to the workforce and/or members of the public		
<b>First Line of Defence (Do-ers)</b>	<b>Second Line of Defence (Helpers)</b>	<b>Third Line of Defence (Checkers)</b>
<ul style="list-style-type: none"> <li>• Mandatory health and safety training requirements included in training needs analyses for Clusters</li> <li>• Trained and qualified staff</li> <li>• Training and exercising plan for DERCs, Tactical Leads, ALEOs and operational staff on the components of emergency response.</li> <li>• Risk assessments and project risk registers</li> <li>• RIDDOR reporting (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)</li> <li>• Investigations into incidents and breaches of H&amp;S policy or legislation.</li> <li>• Protocols, Plans &amp; Guidance to implement policies</li> <li>• Protest Management Plan</li> <li>• Duty Emergency Response Coordinators (DERCs)</li> <li>• Tactical Leads to support DERCs with emergency response</li> <li>• Housing and Flooding rotas to support emergency response</li> <li>• RCC, with Page One process to support emergency activation of DERC.</li> </ul>	<ul style="list-style-type: none"> <li>• CMT Boards</li> <li>• Council Committees</li> <li>• Corporate Management Team</li> <li>• Scheme of Governance</li> <li>• Local Code of Corporate Governance</li> <li>• Annual Governance Statement</li> <li>• Risk Appetite Statement</li> <li>• Risk Registers</li> <li>• Legislation and Consultation Trackers</li> <li>• Risk Horizon Scanning Tracker</li> <li>• Generic Emergency Plan and Activation Packs</li> <li>• Fulltime EPR&amp;C Lead and Officer post</li> <li>• DERC, UDERC and Tactical Lead rota</li> <li>• Resilience Hub including DERC Handbook and Materials and regular updates, including for UNICORN</li> <li>• DERC, UDERC and Tactical Lead Training Materials</li> <li>• Resilience huddles across three Grampian local authorities including Scottish Govt rep.</li> <li>• Reception Centre Handbook including ALEO support</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Safety Executive</li> <li>• Scottish Fire and Rescue Service Audits</li> <li>• Care Inspectorate inspections</li> <li>• Education Scotland inspections</li> <li>• Traffic Commissioner Scotland</li> <li>• External Audit</li> <li>• North Regional Resilience Partnership</li> <li>• Grampian Local Resilience Partnership (GLRP) and GLRP Working Group</li> <li>• GLRP P&amp;J Liaison Group</li> <li>• Local Authority Resilience Group Scotland (LARGS)</li> <li>• North East CONTEST Multi-Agency Group</li> <li>• Information Commissioner's Office (regarding data protection)</li> <li>• Office of the Scottish Information Commissioner (regarding freedom of information)</li> <li>• Investigatory Powers Commissioner's Office</li> <li>• Credit Rating Agency</li> </ul>

<ul style="list-style-type: none"> <li>• Additional Tactical Leads matching DERC numbers (11 of each)</li> <li>• Tactical Lead buddy system</li> <li>• Business Continuity Plan for Governance</li> <li>• Civil Contingency Incident De-Briefs</li> <li>• Corporate Procedure: CCTV</li> <li>• Bond Governance Protocol</li> <li>• Implementation of a Radio system across City Centre ACC buildings for managing security incidents and response.</li> <li>• Representation from across ACC emergency response team members at the monthly Bridge Calls arranged by Police Scotland Crime and Counter Terrorism Unit. Covering all CONTEST strands updates, training opportunities and awareness raising</li> <li>• Community Resilience Groups (Bridge of Don/Danestone, Culter, Culter, Milltimber &amp; Bieldside)</li> </ul>	<ul style="list-style-type: none"> <li>• SCORDS Training Hub (Scottish Resilience Development Service)</li> <li>• Community Resilience Framework</li> <li>• ALEO Assurance Hub</li> <li>• Committee Effectiveness Reports</li> <li>• Revised Corporate H&amp;S Policy approved by Staff Governance Committee including inventory of H&amp;S procedures.</li> <li>• Process for approval of H&amp;S procedures (CO-G approves corporate, relevant CO approves Cluster specific).</li> <li>• H&amp;S Management System setting out roles and responsibilities</li> <li>• Document management system detailing corporate and local H&amp;S procedures and documents, including review dates and responsible officers.</li> <li>• First Aid training and E-Learning including: Intro to health and safety, Fire safety, Managing Safety, Manual Handling, asbestos awareness, Fire Marshall and warden responsibilities, working at height, displays screen equipment.</li> <li>• Face to face H&amp;S training sessions on: risk assessment, lone working, COSHH risk assessment, Investigation, Incident reporting</li> <li>• Guidance on incident and near miss reporting.</li> <li>• Asbestos Working Group Terms of Reference, to monitor actions arising from breaches or HSE interventions.</li> <li>• Reporting to external bodies (HSE, Scottish Fire and Rescue Service and the Care Inspectorate)</li> <li>• Risk Assessment Guidance and templates (including COVID-19)</li> <li>• Compliance checks for COVID-19 risk assessments</li> <li>• Process for COVID-19 individual risk assessments</li> <li>• Guidance on homeworking during COVID-19</li> <li>• Process for review of Scottish Government guidance on COVID-19 to update internal guidance</li> <li>• Trades Union/Director Group</li> <li>• Health and Safety Trade Union meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Accounts Commission</li> <li>• Audit Scotland</li> <li>• CIPFA</li> <li>• Standards Commission for Scotland</li> <li>• Commission for Ethical Standards in Public Life in Scotland</li> <li>• Law Society of Scotland</li> <li>• Office of the Scottish Charity Regulator (relevant where ACC itself is a charity trustee)</li> <li>• Financial Conduct Authority (regarding Stock Exchange bonds)</li> <li>• External competent bodies (regarding statutory inspection of plant and equipment)</li> <li>• Electoral Commission</li> <li>• Electoral Management Board for Scotland</li> <li>• Internal Audit – Corporate Health and Safety – November 2022</li> </ul>
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	<ul style="list-style-type: none"><li>• Commissioning, Customer, Resources and Trades Unions Health and Safety Group</li><li>• Operations and Trade Unions Health and Safety Group</li><li>• Information Governance Group</li><li>• Public Protection Committee</li><li>• Risk Management Policy</li><li>• Business Continuity Policy</li><li>• International Twinning Grant Criteria Policy</li><li>• Appointment of Elected Members to Outside Bodies Policy</li><li>• Licensing Policies</li><li>• Licensing Committee</li><li>• Licensing Board</li><li>• Organisational Resilience Group</li><li>• Business Continuity Sub-Group</li><li>• Policy Group</li><li>• Occupational Health Provider</li></ul>	
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**Assurance Map**  
**Strategic Place Planning**

**Corporate Risk Register Risks:**

1. **Climate Change (Place)** - Failure (where ACC has scope to influence), to contribute to a reduction in city-wide emissions and to address strategic climate risks for the city. These include heavy winter rainfall, flooding, a rise in sea level, reduction summer rainfall, higher temperatures.

**Cluster Risk Register Risk:**

1. **Climate Duties - Council Compliance** - Risk of non-compliance with public bodies duties under the Climate Change (Scotland) Act 2009..
2. **Strategic Plan Delivery – SPP** - Failure to deliver key strategic plans – staff and process restructuring risks

First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<ul style="list-style-type: none"> <li>• Trained and qualified staff.</li> <li>• Team Managers oversight of finances for teams.</li> <li>• All staff involved in risk assessment process.</li> <li>• Team Business Continuity Plans in place.</li> <li>• Operational plans and guidance including surveys, monitoring, committee reporting.</li> <li>• Contract Management Guidance, policies and Procurement Regulations.</li> <li>• Environmental risks/ implications (including climate) incorporated in project plans, business cases, committee reporting and guidance.</li> <li>• Emergency plans.</li> <li>• Community involvement.</li> <li>• Agreed health and safety procedures – all staff supported to familiarise as part of induction.</li> <li>• Cross Service protocols and training.</li> <li>• Joint working with internal/external resources and services.</li> <li>• Internal / external communication and networking.</li> <li>• Committee reporting.</li> <li>• LOIP objectives.</li> <li>• Maintain an awareness of current statutory requirements.</li> <li>• Respond to internal and external consultation.</li> </ul>	<ul style="list-style-type: none"> <li>• CMT Boards.</li> <li>• Council Committees.</li> <li>• Council Climate Change Plan: Towards a Net Zero and Climate Resilient Council in place.</li> <li>• Council Climate Change Plan dashboard in place for monitoring.</li> <li>• Oversight Group for the Council Climate Change Plan meets monthly. Updates to the Performance Board.</li> <li>• Carbon budget approved.</li> <li>• Updated Aberdeen Adapts: Climate Adaptation Framework in place.</li> <li>• Net Zero Aberdeen Routemap: Towards becoming a net zero emissions city by 2045 in place.</li> <li>• 6 enabling strategies: Mobility, Buildings &amp; Heat, Circular Economy, Energy Supply, Natural Environment, Empowerment in place.</li> <li>• Net Zero Leadership Board (Place).</li> <li>• Net Zero Transition Delivery Unit (Place).</li> <li>• Senior Management Team undertakes review of Cluster Operational Risk Register and monthly budget and contract management.</li> <li>• Oversight on service KPIs.</li> <li>• Contract review by Demand Management Board.</li> <li>• Inclusion in plans, programmes, strategies including those for flooding, Aberdeen Local Development Plan, Local Transport Strategy, Local Housing Strategy, Aberdeen Open Space Strategy, Aberdeen Food Growing Strategy.</li> <li>• Customer Service Excellence accreditation.</li> <li>• Local Resilience Partnership undertaking resilience planning and preparedness across all partners.</li> <li>• Climate on the agenda for the City Resilience Group.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Audit - <a href="#">Climate Change</a></li> <li>• Annual Climate Change report (Public Bodies Climate Change Duties) submitted to Scottish Government.</li> <li>• Regional and National reports from Scottish Government, UK Government and SEPA.</li> <li>• Scottish Government performance review and reports .</li> <li>• Monitoring of current/ future climate risks affecting Aberdeen, in line with UK Climate Projections, UK Climate Risk Assessment.</li> <li>• Annual review against the Public Sector Adaptation Capability Framework.</li> <li>• Audit Scotland and National Audit reports .</li> <li>• Community Planning Aberdeen Board.</li> <li>• Local Outcome Improvement Plan (LOIP).</li> <li>• Participation in external quality system inspection programme Customer Service Excellence.</li> <li>• Annual reporting of Risk Registers to Committee.</li> <li>• Economic Policy Panel.</li> <li>• APSE benchmarking.</li> </ul>

	<ul style="list-style-type: none"><li>• Emergency plans eg flooding and storms</li><li>• Climate and Nature Pledge in place, microsite established.</li></ul>	
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Assurance Map		
City Growth		
Cluster Risk Register Risk:		
<p><b>Perception of Place:</b> There is a risk that Aberdeen's image as an attractive place to live or relocate may be negatively impacted due to the influence of concurrent economic events in recent years. This unfavourable perception has the potential to hinder the region's ability to achieve inclusive economic growth.</p>		
First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<p><b>Programme Management</b></p> <ul style="list-style-type: none"> <li>Establishment of a Programme Management Office to oversee the successful delivery of the Regional Economic Strategy</li> <li>Governance of the Regional Economic Strategy via a Regional Economic Partnership including terms of references for Boards and delegated authority</li> <li>Execution of an agreed regional Investment plan</li> <li>Data capture and analysis to measure progress and inform decision making.</li> <li>Alignment with relevant policies and procedures</li> </ul> <p><b>Stakeholders</b></p> <ul style="list-style-type: none"> <li>Collaboration with internal and external teams to achieve shared outcomes and benefits.</li> <li>Engaging with communities to empower positive change.</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Development of communication plans and protocols in coordination with regional partners and ACC teams, including advocacy of the region.</li> </ul>	<p><b>ACC Management Boards</b></p> <ul style="list-style-type: none"> <li>ACC Risk Monitoring and Assurance</li> <li>ACC Strategies and Plans</li> <li>ACC Service Plans</li> <li>ACC Personal Objectives through CR&amp;D</li> </ul> <p><b>ACC Committees</b></p> <ul style="list-style-type: none"> <li>Political Priorities</li> <li>Committee Remits</li> </ul> <p><b>Observers/ members on Partners Boards</b></p> <ul style="list-style-type: none"> <li>Alignment to governments strategies and plans</li> <li>Coordination with partners organisations strategies and plans</li> </ul> <p><b>Networks</b></p> <ul style="list-style-type: none"> <li>Utilising national and regional networks to develop innovative programmes and optimise resources for shared objectives.</li> </ul>	<p><b>Report progress to:</b></p> <ul style="list-style-type: none"> <li>UK and SG</li> <li>Committees</li> <li>Partners</li> <li>Management Teams</li> </ul> <p><b>Reviewing progress and process</b></p> <ul style="list-style-type: none"> <li>Audit</li> <li>Economic Policy Panel</li> <li>Health &amp; Safety</li> </ul> <p><b>Provide Economic Data and Analysis to:</b></p> <ul style="list-style-type: none"> <li>Community Planning Aberdeen (LOIP)</li> <li>Funders</li> <li>Inform future strategies.</li> <li>National Networks including alliances, partners, and collaborators.</li> </ul> <p><b>Best Practice</b></p> <ul style="list-style-type: none"> <li>Recognition through awards, ranking tables and achieving status.</li> </ul>

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Assurance Map		
Finance		
<b>Corporate Risk Register Risk:</b>		
<p>1. <b>Financial Sustainability</b> - Failure to deliver financial sustainability due to:</p> <ul style="list-style-type: none"> <li>• Failure to align resources to commissioning intentions and service standards</li> <li>• Inadequate financial reporting and planning</li> <li>• Failure to respond to external factors</li> <li>• Failure of partners, businesses or the 3rd sector</li> <li>• Failure of transformation plans, projects or service redesigns</li> <li>• Inadequate financial stewardship or capability</li> </ul>		
<b>Cluster Risk Register Risk:</b>		
<p>1. <b>Failure to deliver key financial services in the event of the failure of plans, capabilities, systems and processes</b></p> <ul style="list-style-type: none"> <li>• Failure to deliver statutory monitoring</li> <li>• Failure to administer NESPF</li> <li>• Failure to provide business advice and financial implications of change</li> <li>• Inability to deliver key service standards and customer service</li> <li>• System failure</li> <li>• Failure of financial policies and controls, loss of income, poor management of council finances</li> <li>• Failure to make benefits of technology and best practice</li> <li>• Reputational damage and poor relationship management</li> </ul>		
First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<ul style="list-style-type: none"> <li>• Annual statements of accounts and quarterly reporting including valuations and balance sheet</li> <li>• Medium Term Financial Strategy and Budget setting</li> <li>• Monthly and Quarterly monitoring and reporting of budget including contingent liabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Finance and Resources Committee scrutiny of all financial decisions</li> <li>• Pensions Committee scrutiny of pensions decisions</li> <li>• Audit, Risk and Scrutiny Committee oversight of risk management system</li> <li>• Audit Risk and Scrutiny oversight of Internal and External Audit reports</li> </ul>	<ul style="list-style-type: none"> <li>• Annual External Audit and report of ACC Accounts, Pension Funds and Group Accounts</li> <li>• Annual Internal Audit Plan based on risk and approved and overseen by Audit, Risk and Scrutiny Committee</li> <li>• Internal Audit – Lease Financing – 03/02/23</li> <li>• Internal Audit – Following the Public Pound – 13/02/23</li> <li>• Annual credit rating review</li> </ul>

<ul style="list-style-type: none"> <li>• Financial protocols in Scheme of Governance, Financial Regulations and associated financial procedures and practices</li> <li>• Financial policies and procedures including Counter Fraud, Following the Public Pound and Service Income</li> <li>• Financial Implications review of all committee reports</li> <li>• Treasury Management reviews with our treasury consultants</li> <li>• Monitoring of Finance Cluster and Institutional risks</li> <li>• FM Code Self Assessment</li> <li>• Pension fund management protocols and procedures</li> <li>• Task plans, CR&amp;D and Succession Plans</li> <li>• Horizon Scanning reviews</li> <li>• Embedding new impacts into BAU e.g. refugee costs, Monitoring and grant claims</li> <li>• Budget holder training</li> </ul>	<ul style="list-style-type: none"> <li>• Council and specific Charitable Trust Boards</li> <li>• Other Committees as applicable</li> <li>• Finance SMT</li> <li>• CMT and ECMT</li> <li>• Risk Board</li> <li>• Strategy Board</li> <li>• Transformation Board</li> <li>• Performance Board</li> <li>• ALEO assurance hub</li> <li>• IJB Risk Audit and Performance Board</li> </ul>	<ul style="list-style-type: none"> <li>• London Stock Exchange compliance checks</li> <li>• National Audit reports and Best Value Audit</li> <li>• His Majesty's Revenue and Customs Inspections</li> <li>• Treasury, Directors of Finance and other bodies reports and advice</li> <li>• Charities Commission (OSCR) reports and advice and reports on Trust Accounts</li> <li>• Scottish Government Returns e.g. budget and out-turn data, grant claim criteria</li> <li>• Data required by other grant funders and stakeholders of ACC</li> <li>• ICAS and CIPFA trainer accreditations</li> <li>• Benchmarking – LGBF and Directors of Finance</li> <li>• The Pensions Regulator</li> <li>• Bond Trustee</li> <li>• Internal Audit – Revenue Budget Monitoring – February 2022</li> </ul>
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**Assurance Map**  
**Cluster – Commercial & Procurement Services**

**Corporate Risk Register Risks:**

**1. Supply Chain - Commodity Risks**

1. Impacts on Supply Chain due to Brexit/Covid in particular market pressure/uncertainty in Food/Construction Materials
2. Inflation affecting key commodities as a result of Covid/Brexit and market volatility i.e. Oil, Steel, Sugar
3. Market impacts due to invasion of Ukraine i.e. Energy
4. Shortages across certain commodities leading to issues in delivery of goods/alternatives having to be investigated and/or sought

**Cluster Risk Register Risks:**

**1. Non-Compliance with Procurement Regulations**

1. Contract Management - Risk that Strategic & Critical contracts and associated supplier relationships are not managed effectively, which can have a detrimental impact on the achievement of required outcomes to support commissioning intentions/delivery of LOIP outcomes/achievement of best value.
2. Non-Compliance - Governance Arrangements are not fully complied with by Delegated Procurers including seeking approval to go out to market, provision of Annual Procurement Workplans and ensuring contracts are recorded on the Contract Register, which could lead to the Council being in breach of Procurement Legislation.

**2. Shared Service - Service Level Agreement - Delivery of KPI's** - Risk that Commercial & Procurement Shared Service are unable to deliver against agreed KPI's within Service Level Agreement:

1. Local Supplier Spend (Aberdeenshire)
2. Community Benefits/Fair Work (Highland)
3. Climate Change (3 Councils)

**3. Shared Procurement Service Partner Withdrawal** - Partner to the Shared Service decides to withdraw.

**4. Scotland Excel - Membership does not deliver anticipated benefits** - The ability of Scotland Excel to deliver against their objectives in relation to Financial Savings/Delivery of Community Benefits & Sustainable Procurement on behalf of the Shared Service Partner Authorities

**5. Climate Change and severe weather affect the costs and availability of goods and services.**

1. Failure to embed climate change procurement policy, processes and to consider climate risks in the design life of procurements.
2. Production or supply chain disruptions impact critical services
3. Increase in flooding, heavy rainfall, storms, higher temperatures, a rise in sea level and drought cause damage to supplier's stock, result in delivery disruptions and cause depletion of resources, affecting the price of products and the availability of goods.

**6. Procurement Fraud** - Public procurement is vulnerable to fraud and corruption because of the level of expenditure, the volume of transactions, the complexity of the process and the number of stakeholders involved, these vulnerabilities can also make public procurement a target for Serious & Organised Crime.

First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<ul style="list-style-type: none"> <li>• Online Staff Training &amp; Development</li> <li>• Operational procedures and guidance including Procurement Manual, Contract Management Guidance and Procurement Regulations</li> <li>• Procedures to implement contract management policies</li> <li>• CPSS Communication Plan – Regular communication with CO's/Service Managers/DPA's with updates/guidance</li> <li>• Procurement Fraud Risk Assessment</li> <li>• Price Increase Review Process/Tracker</li> <li>• Inflation Monitoring/Tracker</li> </ul>	<ul style="list-style-type: none"> <li>• CMT Boards</li> <li>• Council Committees</li> <li>• Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register</li> <li>• Contract review by Demand Management Board</li> <li>• Strategic Procurement Board (Senior management representation from other Shared Service Partners)</li> <li>• Joint Procurement Strategy</li> <li>• Policy documentation including Sustainable Procurement and Community Benefits Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Audits on Procurement – <ul style="list-style-type: none"> <li>◦ <a href="#">Vehicle Replacement Policy and Procurement</a></li> </ul> Internal Audit - (ALEOs) – Performance and Payments – March 2023 </li> <li>• Internal Audit – Contract Management – April 2023</li> <li>• Annual External Audit and report</li> <li>• External reports from Scotland Excel including <ul style="list-style-type: none"> <li>◦ Procurement Capability and Improvement Plans (PCIP)</li> </ul> </li> <li>• Scottish Government performance review and reports (Annual Procurement Report)</li> </ul>



Assurance Map		
Capital		
Cluster Risk Register Risks:		
<ol style="list-style-type: none"> <li>1. <b>Capital Project:</b> Budget Allocations - Budget allocations within approved Outline Business Cases of projects are insufficient for project development/construction and any associated future maintenance obligations.</li> <li>2. <b>Capital Projects:</b> Developer Obligations Income - The income from Developer Obligations is less than expected.</li> <li>3. <b>Capital Projects:</b> Financial Stewardship - Risk that management failures / slippage in the delivery of capital projects / failure to secure and or retain funding from external sources, impacts negatively on the Council's financial stewardship.</li> <li>4. <b>Capital Projects:</b> Resource – Lack of staff resources, which impacts negatively on the delivery of capital projects.</li> <li>5. <b>Concurrent Risks:</b> External Impacts (Covid, Brexit, War, etc) - External factors such as Covid - 19 pandemic, Brexit, Ukraine (war), having a direct impact on the deliverability of projects/programmes contained within the approved Capital Programme.</li> <li>6. <b>Construction delays due to interruption to supplies of materials:</b> Construction projects delayed due to interruptions to supplies of construction materials due to Covid, Brexit, climate events or industrial action.</li> </ol>		
First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
<ul style="list-style-type: none"> <li>• Trained and qualified staff.</li> <li>• Follow Project Management protocols for project delivery.</li> <li>• Ensure project/programme risk register review meetings include consideration of any financial impact on the wider capital portfolio and any implications this may have across the Council.</li> <li>• Ensure key/sensitive projects allocated to managers with appropriate skills.</li> <li>• Review risk management training programme for key staff.</li> <li>• Seek guidance from Project Management Office.</li> <li>• Plan for good communication across Clusters.</li> <li>• Consider availability to utilise ACC staff with appropriate skill out with the Capital team to deliver the capital programme of projects.</li> </ul>	<ul style="list-style-type: none"> <li>• CMT Boards.</li> <li>• Council Committees.</li> <li>• Resources Function Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register.</li> <li>• Review by Chief Officer Capital and provide any key updates to Director of Resources and other Chief Officers.</li> <li>• Review by Capital Board.</li> <li>• Report any issues by exception to the Performance Board.</li> <li>• Policy Documentation.</li> </ul>	<ul style="list-style-type: none"> <li>• External Audit.</li> <li>• Internal Audit – Capital Project Management – February 2022</li> </ul>

<ul style="list-style-type: none"><li>• Consider availability of using consultant/contractor frameworks to facilitate the delivery of the capital programme of projects .</li><li>• Ensure consultation with other key Chief Officers .</li><li>• Cost estimates for key projects to be reviewed at key stages of delivery.</li><li>• For significant/key projects ensure an independent cost estimate review check is carried out, prior to approving OBC.</li><li>• Regular progress meetings.</li><li>• Where appropriate maintain close collaboration with other Chief Officers throughout delivery.</li><li>• Regular reporting to Finance Officers, monthly.</li></ul>		
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<b>Assurance Map</b>		
<b>Corporate Landlord</b>		
<b>Cluster Risk Register Risks:</b>		
<ol style="list-style-type: none"> <li>1. <b>Declining condition of operational property estate</b></li> <li>2. <b>Failure to deliver asset valuations</b> - Risk of failure to complete the asset valuation which is required for the council financial accounts.</li> <li>3. <b>Inadequate Asset Management Planning</b> - Risk that resources will not be allocated appropriately and efficiently if asset management plan is not in place and is not robust.</li> <li>4. <b>Risk of non-compliance with Statutory Compliance with Council Properties</b> - The Council is required to safeguard its employees and members of the public to ensure their health and safety through effective implementation of statutory maintenance and compliance checks such as asbestos management plans, gas safety certification, legionella testing etc.</li> <li>5. <b>Risk to the delivery of Capital and Revenue Income</b> - The Cluster has income targets for capital and revenue income.</li> </ol>		
<b>First Line of Defence (Do-ers)</b>	<b>Second Line of Defence (Helpers)</b>	<b>Third Line of Defence (Checkers)</b>
<ul style="list-style-type: none"> <li>• Trained and qualified staff</li> <li>• Operational procedures and guidance including those set out in the Business Continuity Plans in the event of a system or process failure.</li> <li>• Risk Assessments.</li> <li>• Staff training and development on business continuity arrangements.</li> <li>• Analysis following activation of Customer Experience Cluster Senior.</li> <li>• Management Team (SMT) undertakes review of Cluster Operational Risk Register.</li> <li>• Staff have appropriate training, qualifications and engage with market and like professionals.</li> <li>• Regular marketing and income meetings.</li> <li>• Use of external property consultants, management agreements and managing agents as appropriate.</li> <li>• Resource plan developed.</li> <li>• Use of external advisors in specialised areas.</li> </ul>	<ul style="list-style-type: none"> <li>• CMT Boards</li> <li>• Council Committees</li> <li>• Policy Documentation.</li> <li>• Resources Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register.</li> <li>• Executive Board Structure</li> <li>• Assurance Team.</li> <li>• Business Continuity Group Sub-Group.</li> <li>• Annual reporting of Function / Cluster Risk Register to Operational Delivery Committee</li> <li>• Monthly budget print outs.</li> <li>• Capital Board – post project reviews and post occupancy evaluations.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal Audit - <a href="#">Industrial and Commercial Property Rental Income and Void Control</a>.</li> <li>• External Audit.</li> <li>• RICS Registration.</li> </ul>

<ul style="list-style-type: none"><li>• Participation in national networks (CIPFA/ ACES/ RICS/ SHoPs etc.)</li><li>• Programmes of inspections for property portfolio.</li><li>• Contract management meetings.</li></ul>		
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**Strategic Place Planning**

Risk Title	Risk Category	Target Risk Appetite	Aligned with RAS?
• Climate Duties - Council Compliance	Climate/Environmental	Open	Yes
• Strategic Plan Delivery - SPP	Operational	Averse	Yes

**City Growth**

Risk Title	Risk Category	Target Risk Appetite	Aligned with RAS?
• Perception of Place	Strategic	Averse	No

**Finance**

Risk Title	Risk Category	Target Risk Appetite	Aligned with RAS?
• Failure to deliver key financial services in the event of the failure of plans, capabilities, systems and processes	Operational	Cautious	Yes

**Commercial and Procurement**

Risk Title	Risk Category	Target Risk Appetite	Aligned with RAS?
• Climate Change and severe weather affect the costs and availability of goods and services	Climate/Environmental	Averse	Yes
• Procurement Fraud	Compliance	Averse	Yes
• Non-Compliance with Procurement Regulations	Compliance	Averse	Yes
• Shared Service - Service Level Agreement - Delivery of KPI's	Strategic	Averse	Yes
• Scotland Excel - Membership does not deliver anticipated benefits	Strategic	Averse	Yes
• Shared Procurement Service Partner Withdrawal	Strategic	Averse	Yes

**Capital**

<b>Risk Title</b>	<b>Risk Category</b>	<b>Target Risk Appetite</b>	<b>Aligned with RAS?</b>
• Concurrent Risks; External Impacts (Covid, Brexit, War, etc)	Operational	Cautious	Yes
• Construction delays due to interruption to supplies of materials	Operational	Averse	Yes
• Capital Project - Budget Allocations	Operational	Cautious	Yes
• Capital Projects - Developer Obligations Income	Operational	Cautious	Yes
• Capital Projects - Financial Stewardship	Operational	Cautious	Yes
• Capital Projects - Resource	Operational	Cautious	Yes

**Corporate Landlord**

<b>Risk Title</b>	<b>Risk Category</b>	<b>Target Risk Appetite</b>	<b>Aligned with RAS?</b>
• Risk of non-compliance with Statutory Compliance with Council Properties	Compliance	Averse	Yes
• Failure to deliver asset valuations	Financial	Averse	Yes
• Risk to the delivery of Capital and Revenue Income	Financial	Averse	Yes
• Declining condition of operational property estate	Operational	Averse	Yes
• Inadequate Asset Management Planning	Operational	Averse	Yes

<b>COMMITTEE</b>	Finance and Resources Committee
<b>DATE</b>	5 <sup>th</sup> July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Performance Management Framework Report – Commissioning and Resources
<b>REPORT NUMBER</b>	COM/23/190
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Martin Murchie
<b>REPORT AUTHOR</b>	Alex Paterson
<b>TERMS OF REFERENCE</b>	2.1.3

**1. PURPOSE OF REPORT**

1.1 To present Committee with the status of key cluster performance measures and activity indicators relating to the Commissioning and Resources functions.

**2. RECOMMENDATION**

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

**3. CURRENT SITUATION**

**Report Purpose**

3.1 This report is to provide members with key performance measures in relation to the Commissioning and Resources functions as expressed within the 2022/23 Council Delivery Plan (the Plan)

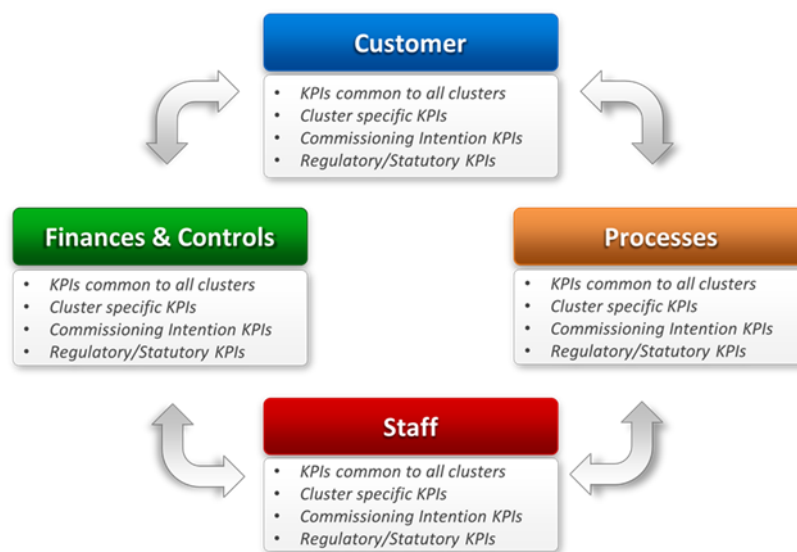
**Report Structure and Content**

3.2 Performance Management Framework Reporting against in-house delivery directly contributing to, or enabling delivery against, the City’s Local Outcome Improvement Plan, (LOIP) has informed development of successive Council Delivery Plans, including the [2023-24.Council Delivery Plan](#) that was agreed by Council on the 1st March 2023.

3.3 The Council’s refreshed Performance Management Framework for 2023/24 was approved at the meeting of Council on 14<sup>th</sup> June 2023

3.4 Members are asked to note that the measures reflected against in this report align those Standards and measures outlined in the 2022/23 Council Delivery Plan and Commissioning Intentions outlined at the Budget meeting of 7<sup>th</sup> March 2022. These will be updated for future cycles to include new or amended standards for 2023/24.

- 3.5 Performance Management Framework Reporting against in-house delivery directly contributing to or enabling delivery against the City's Local Outcome Improvement Plan,(LOIP) has informed development of successive Council Delivery Plans.
- 3.6 The Council's Performance Management Framework, supporting Member scrutiny against progress of the Council Delivery Plan, and its key measures, establishes a robust performance management and reporting system which encompasses single and multi-service inputs, outputs and outcomes.
- 3.7 Reporting of Service Standards against each function/cluster, associated with Council Delivery planning, offers continuous insight into the effectiveness, and accessibility of core service provision to the Council's stakeholders and City communities.
- 3.8 Where appropriate, hard and soft data capture against these Standards is incorporated within the suite of measures contained within Appendix A and is reported against on either a quarterly or annual basis.
- 3.9 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 Committee.



- 3.10 This report, details performance up to the end of March 2023 or Quarter 4 2022/23, as appropriate, along with year-end summaries. The Appendix to this report contains an overview of performance across the functions within the remit of this Committee, with reference to trends and performance against target where appropriate.
- 3.11 Framework reporting to Committee also includes further analysis of performance measures which have been identified as of potential interest in terms of either performance implications, data trends or changes in these metrics.



3.12 Where relevant, Service Notes or Commentary are provided to inform Member scrutiny and/or to contextualise the metrics within the appendix.

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

**Performance Measures**

3.14 Within the summary dashboard the following symbols are used

**Traffic Light Icon**



On target or within 5% of target/benchmarked outcome



Within 5% and 20% of target/benchmarked outcome and being monitored



Below 20% of target/benchmarked outcome and being actively pursued



Data only – target not appropriate/benchmarked outcome not available

**Children’s Rights**

3.15 This report contains no recommendations or content that require for the direct accounting of impact on children’s rights.

**4. FINANCIAL IMPLICATIONS**

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

**5. LEGAL IMPLICATIONS**

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

**6. ENVIRONMENTAL IMPLICATIONS**

6.1 There are no direct environmental implications arising out of this report

**7. RISK**

7.1 The assessment of risk contained within the table below is considered to be consistent with the Council’s Risk Appetite Statement”

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic	None	NA	NA	NA

<b>Compliance</b>	No significant legal risks.	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.	L	Yes
<b>Operational</b>	No significant operational risks.	Oversight by Elected Members of core employee health and safety/attendance data supports the Council's obligations as an employer	L	Yes
<b>Financial</b>	No significant financial risks.	Overview data on specific limited aspects of the cluster's financial performance is provided within this report	L	Yes
<b>Reputational</b>	No significant reputational risks.	Reporting of service performance to Members and in the public domain serves to enhance the Council's reputation for transparency and accountability.	L	Yes
<b>Environment / Climate</b>	None	NA	NA	NA

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<p><b>Aberdeen City Council Partnership Agreement</b></p> <p>Improving Educational Choices</p>	<p>The provision of information on cluster performance will support scrutiny of progress against the delivery of the following Agreement Statements:</p> <ul style="list-style-type: none"> <li>- Work with the city's universities, North East Scotland College and businesses to increase educational and training options and the number of care experienced young people and young people from deprived communities, going onto positive destinations, including further and higher education, vocational training and apprenticeships.</li> </ul>

<p>Creating Better Learning Environments</p> <p>City Centre and Beach</p>	<ul style="list-style-type: none"> <li>- Promote the number of apprenticeships on offer through the council.</li> <li>- Review and invest in our school estate, ensuring all of Aberdeen’s schools are fit for the educational needs and the challenges of the 21st century.</li> <li>- Refresh our tourism and cultural strategies for the city.</li> <li>- Revitalise our beachfront, working with partners including Aberdeen FC with an aim to deliver new sports facilities and a new stadium, not using public funds except where collaborative working is mutually beneficial.</li> <li>- Expand the Beach Masterplan, extending the footprint from the River Dee to the River Don.</li> <li>- Bring forward plans to improve active travel links between the Castlegate and the beach.</li> <li>- Continue to move the City Centre and Beach Masterplans forward, expanding it to include George Street and ensuring it remains current with annual reviews.</li> </ul>
<p>The Arts Matter</p>	<p>Our city should become distinguished by the range and depth of active creative expression and artistic enjoyment experienced by those who live here and by visitors. By supporting and working with cultural partners, we will ensure there is richness and diversity of arts activities.</p> <ul style="list-style-type: none"> <li>- Work with partners to explore opportunities to develop heritage, museum and online services with a special emphasis on local history and stories of stories of our heritage.</li> </ul>
<p>Building a Greener and Sustainable City</p>	<ul style="list-style-type: none"> <li>- Declare a climate emergency.</li> <li>- Work with partners to deliver a just transition to net zero and plan to make Aberdeen a net-zero city by no later than 2037, and earlier if that is possible.</li> <li>- Support Aberdeen’s continued pioneering of Hydrogen technologies and make the case to bring alternatively powered rail services to the City.</li> <li>- Continue to reduce the carbon footprint of the council’s building estate and vehicle fleet and adopt an “environment first” approach to all new</li> </ul>

<p>Greener Transport, Safer Streets, Real Choices</p>	<p>Council building projects, seeking to maximise the energy efficiency of, and minimise the carbon footprint of, new buildings</p> <ul style="list-style-type: none"> <li>- Delivering a revised Local Transport Strategy.</li> <li>- Working with the Scottish Government and NESTRANS to improve the city's bus network, including considering options for an Aberdeen Rapid Transit network, with the support of the Scottish Bus Fund, and consider options for council-run services in the city.</li> <li>- Improving cycle and active transport infrastructure, including by seeking to integrate safe, physically segregated cycle lanes in new road building projects and taking steps to ensure any proposal for resurfacing or other long-term investments consider options to improve cycle and active transport infrastructure.</li> </ul>
<p>Homes for the Future</p>	<ul style="list-style-type: none"> <li>- Work with partners to produce a ten-year plan to increase the stock and variety of Council and social housing to meet the needs of Aberdeen's citizens and continue to deliver Council and social housing projects to tackle the Council house waiting lists and do everything in our power to end homelessness.</li> </ul>
<p>A Prosperous City</p>	<ul style="list-style-type: none"> <li>- Develop our economy in a genuine partnership with the private sector, third sector and residents.</li> <li>- Campaign for Aberdeen to be the home of a new Green Freeport and ensure that fair work conditions and Net Zero ambitions are central to any bid.</li> <li>- Work with partners to stimulate sustainable economic development, including a managed transition to a carbon neutral economy and work in partnership with the academic, business and other relevant sectors to ensure the long-term future of the energy industry.</li> <li>- Seek to buy goods, services and food locally whenever possible, subject to complying with the law and public tendering requirements.</li> </ul>
<p>Empowering Aberdeen's Communities</p>	<ul style="list-style-type: none"> <li>- Work with communities to establish trusts, community enterprises, charities or other entities that support community empowerment and community wealth building.</li> </ul>

	- Support people to engage with Community Asset Transfers throughout the process.
<b><u>Aberdeen City Local Outcome Improvement Plan</u></b>	
<p><b>Prosperous Economy</b></p> <p>1.No one will suffer due to poverty by 2026</p> <p>2. 400 unemployed Aberdeen City residents supported into Fair Work by 2026</p> <p>3. 500 Aberdeen City residents upskilled/reskilled to enable them to move into, and within economic opportunities as they arise by 2026</p>	<p>The activities reflected within this report support the delivery of LOIP Stretch Outcomes 1 and 2 through the following Aims.</p> <p>Outcome 1 Improvement Aims:</p> <p>Reduce by 50% the number of homes with an EPC rating of F or G by 2026</p> <p>Increase support for those who have been most disadvantaged through the pandemic by 2023</p> <p>Outcome 2 Improvement Aims:</p> <p>Supporting fifty people to start a business in Aberdeen, migrating from or reducing reliance on benefits by 2023 and 100 by 2026</p> <p>Increase employer sign up to the Real Living Wage by 5% year on year to 2023 to achieve Real Living Wage City Status by 2026</p> <p>Support fifteen care experienced young people to progress to employment through public sector funded employability programmes by 2023.</p> <p>Support fifty people into sustainable, good quality employment by 2023 and 100 by 2026 (priority neighbourhoods and over 50's)</p> <p>Outcome 3 Improvement Aims</p> <p>Improve the overall impact of partnership wide community benefits through raising the number of community co-designed activities from 0 to 5 by 2023.</p> <p>By December 2022, increase by 10% the number of people who have digital access, and are comfortable using digital tools</p>
<p><b>Prosperous People</b></p> <p>6. As corporate parents we will ensure that 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing,</p>	<p>The delivery of services referred to within this report supports each of the Children &amp; Young People Stretch Outcomes 6,7 and 8 in the LOIP.</p> <p>This includes the following Improvement Aims:</p> <p>Outcome 6 Improvement Aim</p>

<p>and positive destinations as their peers by 2026</p> <p>7. 95% of children living in our priority neighbourhoods will sustain a positive destination on leaving school by 2026</p> <p>8. Child Friendly City where all decisions which impact on children are informed by them by 2026.</p>	<p>Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.</p> <p>Outcome 7 Improvement Aim</p> <p>Increase the number of accredited courses directly associated with growth areas by 7% by 2023.</p> <p>Outcome 8 Improvement Aims</p> <p>Increase by 50% the number of communications which are accessible to children and young people by 2023.</p> <p>Increase to 100% the proportion of staff, working directly or indirectly with children, who have received Child Friendly City training</p>
<p>Prosperous Place Stretch Outcomes</p> <p>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.</p> <p>14. 38% of people walking and 5% of people cycling as main mode of travel by 2026.</p> <p>15 Addressing the nature crisis by protecting/managing 26% of Aberdeen's area for nature by 2026.</p>	<p>The report reflects on activity which contributes to Stretch Outcomes 13,14 and 15:</p> <p>Outcome 13 Improvement Aims</p> <p>Reduce public sector carbon emissions by at least 7% by 2023.</p> <p>Reduce the generation of waste in Aberdeen by 8% by 2023.</p> <p>Community led resilience plans in place for areas most vulnerable to flooding by 2023, leading to plans for all areas of Aberdeen by 2026.</p> <p>Outcome 14 Improvement Aims</p> <p>Increase % of people who walk as one mode of travel to 10% by 2023.</p> <p>Increase % of people who cycle as one mode of travel by 2% by 2023.</p> <p>Outcome 15 Improvement Aims</p> <p>Increase by a minimum of eight the number of community run green spaces that are self-managed for people and nature by 2023</p> <p>Number of organisations across Aberdeen pledging to manage at least 10% of their land for nature by 2023, and 26% by 2026</p>
<p><b>Regional and City Strategies</b></p>	<p>The report reflects outcomes aligned to the Regional Economic Strategy, Local and Regional Transport Strategies and Regional Skills Strategy,</p>

	along with Local and Strategic Development Plans
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## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	A full impact assessment is not required for this report
<b>Data Protection Impact Assessment</b>	A Data Protection Impact Assessment is not required for this report.
<b>Other</b>	No additional impact assessments have been completed for this report.

## 10. BACKGROUND PAPERS

Council Delivery Plan 2022/23  
Performance Management Framework 2023/24

## 11. APPENDICES

Appendix A – Finance and Resources Performance Summary Dashboard

## 12. REPORT AUTHOR CONTACT DETAILS

Alex Paterson  
Strategic Performance and Improvement Officer  
Data and Insights  
[apaterson@aberdeencity.gov.uk](mailto:apaterson@aberdeencity.gov.uk)

01224 522137/07540 295159

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**Appendix A - Performance Management Framework Report, 5<sup>th</sup> July 2023 – Commissioning, Resources Functions and Personnel and Organisation**

**COMMISSIONING FUNCTION**

**CITY GROWTH CLUSTER**

**1. Customer**








**Cluster Level Measures – Service Standards**

Performance Measure	Current Status
We will operate Aberdeen Art Gallery, Aberdeen Maritime Museum, and Provost Skene’s House as free to enter visitor attractions within the advertised/specified opening hours for each venue*	
We will operate Aberdeen City and Shire Archives service from the Town House and Old Aberdeen House within the advertised/specified opening hours for each venue*	
Collaborating with partners, we will provide a continuously updated investment prospectus of development opportunities in the City available through investaberdeen.co.uk.	
We will support businesses through delivery of Business Gateway, City Centre Management Plan and the actions in the current Socio-Economic Action Plan	

**Metric Descriptor**




\*These Standard relate to scheduled and advertised operating hours, The Status indicators are designed to measure variations from the standards set, resulting from 'service failure'. These parameters exclude situations where, for example, closure or restricted operating hours are programmed in advance to accommodate planned preventative maintenance, upgrading of facilities or known external influences e.g., advised utilities network downtimes.

### Corporate Measures – Cluster Level

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	Target	Long Trend Quarterly
	Value	Value	Value	Value			
Total No. complaints received (stage 1 and 2) – City Growth	1	1	0	3			
% of complaints resolved within timescale stage 1 and 2) – City Growth	100%	0%	N/A	100%		75%	
% of complaints with at least one point upheld (stage 1 and 2) – City Growth	0%	0%	N/A	33.3%			
Total No. of lessons learnt identified (stage 1 and 2) – City Growth	0	0	N/A	1			

## 2. Processes

### Service Level Measures – Museums and Galleries

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Long Trend - Quarterly
	Value	Value	Value	Value	
Number of total visits/attendances at museums and galleries *	324,776	358,021	319,983	337,162	
Number of virtual visits/attendances at museums and galleries	258,878	267,038	253,340	256,358	
Number of visits at museums and galleries that were in person	64,748	90,555	65,188	78,720	





\* Includes outreach/enquiries and events-based visits not captured separately in the above table,




Service Commentary
<p>Quarterly Data</p> <p>Quarter 4 saw sustained long term improvement for each of the three visit categories with a total of 1,339,942 visits being recorded to year end, the highest like-for-like value to date for this revised measure, taking into account the revisions over time to the Museums and Galleries estate, which has variously seen closures for redevelopment and opening of additional venues. This figure represents an increase of 149,088 (12.5%) on 2021/22</p>
<p>Annual Data</p> <p>Visits in person showed the largest proportionate annual rise of (+ 96%) linked to the re-instatement of admissions to venues subsequent to the full year lifting of COVID-19 restrictions. This pattern was replicated across each of the venues with the exception of the Treasure Hub which only re-opened to visits in person in the early part of this year.</p> <p>Virtual visits were maintained at similar levels to that in 2021/22 with 1,035,614 recorded visits, maintaining the short- and long-term upwards trend since 2016/17</p> <p>Additional detail around the validated 2022/23 outcomes will be provided within reporting of the Statutory Performance Indicator data to a future meeting of this Committee.</p>

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**3. Staff**





**Corporate Measures – Cluster Level**

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Long Trend - Quarterly
	Value	Value	Value	Value		
H&S Employee Reportable by Cluster – City Growth	0	0	0	0		
H&S Employee Non-Reportable by Cluster – City Growth	1	1	2	2		

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Corporate Figure Quarter 4	Long Trend - Monthly
	Value	Value	Value	Value			
Average number of total working days lost per FTE (12 month rolling figure) – City Growth	1	1	0.9	1		7.45	
Establishment actual FTE – City Growth	181.44	171.22	165.9	174.1			

#### 4. Finance & Controls

##### Corporate Measures – Cluster Level

Performance Indicator	Quarter 1 2022/23		Quarter 2 2022/23		Quarter 3 2022/23		Quarter 4 2022/23	
	Value	Status	Value	Status	Value	Status	Value	Status
Staff Expenditure – % spend to full year budget profile – City Growth	31.3%		62.2%		88.6%		99.7%*	

##### Service Commentary

The City Growth Cluster employs a substantial number of staff, particularly in Employability, Business Support and Economic Recovery teams, who are "project" funded from the Scottish Government and other external funding sources, where the costs involved are claimed retrospectively on a quarterly basis, so timing of these claims (and reimbursement timescales) heavily influences Year-to-Date outcomes.








As at financial period 12, 36.67 FTE posts were encompassed within the description above which equated to just over 21% of the total Cluster employee profile. These services, and Cluster management, keep in close contact with Finance colleagues around this issue to ensure that the budgets remain on track for the projected year-end out-turns.

\*The Quarter 4 outcome reflects application and reconciliation of end of year re-charging of the costs outlined above





#### STRATEGIC PLACE PLANNING CLUSTER


## 5. Customer

## Corporate Measures – Cluster Level

Performance Indicator	Quarter 1 20122/23	Quarter 2 20122/23	Quarter 3 20122/23	Quarter 4 2022/23	Quarterly Status	Target	Long Trend - Quarterly
	Value	Value	Value	Value			
Total No. complaints received (stage 1 and 2) – Strategic Place Planning	0	2	3	1			
% of complaints resolved within timescale stage 1 and 2) – Strategic Place Planning	NA	50.0%	66.7%	100%		75%	
% of complaints with at least one point upheld (stage 1 and 2) – Strategic Place Planning	NA	50.0%	0	0			
Total No. of lessons learnt identified (stage 1 and 2) – Strategic Place Planning	NA	1	2	0			

## Cluster Level Service Standards

Performance Measure	Current Status
We will determine local ( householder) applications within 2 months	
We will determine local (non-householder) applications within 2 months	
We will determine Major Planning Applications within 25 weeks	
We will respond to building warrant applications within 20 working days	

We will respond to building warrant approvals within 10 working days	



**Service Commentary**

Validated metrics supporting the status of the above standards and measures is updated twice yearly on publication of data relating to the national Planning Performance Framework. The next of these publications, covering quarters 3, 4 and full 2022/23 year are due to be published on 26<sup>th</sup> July 2023.

\*Excludes applications subject to processing agreements. Status is defined by comparison with, and variation from, the local Service Standard targets

## 6. Processes

### Service Level Activity Indicator – Planning Development Management and Building Standards Applications

Activity Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Long Trend- Quarterly
		Value	Value	Value	
Number of Development Management Applications received	330	247	293	331	
Number of Building Standards Applications received	404	345	341	354	

**Service Commentary**

There were some signs of a recovery in the level of demand activity around both Development Management and Building Standards applications in Quarter 4 with the numbers processed generally being above those in previous quarters and in the case of Management applications, at a level marginally above the same time period in 2021/22.

However, the overall level of activity, in terms of applications received in the 12-month period, shows a significant year-on-year reduction with the number of cumulative planning management applications processed falling from 1,403 at the end of Quarter 4 in 2021/22 to 1,201 in the current year. Building Standards applications show a lesser reduction with 1,444 applications processed, as opposed to 1,659 in 2021/22.

**7. Staff**

**Corporate Measures – Cluster Level**

Performance Measure	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Long Trend - Quarterly
	Value	Value	Value	Value		
H&S Employee Reportable by Cluster – Strategic Place Planning	0	0	0	0		
H&S Employee Non-Reportable by Cluster – Strategic Place Planning	0	0	0	0		

Performance Measure	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Corporate Figure Quarter 4	Long Trend - Quarterly
	Value	Value	Value	Value			
Average number of total working days lost per FTE (12 month rolling figure) – Strategic Place Planning	1.4	1.3	1.1	1.1		7.45	
Establishment actual FTE – Strategic Place Planning	88.1	88.9	94.7	93.86			



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**8. Finance & Controls**

**Corporate Measures – Cluster Level**

Performance Measure	Quarter 1 2022/23		Quarter 2 2022/23		Quarter 3 2022/23		Quarter 4 2022/23	
	Value	Status	Value	Status	Value	Status	Value	Status
Staff Expenditure – Spend to full year budget profile – Strategic Place Planning	23.8%		48.0		71.5%		101%	

**Service Level Activity Indicator**

Activity Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status
	Value	Value	Value	Value	
YTD % of budgeted income received from Planning Application fees *	24.0%	32.4%	48.1%	81.6%	
YTD % of budgeted income received from Building Warrant fees	30.2%	39.9%	60.4%	93.8%	

\*Includes fees generated from Pre-Application and Conditions processing activity. As at 31<sup>st</sup> March 2023, the value of this activity was £41,630 from 198 applications

**Service Commentary**

Seasonality and the scale of applications received are significant demand influences around the fees received from planning and building standards application processing.

The circumstances around the removal of pandemic restrictions in March 2022, which might have been expected to produce the first quarter uplift experienced in previous years, and a recovery in the number of applications have been countered by the economic circumstances around raw materials costs and the availability of construction employee resource, which continues to influence the development landscape and the progression of pipeline works that might have been anticipated from first contacts with the respective management teams.





This challenging situation, from the perspective of continued inflationary pressures in the commercial and domestic sectors, and the extent to which this acts as a suppressing influence around both application numbers and fee generation, eased slightly towards the end of the year, but these pressures are expected to continue into 2023/24.

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**GOVERNANCE CLUSTER**

**Corporate Measures -Service Level**

**9. Customer**

Performance Measure	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	2022/23 Target	Long Trend - Quarterly
	Value	Value	Value	Value			
Total No. complaints received (stage 1 and 2) – Governance	1	2	3	1			
% of complaints resolved within timescale stage 1 and 2) – Governance	100%	50%	66.7%	100%		75%	



% of complaints with at least one point upheld (stage 1 and 2) – Governance	0%	50%	0%	0%			
Total No. of lessons learnt identified (stage 1 and 2) – Governance	0	1	0	0			

10. Processes

Service Measures – Service Standards

Performance Measure	Current Status
School Placing and Exclusion requests – hearings heard within 28 days of request	
% of Civic Licence Applications determined within 9 months of a valid application	
% of Hearings to determine a Premises Licence application or Variation application within 119 days of the last date for representations.	
% of Decision Letters for alcohol applications issued within 7 days of Board meeting	
Personal Licence issued within 28 days of date of grant	

11. Staff

Corporate Measures - Service Level

Performance Measure	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Long Trend - Quarterly
	Value	Value	Value	Value		
H&S Employee Reportable by Cluster – Governance	0	0	0	0		
H&S Employee Non-Reportable by Cluster – Governance	0	0	0	0		

Performance Measure	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Corporate Figure Quarter 4	Long Trend - Quarterly
	Value	Value	Value	Value			

Average number of total working days lost per FTE (12 month rolling figure) – Governance	0.7	0.1	0.3	0.8		7.45	
Establishment actual FTE – Governance	57	59.8	60.2	59.5			

**12. Finance and Controls**

**Corporate Measures – Service Level**

Performance Indicator	Quarter 1 2022/23		Quarter 2 2022/23		Quarter 3 2022/23		Quarter 4 2022/23	
	Value	Status	Value	Status	Value	Status	Value	Status
Staff Expenditure – % spend to full year budget profile – Governance	25.2%		46.4%		71.4%		95.8%	

**COMMERCIAL AND PROCUREMENT CLUSTER**





**13. Customer**

Performance Measure	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	2022/23 Target	Long Trend - Quarterly
	Value	Value	Value	Value			
Total No. complaints received (stage 1 and 2) – C&P	0	0	0	0			NA
% of complaints resolved within timescale stage 1 and 2) – C&P	NA	NA	NA	NA	NA	75%	NA
% of complaints with at least one point upheld (stage 1 and 2) – C&P	NA	NA	NA	NA			NA
Total No. of lessons learnt identified (stage 1 and 2) – C&P	NA	NA	NA	NA			NA

**14. Processes**

**Cluster Level Measures – Service Standards**

	<b>Current Status</b>
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Performance Measure	
We will enable access to all internal procedural procurement information online.	
We will publish annual contract pipelines for each financial year online after the Council Budget is set.	
We will ensure that all contracts above £50K in value can be tracked to show community, local economic and environmental benefits.	
We will ensure that all contracts above £50K have standard clauses to require providers to demonstrate commitments towards carbon reduction and efficiency.	

Service Commentary
<p>Carbon Reduction</p> <p>Specific evaluation criteria have been built into procurement templates for use by all procurers and would be used to evaluate commitment and proposed outcomes for Carbon Reduction and Efficiency, which would then be incorporated into contracts. A pilot commenced March 2023 for a period of 12 months, with a system for gathering data across selected procurement activity to support reporting quarterly.</p> <p>The status of this measure reflects on-going development around the monitoring of providers demonstrative evidence subsequent to the inclusion of these standard clauses in all contracts above £50k which is now universally applied.</p>

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**15, Staff**

**Corporate Measures - Service Level**

Performance Measure	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Long Trend - Quarterly
	Value	Value	Value	Value		
H&S Employee Reportable by Cluster – C&P	0	0	0	0		
H&S Employee Non-Reportable by Cluster – C&P	0	0	0	0		

Performance Measure	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Long Trend - Quarterly
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	Value	Value	Value	Value		Corporate Figure Quarter 4	
Average number of total working days lost per FTE (12 month rolling figure) – C&P	0.3	0.5	0.5	0.5		7.45	
Establishment actual FTE – C&P	43.47	42.55	45.1	44.35			

**16, Finance and Controls**

**Corporate Measures – Service Level**

Performance Indicator	Quarter 1 2022/23		Quarter 2 2022/23		Quarter 3 2022/23		Quarter 4 2022/23	
	Value	Status	Value	Status	Value	Status	Value	Status
Staff Expenditure – % spend to full year budget profile – C&P	25.2%		47.9%		72.4%		96.6%	


**RESOURCES FUNCTION**

**FINANCE CLUSTER**

**17. Customer**






**Corporate Measures – Cluster Level**

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	2022/23 Target	Long Trend - Quarterly
	Value	Value	Value	Value			
Total No. complaints received (stage 1 and 2) – Finance	1	1	0	2			
% of complaints resolved within timescale stage 1 and 2) – Finance	100%	0%	NA	100%		75%	
% of complaints with at least one point upheld (stage 1 and 2) – Finance	100%	0%	NA	50%			

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	2022/23 Target	Long Trend - Quarterly
	Value	Value	Value	Value			
Total No. of lessons learnt identified (stage 1 and 2) – Finance	0	0	NA	1			

## 18. Processes

### Cluster Level Service Standards

Performance Measures	Current Status
We will deliver all relevant statutory financial requirements for the Council met on time – statutory accounts, quarterly monitoring, budget preparation data and reports, tax, and statutory returns	
We will provide budget holder meetings provided in accordance with risk schedule	
We will maintain an inbox query service during core hours (10am – 4pm) every working day.	
We will ensure that data systems with financial transactions are maintained, developed and up to date to comply with proper financial administration.	
We will ensure that business advice is provided for all Committee decisions with financial implications to comply with proper financial administration	

## 19. Staff

### Corporate Measures – Cluster Level

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Long Trend - Quarterly
	Value	Value	Value	Value		
H&S Employee Reportable by Cluster – Finance	0	0	0	0		
H&S Employee Non-Reportable by Cluster – Finance	0	0	0	0		

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Corporate Figure Quarter 4	Long Trend - Monthly
	Value	Value	Value	Value			
Average number of total working days lost per FTE (12 month rolling figure) – Finance	1.6	1	0.3	0.3		7.45	
Establishment actual FTE – Finance	92.6	89.4	88.2	92.16			

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**20. Finance & Controls**

**Corporate Measures – Cluster Level**

Performance Indicator	Quarter 1 2022/23		Quarter 2 2022/23		Quarter 3 2022/23		Quarter 4 2022/23	
	Value	Status	Value	Status	Value	Status	Value	Status
Staff Expenditure – % spend to full year budget profile – Finance	24.6%		48.9%		74.5%		99.1%	

**CAPITAL CLUSTER**

**21. Customer**

**Corporate Measures – Service Level**

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	2022/23 Target	Long Trend - Quarterly
	Value	Value	Value	Value			
Total No. complaints received (stage 1 and 2) – Capital	1	4	0	2			
% of complaints resolved within timescale stage 1 and 2) – Capital	100%	50%	NA	100%		75%	
% of complaints with at least one point upheld (stage 1 and 2) – Capital	100%	50%	NA	0%			
Total No. of lessons learnt identified (stage 1 and 2) – Capital	0	0	NA	0			

## 22. Processes

### Service Commentary

Performance and progress related to delivery against Capital projects is directly captured within separate reports within the remit of this Committee.

## 23. Staff

### Corporate Measures – Cluster Level

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	Long Trend - Quarterly
	Value	Value	Value	Value		
H&S Employee Reportable by Cluster – Capital	0	0	0	0		
H&S Employee Non-Reportable by Cluster – Capital	0	0	0	0		

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Corporate Figure Quarter 4	Long Trend - Monthly
	Value	Value	Value	Value			
Average number of total working days lost per FTE (12 month rolling figure) – Capital	1.4	1.7	2.1	3.0		7.45	
Establishment actual FTE – Capital	64.5	67.4	67.6	66.4			

**24. Finance & Controls**

**Corporate Measures - Service Level**

Performance Indicator	Quarter 1 2021/22		Quarter 2 2021/22		Quarter 3 2021/22		Quarter 4 2021/22	
	Value	Status	Value	Status	Value	Status	Value	Status
Staff Expenditure – % spend to full year budget profile – Capital	16.8%		35.5%		56.8%		80.3%	




**CORPORATE LANDLORD CLUSTER**

**25. Customer**

**Corporate Measures - Service Level**

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	2022/23 Target	Long Trend - Quarterly
	Value	Value	Value	Value			
Total No. complaints received (stage 1 and 2) – Corporate Landlord	5	12	27	7			
% of complaints resolved within timescale stage 1 and 2) – Corporate Landlord	60.0%	66.7%	48.1%	28.6%		75%	






Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	2022/23 Target	Long Trend - Quarterly
	Value	Value	Value	Value			
% of complaints with at least one point upheld (stage 1 and 2) – Corporate Landlord	20.0%	50%	44.4%	14.3%			
Total No. of lessons learnt identified (stage 1 and 2) – Corporate Landlord	0	1	3	0			

**Service Commentary**

The corporate Performance Board is currently reviewing the processing and handling of complaints across the Council to establish the extent to which the current systems are capable of enhanced filtering and allocation of complaints that will assist Services in the handling and resolution of complaints

## 25. Processes

## Cluster Level Service Standards

Performance Measure	Current Status
Cyclical maintenance works (statutory) on public buildings are completed in accordance with agreed programmes.	
Cyclical maintenance works (statutory) on council houses are completed in accordance with agreed programmes.	
Asset Valuations are provided within reported timescale.	

## 27. Staff

## Corporate Measures – Service Level

Performance Indicator	Quarter 1 202/23	Quarter 2 202/23	Quarter 3 202/23	Quarter 4 2022/23	Status	Long Trend - Quarterly
	Value	Value	Value	Value		
H&S Employee Reportable by Cluster – Corporate Landlord	0	0	0	0		
H&S Employee Non-Reportable by Cluster – Corporate Landlord	0	0	0	0		

Performance Indicator	Quarter 1 202/23	Quarter 2 202/23	Quarter 3 202/23	Quarter 4 2022/23	Status	Corporate Figure Quarter 4	Long Trend - Monthly
	Value	Value	Value	Value			
Average number of total working days lost per FTE (12 month rolling figure) – Corporate Landlord	3.5	2.4	0.6	0.9		7.45	
Establishment actual FTE – Corporate Landlord	54.6	61.4	62,6	61.78			

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**28. Finance & Controls**

**Corporate Measure - Service Level**







Performance Indicator	Quarter 1 2021/22		Quarter 2 2021/22		Quarter 3 2021/22		Quarter 4 2021/22	
	Value	Status	Value	Status	Value	Status	Value	Status
Staff Expenditure – % spend to full year budget profile – Corporate Landlord	21.2%		52.2%		64.2%		82.9%	

**CUSTOMER FUNCTION**

**PEOPLE AND ORGANISATION CLUSTER**





**Corporate Measures – Cluster Level**

**29. Customer**

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Quarterly Status	2022/23 Target	Long Trend - Quarterly
	Value	Value	Value	Value			
Total No. complaints received (stage 1 and 2) – People and Organisation	0	0	0	0			
% of complaints resolved within timescale stage 1 and 2) – People and Organisation	N/A	N/A	N/A	N/A	N/A	75%	
% of complaints with at least one point upheld (stage 1 and 2) – People and Organisation	N/A	N/A	N/A	N/A			
Total No. of lessons learnt identified (stage 1 and 2) – People and Organisation	N/A	N/A	N/A	N/A			

## 30.Processes

## Cluster Level Service Standards

Performance Measure	Current Status	2022/23 Target
We will complete evaluation panels upon receipt of all completed and verified documentation within ten working days for each individual job, in relation to Job Evaluation.		80%
We will allocate an Investigation Officer, when required, within three working days.		90%
We will allocate a People and Organisation advisor to formal casework within 3 working days.		80%
		90%

We will make initial contact with redeployees within 3 working days of redeployment confirmation.

**31, Staff**

**Corporate Measures – Cluster Level**

Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Long Trend - Quarterly
	Value	Value	Value	Value		
H&S Employee Reportable by Cluster – People and Organisation	0	0	0	0		
H&S Employee Non-Reportable by Cluster – People and Organisation	0	0	0	0		

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Performance Indicator	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23	Status	Corporate Figure Quarter 4	Long Trend - Monthly
	Value	Value	Value	Value			
Average number of total working days lost per FTE (12 month rolling figure) – People and Organisation	0.2	0.2	0.5	0.7		7.45	
Establishment actual FTE – People and Organisation	30.2	30.3	30.8	31.3			





**32. Finance & Controls**




**Corporate Measures – Service Level**

Performance Indicator	Quarter 1 2022/23		Quarter 2 2022/23		Quarter 3 2022/23		Quarter 4 2022/23	
	Value	Status	Value	Status	Value	Status	Value	Status
Staff Expenditure – % spend to full year budget profile – People and Organisation	21.3%		41.7%		61.2%		86.1%	

**Appendix Data Notes**

- Complaints data should be viewed in the round across each of the four measures in terms of the performance of individual Clusters. Any targets are set by the Ombudsman as reportable annualised measures for the Council as a whole without adjustment for seasonal operational, and external influences, and some natural variation between quarterly outcomes can arise as a result of this. In terms of complaint resolutions within timescale, the number of complaints received can also be a significant influence in data movement as the proportional impacts of a small number of unresolved complaints can result in an ‘exaggerated’ statistical change from one period to the next. The provision of Long-Term Trend direction indicators serve to provide additional assistance to Member evaluation of performance, taking both of these factors into account.
- Where no target is applied against Service Standards, the Business-As-Usual objective is that these will be delivered consistently, which would equate to a metrics target of 100%
- Staff Costs: Staffing costs referred to throughout this Appendix exclude adjustments for the corporate vacancy factor.
- Long Term Trends are based on the average of 12 monthly, 4 quarterly periods and 3 annual periods respectively

PI Status	
	Alert – more than 20% out with target/national figure
	Warning – more than 5% out with target/national figure
	OK – within limits of target/national figure
	Data Only

Long Term Trends	
	Improving/Increasing
	No or Limited Change
	Getting Worse/Decreasing

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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	5 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Commemorative Plaque to BBC on Belmont Street
<b>REPORT NUMBER</b>	COM/23/197
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Jenny Brown
<b>TERMS OF REFERENCE</b>	2.1.1

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### 1. PURPOSE OF REPORT

- 1.1 To seek approval for the erection of a commemorative plaque on 15-17 Belmont Street to mark the site of the BBC's first radio broadcast in Aberdeen.

### 2. RECOMMENDATION

That the Committee:-

- 2.1 Approves the erection of the proposed commemorative plaque at 15-17 Belmont Street, Aberdeen.

### 3. CURRENT SITUATION

- 3.1 BBC Scotland has proposed to erect a commemorative plaque to the first radio broadcast by the BBC at 15-17 Belmont Street.
- 3.2 The proposal is for a Place Plaque (see Appendix 1 for an example) to be erected on the west wall of the building, above an existing commemorative plaque (see Appendix 2).
- 3.3 The proposed location meets the requirement for Place Plaques as set out in Appendix 1 (5.3 Location) of the Plaques Policy as the building was used for the broadcast on 10 October 1923, an event of cultural significance. BBC Scotland as the promoters for the plaque will be responsible for obtaining all necessary statutory and other third party consents to allow the commemorative plaque to be erected. The wording proposed is:-

BBC  
2BD  
The first radio studios  
of the BBC in Aberdeen  
were based here  
1923-1938

3.4 2BD was a local radio station launched by the BBC at 9pm on 10th October 1923 at 17 Belmont Street by the Marquis of Aberdeen and Temair, followed by a live performance from the Band of the 2nd Gordon Highlanders. The entrance to the studio was subsequently established at 15 Belmont Street as part of redeveloping the location. It was the second BBC station to open in Scotland, following on from Glasgow in March 1923, and provided local content for the North East including drama, music and religious programming. Aberdeen was host to the first broadcast in Gaelic on 2nd December 1923, with a religious address, and in 1924 started the first regular sports broadcasts in Scotland with Peter Craigmyle, an international referee, on air every Thursday. The BBC moved to new premises at Beechgrove in 1938.

3.5 This plaque will form part of a national trail of plaques coordinated and promoted by BBC Scotland.

3.6 The Council's Planning Service and the Chief Officer - Corporate Landlord have approved this location for the plaque.

**4. FINANCIAL IMPLICATIONS**

4.1 There are no direct financial implications arising from the recommendations of this report. All financial costs shall be covered by BBC Scotland.

**5. LEGAL IMPLICATIONS**

5.1 The written consent of the owner of the building will need to be obtained before the plaque can be erected (it is understood that the Council is the owner) and notice given to tenants (if applicable)

**6. ENVIRONMENTAL IMPLICATIONS**

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

6.2 The manufacturer of commemorative plaques is based in the UK and uses recycled aluminium sourced from within the UK, supporting sustainable procurement.

**7. RISK**

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	Target Risk Level (L, M or H)  *taking into account controls/control actions	Does Target Risk Level Match Appetite Set?
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<b>Compliance</b>	Installation does not comply with the Council's Plaque Policy.	Officers confirm specific location on building in line with policy guidelines and in agreement with nominator and building owners.	L	Yes
<b>Reputational</b>	Risk of not acknowledging the significance of these aspects of Aberdeen's heritage.	Officers recommend erecting these plaques and promoting in line with the Council's Plaques Policy.	L	Yes

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	The proposals in this report support the Council's commitment to work with partners to develop heritage and online services with a special emphasis on local history and stories of our heritage. The Commemorative Plaques Scheme promotes important heritage sites within the city.
<b><u>Aberdeen City Local Outcome Improvement Plan</u></b>	
Prosperous Economy Stretch Outcomes	The proposals in this report support delivery of LOIP Stretch Outcome 2 - 400 unemployed Aberdeen City residents supported into Fair Work by 2026. The paper seeks approval to enhance the Commemorative Plaques scheme which helps attract visitors to our city, supporting labour market to recover from impact of Covid-19 on employment.
<b>Regional and City Strategies</b>	The proposals within this report support the Tourism and Strategy Action Plan in encouraging tourists to engage with aspects of Aberdeen's heritage.

## 9. IMPACT ASSESSMENTS

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

## 10. BACKGROUND PAPERS

- 10.1 Commemorative Plaques Policy  
<https://www.aberdeencity.gov.uk/sites/default/files/2021-09/Plaques-Policy-final.pdf>
- 10.2 “THE BBC IN SCOTLAND: The First Fifty Years” written by David Pat Walker, published by Luath Press, 2011
- 10.3 [https://genome.ch.bbc.co.uk/schedules/service\\_rt\\_2bd/1923-10-10](https://genome.ch.bbc.co.uk/schedules/service_rt_2bd/1923-10-10)

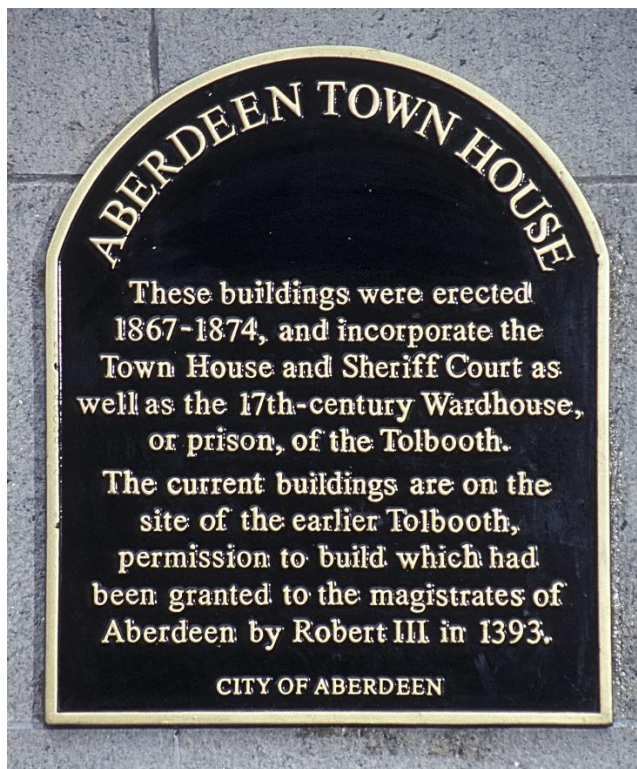
## 11. APPENDICES

- 11.1 Appendix 1 – Examples of Place plaque
- 11.2 Appendix 2 – Proposed location of plaque

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Jenny Brown
<b>Title</b>	Lead Curator (History)
<b>Email Address</b>	jenbrown@aberdeencity.gov.uk
<b>Tel</b>	01224 053623

Appendix 1 – Example of Place plaque



Appendix 2 – Proposed location of Belmont Street plaque



## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	05 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Reconfiguration of working arrangements with Arm's Length External Organisations (ALEOs)
<b>REPORT NUMBER</b>	COM/23/218
<b>DIRECTOR</b>	Gale Beatie
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	David Leslie
<b>TERMS OF REFERENCE</b>	2.1.1 & 2.1.2

### 1. PURPOSE OF REPORT

1.1 At its meeting on 24 August 2022, the Council agreed the following transformation project 'Reconfiguration of working arrangements with Arm's Length External Organisations', as part of the below decision:

(1) *to agree the Target Operating Model (TOM) 1.2 for 2022-27, attached to the report as Appendix A, to support the necessary scale of transformation to deliver the level of savings required over the next 5 years, as outlined in the Medium-Term Financial Strategy (MTFS).*

1.2 Council also agreed at its Budget meeting on 3 March 2023:

(1) *To instruct the Director of Commissioning in conjunction with the Director of Resources to begin discussions with Sport Aberdeen to review their assets and their business delivery model, with a view to Sport Aberdeen becoming financially independent from the Council and to report back to Council before the end of the financial year 2023/24; and*

(2) *to instruct the Chief Officer - City Growth, in consultation with partner organisations, such as Aberdeen Performing Arts (APA), to bring back a report on how best to allocate funding to cultural organisations from both the General Fund and Common Good budgets and to report back to Council before the end of the financial year 2023/24*

1.3 Taking those decisions into consideration and as the next step to delivering on them, the purpose of this report is to seek approval for officers, in conjunction with our ALEOs, to carry out an options appraisal, considering all potential working arrangements and delivery models for our ALEOs.

## **2. RECOMMENDATION(S)**

That the Committee:-

- 2.1 Note the previous decisions of Council at its meetings on 22 August 2022 and 3 March 2023;
- 2.2 Instruct the Chief Executive to carry out an options appraisal on all potential working arrangements with our ALEOs and develop an Outline Business Case with the output from that options appraisal, and for that Outline Business Case, accompanied by a draft project plan underpinning the preferred options(s), to be submitted to Full Council at its meeting on 11 October 2023;
- 2.3 Instruct the Chief Executive to invite the Chief Executives of all ALEOs, or a nominated representative, to be a member of an Executive Steering Group to oversee the options appraisal and development of the Outline Business Case; and
- 2.4 Instruct the Chief Executive to establish a working group to take forward the options appraisal and complete the outline business case, and invite ALEOs to nominate representatives to be part of that working group.

## **3. CURRENT SITUATION**

- 3.1 The Council's environment continues to be extremely complex and multi-dimensional, with significant demand and a high ambition for improvement. This places pressure on how we resource all elements of Council activity to the desired level and where funds are deployed for best value, meaning the Council will need to continue to reduce costs and increase income in an environment of increasing demand on Council services.
- 3.2 The TOM 1.2 focuses on further embedding the design principles and capabilities, supporting deeper and broader service redesign. Crucially it will enable the organisation to deliver savings required for the next 5 years from 2023/24 to 2027/28 as set out in the Medium-Term Financial Strategy (MTFS), and the Transformation Programme has been developed to align with the timeline set out in the Medium-Term Financial Strategy (MTFS).
- 3.3 The Transformation Programme consists of 8 projects and one of those is the 'Reconfiguration of working arrangements with Arm's Length External Organisations (ALEOs)'. The project was to look at all areas of the working arrangements with our ALEOs, starting with a fresh review of all SLAs, ALEO Business Plans and usage of estate, to inform an option appraisal on potential alternative delivery models. The project will also look to deliver clear social outcomes through enhanced collaboration of early intervention programmes.
- 3.4 The next steps in the delivery of this project is to carry out an option appraisal looking at all potential delivery models and the advantages and disadvantages of each option. The option appraisal output will be captured and submitted to Council in an Outline Business Case that will have a preferred option for each

ALEO. This will be accompanied by a draft project plan underpinning the preferred option(s).

3.5 All ALEOs will be considered as part of the scope of this project:

- Sport Aberdeen
- Bon Accord Care
- Aberdeen Sports Village
- Aberdeen Performing Arts
- Aberdeen Heat and Power

3.6 To oversee the work an Executive Steering Group will be established, consisting of Council employees and representatives from the ALEOs. They will provide strategic direction and oversee the work being delivered by the Working Group, also consisting of Council employees and colleagues from the ALEOs.

3.7 The team will firstly do an intensive exercise to collate detailed financial, contractual, legal, people, and assets, data for initial analysis and to feed the option appraisal.

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

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

4.2 Any potential financial implications will be identified as part of the options appraisal and documented in the Outline Business Case that will be presented to Council.

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

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

5.2 Any potential legal implications will be identified as part of the options appraisal and documented in the Outline Business Case that will be presented to Council.

#### **6. ENVIRONMENTAL IMPLICATIONS**

6.1 There are no direct environmental implications arising from the recommendations in this report.

6.2 Any potential environmental implications will be identified as part of the options appraisal and documented in the Outline Business Case that will be presented to Council.

## 7. RISK

- 7.1 There are no direct risks or implications arising from the recommendations in this report.
- 7.2 Any potential risks and implications will be identified as part of the options appraisal and documented in the Outline Business Case that will be presented to Council.

## 8. OUTCOMES

<a href="#"><u>COUNCIL DELIVERY PLAN 2023-2024</u></a>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>  <a href="#"><u>Working in Partnership for Aberdeen</u></a>	The ALEOs are a vehicle for the Council to deliver our commissioning intentions, articulated in the Council Delivery Plan, as well as the commitments in the policy statement.  There are no direct implications to this arising from this report.
<a href="#"><u>Aberdeen City Local Outcome Improvement Plan 2016-26</u></a>	
Prosperous Economy Stretch Outcomes	The ALEOs are a vehicle for the Council to deliver our commissioning intentions, articulated in the Council Delivery Plan, and these support our commitment to delivering the LOIP stretch outcomes.  There are no direct implications to this arising from this report.
Prosperous People Stretch Outcomes	
Prosperous Place Stretch Outcomes	
<b>Regional and City Strategies</b>	There are no direct implications to this arising from this report.

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	Not required at this stage
<b>Data Protection Impact Assessment</b>	Not required at this stage



<b>Other</b>	None
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## 10. BACKGROUND PAPERS

10.1 Council Target Operating Model (TOM) 1.2

10.2 General Fund Revenue Budget and Capital Programme report to Council.

## 11. APPENDICES

11.1 None.

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	David Leslie
<b>Title</b>	Service Manager (Corporate PMO)
<b>Email Address</b>	<a href="mailto:dleslie@aberdeencity.gov.uk">dleslie@aberdeencity.gov.uk</a>

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resource
<b>DATE</b>	5 <sup>th</sup> July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Place Based Investment Programme
<b>REPORT NUMBER</b>	COM/23/195
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Stuart Bews
<b>TERMS OF REFERENCE</b>	1.1.8, 1.1.11, 3.4

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to secure the Committee's approval for the allocation of grant funding from the Place Based Investment Programme (PBIP) fund 2023/24.

### 2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Approves an award of up to £59,657 to Northfield Youth Hub for the Building a brighter future for our young people project, subject to the approval of planning permission;
- 2.2 Approves an award of up to £15,212 to Scottish Women's Institute for the Archive Room project; and
- 2.3 Does not approve the request for £9,990 from Printfield Community Project for the Including Printfield project.

### 3. CURRENT SITUATION

- 3.1 The 2020-21 Programme for the Scottish Government announced the creation of a PBIP with £275m of capital funding to support community led regeneration, town centre revitalisation, community wealth building and 20 minute neighbourhoods. It is a multi-annual capital fund with the Scottish Government distributing £38m this financial year to local government, of which £590,000 was allocated to Aberdeen City Council to be administered locally.
- 3.2 The main objectives of the Fund are:
- to link and align place-based initiatives and establish a coherent local framework to implement and embed the Place Principle;
  - to support place policy ambitions such as town centre revitalisation, community led regeneration, 20-minute neighbourhoods and Community Wealth Building;

- to ensure that all place-based investments are shaped by the needs and aspirations of local communities;
- to accelerate ambitions for net zero, wellbeing and inclusive economic development, tackling inequality and disadvantage, community involvement and ownership.

3.3 Officers promoted the fund on the Council's website including an application form and supporting guidance documents. Four applications were received. Following assessment of all applications additional information was requested. Following this process one applicant withdrew their application at this time, recognising that additional information would be required to be able to progress their application. The three remaining applications are summarised in the table below, and further detail on each provided in Appendix 1.

**Table 1 – Applications received this round.**

Applicant	Project	Total Project Cost	Grant Requested	Officer Review Outcome	Grant Proposed to award from PBIP 22/23
Northfield Youth Hub	Building a Brighter Future For Our Young People	£89,657	£59,657	Recommended for approval – Project supports PBIP aims and objectives. Supports wellbeing and community led regeneration.	£59,657
Scottish Women's Institute	Archive Room Project	£15,212	£15,212	Recommended for approval – Project supports PBIP aims and objectives. Supports wellbeing and community led regeneration.	£15,212
Printfield Community Project	Including Printfield	£9,990	£9,990	Recommended not to approve - Links to programme objectives not fully established. Project shows limited evidence of demand with users either living within the building (flats) or	£0

Applicant	Project	Total Project Cost	Grant Requested	Officer Review Outcome	Grant Proposed to award from PBIP 22/23
				<p>accessing services within the building. Alternative play facilities/green spaces are located within a short walk. Applicant clarified that user numbers are around 15 under5's and a further 10 young people. Considered not to represent value for money as facilities exist already and are described by applicant as being "safe, clean and inclusive". Officers have advised applicant to work with ACVO to identify alternative suitable sources of funding.</p>	

#### 4. FINANCIAL IMPLICATIONS

- 4.1 The Council has been allocated £590,000 from the PBIP in 2023/24 by the Scottish Government. £484,596 was approved for allocation by committee on 29<sup>th</sup> March 2023 and £105,404 remains available for allocation by Committee.

**Table 2 – PBIP 23/24 Allocations agreed by Committee 29<sup>th</sup> March 2023**

Organisation	Project	Total awarded
ACC	The Street Design project - Woodside Gateway	£155,615
Tillydrone Community Development Trust	Benholm's Tower Project	£253,981
Camphill School	Murtle Market	£75,000
	<b>TOTAL</b>	<b>£484,596</b>
	<b>Remaining for Allocation</b>	<b>£105,404</b>

4.2 The full £590,000 must be committed by 31<sup>st</sup> March 2024 (evidenced by a fully awarded contract or commencement of works).

4.3 It is essential that the projects from PBIP comply with the set requirements to avoid issues around eligibility and potential repayment of grant to the Scottish Government.

## 5. LEGAL IMPLICATIONS

5.1 Grant Agreements will require to be put in place between Aberdeen City Council and those external organisations which are awarded grant funding.

5.2 Officers will undertake Subsidy Control risk assessments for all external applicants, and ensure that any awards are made in compliance with the relevant legislation.

## 6. ENVIRONMENTAL IMPLICATIONS

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

## 7. RISK

Category	Risk	Primary Controls/Control Actions to achieve Target Risk level	Target Risks Level Low (L) Medium (M) High (H)	Does target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	No risks identified	None	L	Yes

<b>Category</b>	<b>Risk</b>	<b>Primary Controls/Control Actions to achieve Target Risk level</b>	<b>Target Risks Level Low (L) Medium (M) High (H)</b>	<b>Does target Risk Level Match Appetite Set?</b>
<b>Compliance</b>	Non-compliance with grant conditions will require return of grant	External Funding team are familiar with the compliance requirements and will advise and monitor projects as required to ensure compliance	L	Yes
	Subsidy Control	To ensure all external grants awarded are compliant	L	Yes
<b>Operational</b>	No risks identified	None	L	Yes
<b>Financial</b>	As per the grant conditions the money must be committed by the end of Financial Year 2022/23 for all Place Based Investment Programme Projects	Projects recommended to be awarded funding have demonstrated their ability to deliver within the required timescales within the application.	L	Yes
	Any unspent, or unallocated funds will require to be returned to Scottish Government/UK Government	Close project monitoring will take place throughout to ensure these timescales will be met.	L	Yes
<b>Reputational</b>	Risk of reputational damage if funds are not spent in accordance to the grant conditions	Officers will work with projects to ensure proposals and applications meet the conditions of grant	L	Yes
<b>Environment / Climate</b>	No risks identified	None	L	Yes

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	All applicants were requested to detail the contribution of their project to Aberdeen City Council policy and strategies.
<a href="#"><u>Working in Partnership for Aberdeen</u></a>	Work constructively with the Scottish Government to seek additional funding for Aberdeen.  Seek to gain the maximum benefits for Aberdeen's people and businesses from the Scottish Government
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	All applicants were requested to detail the contribution of their project to the LOIP as part of the application process.
Prosperous People Stretch Outcomes	All applicants were requested to detail the contribution of their project to the LOIP as part of the application process.
Prosperous Place Stretch Outcomes	All applicants were requested to detail the contribution of their project to the LOIP as part of the application process.

## 9. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Integrated Impact Assessment</b>	Full impact assessment not required
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	Not required

## 10. BACKGROUND PAPERS

10.1 Place Based Investment Programme – COM/23/096

## 11. APPENDICES

11.1 Appendix 1 – Place Based Investment Programme – Summary of applications received.



## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Stuart Bews
<b>Title</b>	Team Leader – External Funding
<b>Email Address</b>	<a href="mailto:stbews@aberdeencity.gov.uk">stbews@aberdeencity.gov.uk</a>
<b>Tel</b>	01224 069349

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## **Appendix 1 - Place Based Investment Programme.**

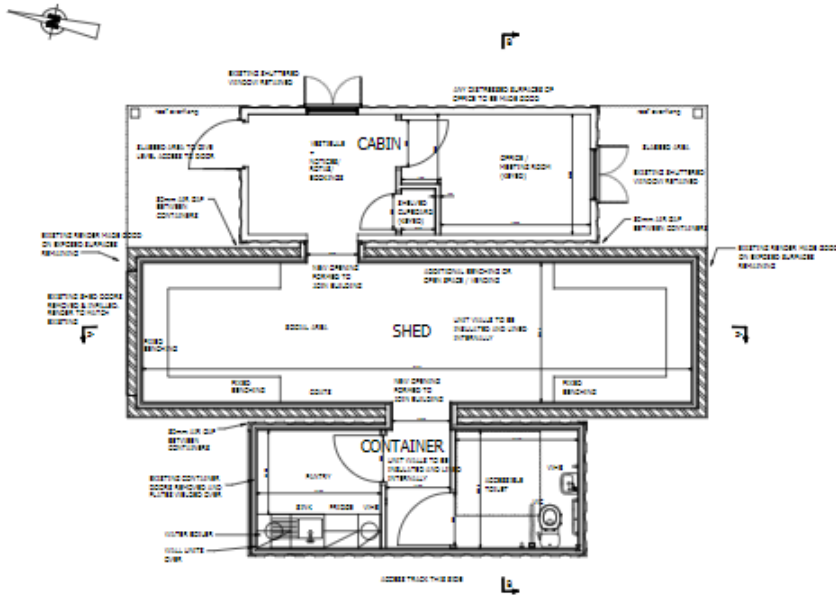
### **Northfield Youth Hub – Building a Brighter Future For Our Young People**

Aligned with an ongoing diversionary activity provided by StreetSport and improvement works being carried out by Sport Aberdeen, it is proposed to adjoin two 20ft containers that have been donated by local companies, and a large disused brick building in the area between Northfield Academy and the AstroTurf pitch to provide a youth hub following engagement with local young people. The three items will be adapted to provide one large space, clad internally to assist efficiency and fitted out in collaboration with the young people in the area. This will include interior and exterior decoration to give the young people that sense of place and will be facilitated by a Street Artist who will co-design and help paint the mural with the young people. From lessons learned at the previously opened hub at Tesco, Rousay Drive, this approach has worked well in preventing any vandalism to the structure and giving the young people a sense of pride, community and learning new skills. Our hub at Tesco, Woodend has seen the changes lead to the area being a better place to live, work, visit and play; enhancing wellbeing and driving down anti-social behaviour related crime as per the attached analysts' report comparing the youth related trends at the Tesco site and in Northfield. This report shows a downward trend in the Woodend/Sheddocksley area since the hub was built and a rise in youth related calls across Northfield.

The constituted Northfield Youth Hub Steering Group comprises of Northfield Academy, Police Scotland, community members, an industry expert and partners; who are working together to provide young people in the Northfield area with their own youth hub. The space will be designed by the young people for the young people by linking in with the academy and attending community events to garner ideas.

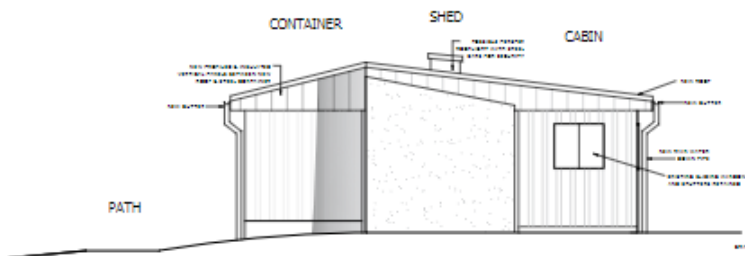
The young people who attend the hub will have the opportunity to engage with adults in their community and youth workers who will mentor them on a journey to a positive destination through access to physical and artistic opportunities, by building positive relationships with adults who offer support and guidance. In addition Sport Aberdeen are keen to collaborate to integrate our young people into their facilities including the swimming pool, gym, tennis courts and upgraded outdoor facilities that are in the planning stage and on the doorstep of the hub.

It is intended that the space will be opened up to the wider community for use during the day, such as our older people and mothers and toddlers in the area. Interest has been expressed by Northfield Academy who wish to engage with non attenders in a less formal setting in the hope they can work towards returning to education. This approach has seen three young people from the Tesco hub return to education.



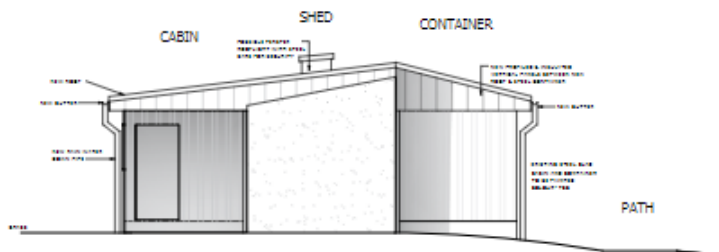
**PROPOSED GROUND FLOOR BLOCK PLAN**

SCALE 1:50



**PROPOSED SOUTH ELEVATION**

SCALE 1:50



**PROPOSED NORTH ELEVATION**

SCALE 1:50

## **Printfield Community Project - Including Printfield**

Printfield Community Project is based in 2 ground floor flats (11a/11b) Printfield Walk. Both of these flats have small front gardens which have been converted for community use by the instillation of fixed play equipment and protective fencing and hedging.

These play resources were installed by Aberdeen City Councils Design and Development department some 12yrs ago and require a complete refurbishment of the play surfacing. The (wet pour) surface has become an environmental hazard as the surface is peeling and moss is growing in some of the cracks. (See photographs).

This proposal, seeks to refurbish both of the community play areas, so as to enhance and make more environmentally friendly both of these settings. These settings will provide open and inclusive spaces for local residents and children to have a bit of family time. As well as providing a safe and challenging outdoor environment for the Community Projects 'Play room' children.

The proposal is supported by both the Printfield Community Projects management committee and the Printfield/Forum. We also work closely with Aberdeen City Councils Operations and Protective service team (March 2023).



*\*Existing play resources on site.*

## **Scottish Women's Institute – Archive Room Project**

The Scottish Women's Institutes is over a century old. The Aberdeenshire Federation has 70 institutes across Aberdeen and Aberdeenshire and has had many more which have closed over the last century. When institutes close, they return their papers to our office for safe keeping. These include financial records, minute books, photographs and trophies which can date back over 100 years. As part of ongoing renovations to our premises we had planned to line the basement to safely house and protect many historical papers and items including art works and tapestries. The purpose of lining the basement is to protect the items from damp and ensure they are preserved for posterity. It is planned that professional archivers will properly sort and organise these items to ensure correct storage. However, when receiving a quotation for lining the basement it was discovered that there is asbestos in the ceiling of the basement. This will require to be removed for health and safety reasons. After removal the whole basement would require to be tanked and lined. This has significantly increased the work involved and cost of, what should have been, a straightforward job. We therefore find ourselves in the position of having to apply for separate funding in the hope that we can achieve our goal of having a safe, dry environment to house our historical paperwork and items. We are lucky enough to own our premises which has great scope for storage if it was sufficiently upgraded to ensure safety and preservation. The basement is accessed by a fairly steep set of wooden steps. We would also like to install a handrail for safety reasons to ensure safe descent and ascent from the area for our employees.

We hold and host events both locally and nationally and many of the historical items, such as tapestries, which we hold are displayed at these events. Some of these events are 2 days events, in large venues like the Beach Ballroom. These events are open to the public as well as our members. We are passionate about preserving these historical items to strengthen and preserve cultural ties and provide access to them to a wider demographic than just our members. It is therefore vital that these items are stored safely and correctly in a dry environment in order to preserve them for as long as possible.

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	5 <sup>th</sup> July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	UK Shared Prosperity Fund
<b>REPORT NUMBER</b>	COM/23/196
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Stuart Bews
<b>TERMS OF REFERENCE</b>	1.1.8, 1.1.11 & 3.4

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek the Committee’s approval for the proposed allocation of grant funding of UK Shared Prosperity Fund (UKSPF).

### 2. RECOMMENDATION(S)

That the Committee:-

#### UKSPF Communities And Place

- 2.1 Notes that the application for up to £167,112 to Tillydrone Community Development Trust for the Benholm’s Tower Project, has been withdrawn;
- 2.2 Awards up to £104,000 to Aberdeen Science Centre for the Community Engagement Project;
- 2.3 Awards up to £29,390 to the Denis Law Trail Project;
- 2.4 Awards up to £11,832 to Police Scotland for the Drugs and Alcohol Education and Resilience Project; and
- 2.5 Awards up to £103,191.60 to Absafe for the Safety Training For Aberdeen City Schools Project

### 3. CURRENT SITUATION

- 3.1 The UK Government published the UK Shared Prosperity Fund prospectus on 13 April 2022 alongside indicative funding allocations for each Local Authority within the United Kingdom. The Aberdeen City Council area received an indicative allocation of up to £7,156,832 for an initial three-year period covering 2022/23, 2023/24 and 2024/25. This is made up of £1,235,919 for “Multiply” and £5,920,913 for the core UK Shared Prosperity Fund. The “Multiply” element

of funding is ringfenced for activity to enhance adult numeracy skills provision and proposals for this will be taken to committee later in 2023.

- 3.2 The core UKSPF element can be used across three priority areas: Community and Place; Supporting Local business; and People and Skills.
- 3.3 In order to access the funding, Aberdeen City Council developed and submitted an Investment Plan to the UK Government in August 2022. The Investment Plan outlined the key priority areas for investment. It was approved in December 2022 and is available on the Council's UKSPF Webpages [UK Shared Prosperity Fund | Aberdeen City Council](#).
- 3.4 There are three routes to allocate the funding: 'Challenge Funds', 'Procurement' or 'in-house' and all proposed expenditure will require Committee approval.
- 3.5 Applications are being sought under the Communities and Place priority through a 'challenge fund route'. Officers promoted the challenge fund on the Council's website including an application form and supporting guidance documents. Four applications are presented to Committee for consideration, outlined in Table 1 below and summarised within Appendix 1.

**Table 1: Shared Prosperity Fund**

**Communities and Place - Applications for consideration**

Applicant	Project	Total Project Cost	Grant request 23/24	Grant request 24/25	Officer review outcome	Grant Proposed to award from UKSPF
Aberdeen Science Centre	Community Engagement Project	£236,800	£42,000	£62,000	Application showed strong links to fund interventions, delivering STEM education opportunities to all areas of Aberdeen.	£42,000 (23/24) £62,000 (24/25)
ACC	Denis Law Trail	£49,390	£23,890	£5,500	Application is a good fit for the programme benefitting a priority area of Aberdeen.	£29,390 (23/24)
Police Scotland	Drugs and Alcohol Education and Resilience Project	£20,332	£11,832	£0	Detailed application highlighting benefits to the community and strong links to intervention	£11,832 (23/24)
Absafe	Safety Training for	£137,588.80	£68,794.40	£68,794.40	Project has strong and long lasting benefits	£68,794.40 (23/24)



	Aberdeen City Schools				for young people in the City. Application highlighted the importance of this project linking well to the programme. Education service supportive of the application also.	£34,397.20 (24/25)
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#### **4. FINANCIAL IMPLICATIONS**

- 4.1 The Council has been allocated £7,156,831 of UKSPF by UK Government over the next two and a half years. The Communities and Place allocation is £3,809,693. The People and Skills priority allocation is £855,000. The Local Business priority allocation is £1,256,220. The “Multiply” priority, to improve people’s numeracy skills allocation is £1,235,918. Appendix 2 provides an overview of the funds awarded to date under the Communities and Place priority.
- 4.2 The eligible costs for which the grant can be used are capital or revenue costs incurred by the local authority or third parties which are in line with the main objectives of the fund. Officers assess all bids in line with the published criteria and guidance on the Council’s website. Applications which are incomplete or require further information will be returned to the applicant with feedback on the areas which require attention before being resubmitted.
- 4.3 It is essential that the projects comply with the set requirements to avoid issues around eligibility and potential repayment of grant to the UK Government if conditions are not complied with.

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

- 5.1 Grant Agreements will require to be put in place between Aberdeen City Council and those organisations which are awarded grant funding.
- 5.2 Officers will undertake Subsidy Control risk assessments for all external applications.
- 5.3 To ensure compliance with the Subsidy Control Act 2022, officers established a subsidy control scheme for the UK Shared Prosperity Fund Communities and Place programme. The Council will also comply with subsidy notification requirements to the UK Government’s Subsidy control database and transparency register.

#### **6. ENVIRONMENTAL IMPLICATIONS**

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

## 7. RISK

Category	Risk	Primary Controls/Control Actions to achieve Target Risk level	Target Risks Level Low (L) Medium (M) High (H)	Does target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	No risks identified	None	L	Yes
<b>Compliance</b>	Non-compliance with grant conditions will require return of grant	External Funding team are familiar with the compliance requirements and will advise and monitor projects as required to ensure compliance.	L	Yes
	Subsidy Control	To ensure all external grants awarded are compliant	L	Yes
<b>Operational</b>	No risks identified	None	L	Yes
<b>Financial</b>	Any unspent, or unallocated funds will require to be returned to UK Government	Close project monitoring will take place throughout to ensure these timescales will be met.	L	Yes
<b>Reputational</b>	Risk of reputational damage if funds are not spent in accordance with the grant conditions	Officers will work with projects to ensure proposals and applications meet the conditions of grant	L	Yes
<b>Environment / Climate</b>	No risks identified	None	L	Yes

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	All applicants were requested to detail the contribution of their project to Aberdeen City Council policy and strategies, and these were assessed by officers to ensure clear links.

<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	All applicants were requested to detail the contribution of their project to the LOIP as part of the application process.
Prosperous People Stretch Outcomes	All applicants were requested to detail the contribution of their project to the LOIP as part of the application process.
Prosperous Place Stretch Outcomes	All applicants were requested to detail the contribution of their project to the LOIP as part of the application process.

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	Full impact assessment not required
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	Not required

## 10. BACKGROUND PAPERS

10.1 COM/23/097 - UK Shared Prosperity Fund

## 11. APPENDICES

11.1 Appendix 1 – UK Shared Prosperity Fund – Summary of applications for consideration

11.2 Appendix 2 –UK Shared Prosperity Fund – Funds awarded to date

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Stuart Bews
<b>Title</b>	Team Leader – External Funding
<b>Email Address</b>	<a href="mailto:stbews@aberdeencity.gov.uk">stbews@aberdeencity.gov.uk</a>
<b>Tel</b>	+44 1224 069349

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## **Appendix 1 – UKSPF**

### **Aberdeen Science Centre - Community Engagement Project**

Our 'Community Engagement Project' would see our highly skilled team continue to engage with children, young-people, and adults from under-represented and under-served communities across Aberdeen City through the delivery of STEM sessions. These STEM sessions will include hands-on workshops and activities on a variety of STEM topics, allowing children, young people and adults the opportunity to learn STEM skills as well as social skills. These sessions will take place throughout 2023/2024 and 2024/2025.

Our 'Community Engagement Project' is target to under-represented and under-served communities from a diverse range of backgrounds including individuals who live in the top 20% SIMD areas, individuals who live in rural areas, young parents, single parents, families from low-income households, and people with additional support needs.

The STEM sessions will be delivered by ASC's Community Engagement team. Our dedicated staff team are highly skilled in STEM communication and public engagement, with extensive experience of delivering STEM topics in small, manageable, understandable, relatable and engaging chunks.

The STEM sessions will be delivered either through hosting the session at Aberdeen Science Centre, or through outreach, where we will take our STEM resources directly into the heart of local communities and deliver our sessions in community halls, parks, or other appropriate settings.

A key part of our mission is to engage with under-represented audiences, allowing them to access high quality STEM education and experiences. We know that a positive experience of STEM means children and young people are more likely to go on to study STEM subjects and are more likely to consider a career within STEM. Our team are experts at providing that positive STEM experience, and inspiring people of all ages to discover more about the world we live in.

Through these engagements, our project will increase participants confidence, social skills, and STEM knowledge and skills. Participants will use what they learn in our sessions in their every-day life including skills like budgeting, meal planning, problem solving, wellbeing and more. In 2024/25 we plan to develop our Community Engagement offering even further through the addition of two mobile exhibits, allowing us to take high quality STEM engagement resources directly into local communities, therefore building resilient communities by providing places that people want to learn in.

We feel our 'Community Engagement Project' is a good investment for the UK Shared Prosperity Fund because our project helps to achieve the objective to "strengthen our social fabric and foster a sense of local pride and belonging, through investment in activities that enhance physical, cultural, and social ties and access to amenities, such as community infrastructure and local green space, and community-led projects" by allowing us to continue to engage with the young generation, introducing them to vital STEM skills and topics, and therefore preparing them to be part of our future workforce. We plan to use local topics such as energy, climate change, and engineering to allow participants to relate their learning to their local environment.

## **Absafe - Safety training for Aberdeen City Schools**

We are a charity dedicated to health, safety & wellbeing education and advancement for children and young people. We welcome all schools of Aberdeen City as well as youth groups and groups with ASN e.g., Lifestars, so all children and young people have the same levels of attainment in education and positive destinations.

From our innovative facility, Absafe Community Hub (A.C.H), we educate children and young people about personal safety and wellbeing. Our facility is designed to mimic 8 real-life environments and experiences ranging from traditional topics such as road safety and home safety, to more unconventional ones that we have seen become more prevalent in recent years: cyber security, risk of vaping, pro-social behaviour, responsible alcohol consumption and mental wellbeing. We have rooms designed as a park, beach, bedroom, kitchen etc. The young people are taken on an adventure while gaining lifesaving skills.

Our aim is to empower our young users by giving them the skills and knowledge to become aware and responsible for their own safety and wellbeing that when situations arise in their life, they have practiced for it in a safe environment and know how to handle situations, both physically and mentally. We can prove the effectiveness of the education we deliver thanks to the anonymous quizzes the children take before and after going through the 8 sets. The overall improvement is at 73% from morning to afternoon.

Our mission is directly in line with the current National Framework and LOIP stretch outcomes for young children and youth. They learn about mental health and emotional wellbeing as well as pro-social behaviour which feeds into the stretch outcomes 5, 6, 7 and 8 of the LOIP, while being shown that they matter and are being listened to. This becomes especially apparent while taking direct yet anonymous feedback from the children during the quiz at the end of the visit.

Without our services children will be at a higher risk of committing crimes and being involved in anti-social behaviours. It also seems unlikely that the stretch outcomes for children and young people in the LOIP are achievable.

We would like to keep delivering this life saving education to the next cohort of young people in the city. Annually we see over 2000 young people.

## **Aberdeen City Council – Denis Law Trail**

Aberdeen City Council is committed to delivering the Denis Law Trail, as outlined in the Working in Partnership Policy Statement. This grant will enable delivery of Phase 1 of the Trail.

The Denis Law Legacy Trust have developed the concept of the Trail with the aim of motivating, inspiring and engaging the Printfield community, whilst also celebrating a local hero, Denis Law – the only Scottish footballer to win the Ballon d'Or.

Phase 1 of the Trail will enable nine signposts and artworks to be erected in the Printfield area of the city. These installations will depict pivotal points of Denis Law's career and will consist of a signpost which details the milestone and an art work which depicts it. The Trail will be enhanced through the inclusion of digital technology – QR codes will enable visitors to visit a website where they can learn more about Denis Law.

It is envisioned that the Trail will be an interactive experience. A Skills Trail will be developed for young people with challenges at each of the points with the aim of increasing interest and providing

inspiration for young people to practice their own football skills on the same ground as the a great Scottish Footballer.

A marketing and events programme will complement the launch of the Trail. This will include walking tours, football practice sessions and local history talks –encouraging physical activity and championing local pride for locals and visitors alike.

The ultimate aim of the Trail is to develop a vibrant pocket of activity within the Printfield area of the city – a Priority Neighbourhood within the Locality Plan.

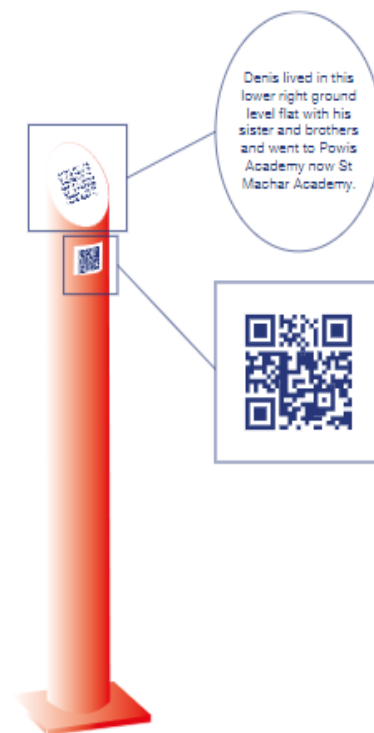
A business case is currently being developed to deliver Phase 2 of the Trail – large murals depicting Denis Law on a large building in the area.

## MAP & LOCATIONS



Map of proposed Walking Tour featuring points of Interaction - est. 400m distance.

1. Tower Block Murals
2. Famous Photo Recreation
3. Denis' Childhood Home
4. Man City Cutout
5. Scotland Street Art
6. Torino
7. Manchester United
8. Rest of the World XI
9. Celebrate as the King
10. Balon D'or



## Police Scotland - Drugs and Alcohol Education and Resilience Project

Drugs and Alcohol have a serious impact on communities in Aberdeen. Finding solutions is critical to preventing avoidable drug and alcohol related deaths and the damage drug use causes. Part of the solution is the implementation of effective early intervention. Research shows that universal, evidence-based drug education, taking a whole family approach, can prevent or reduce harm from drugs.

Our proposal is to partner with the Daniel Spargo-Mabbs Foundation (DSMF) to run a pilot of their full drug education programme in the coming year in nine schools in the Grampian region, three in each of the authority areas of Aberdeen City, Aberdeenshire and Moray. Schools have been chosen in priority areas, to ensure this makes a positive difference to those young people, their parents,

carers and the wider communities. Around 95% of drug related deaths in Aberdeen City occur within the catchment areas of the pilot schools. The University of Aberdeen will be conducting an evaluation of the impact and effectiveness of the pilot, so that any necessary adjustments can be made, and the intention is that the programme would then be rolled out across all the schools in the Grampian region in future years and for future generations

The Daniel Spargo-Mabbs Foundation is a drug education charity founded in 2014 by Tim and Fiona Spargo-Mabbs in response to the death of their 16-year-old son Dan from an unintentional overdose of MDMA. They work with young people, parents and professionals in a rapidly growing number of schools, colleges and communities across England, more recently developing work in Scotland and registering with OSCR (Reg. No. SC052164). Their evidence based, multi-component drug and alcohol programme consists of:

- Interactive drug and alcohol education workshops
- Planning and resources for teachers to deliver effective drug education throughout secondary school and P7 primary pupils
- Training for teachers, school staff and other professionals working in schools
- Drug and alcohol awareness workshops for parents and carers
- Theatre in Education tours of 'I Love You, Mum – I Promise I Won't Die' (Bloomsbury, 2017), a verbatim by Mark Wheeler, followed by workshops
- Youth Ambassadors programme for S5/6 pupils.

We held two showcase events in February at Lochside Academy, one of the potential pilot schools. Feedback was collected by Police Scotland from delegates, which included pupils, teachers, parents and other professionals. The responses confirmed our existing knowledge about drug issues in Aberdeen and captured reactions in relation to the current educational offering, lack of confidence from teachers and pupils around their knowledge and understanding of drugs & alcohol; and the suitability of DSMF's contribution to enhancing the existing curriculum for pupils alongside the ability to upskill professionals and parents. The showcase also added knowledge about what stakeholders consider the priority issues to be and what is lacking within the current curriculum. Responses were overwhelmingly positive about the introduction of DSMF, and provided a clear mandate for action with a compelling and united voice from our young people, parents and professionals alike.



**Appendix 2 – Total awarded from UKSPF**

<b>Applicant</b>	<b>Project</b>	<b>UKSPF Grant awarded 2022/23</b>	<b>UKSPF Grant awarded 2023/24</b>	<b>UKSPF Grant awarded 2024/25</b>
Aberdeen City Council	Community Buildings Feasibility Study	£0.00	£70,000.00	£0.00
Aberdeen City Council	ClimateOS software	£0.00	£101,000.00	£0.00
Aberdeen City Council	SPECTRA Scotland's Festival of Light	£70,000.00	£85,000.00	£0.00
Aberdeen City Council	Tolbooth Museum Improvements and Structural Repairs	£0.00	£355,025.00	£0.00
Aberdeen City Council - Aberdeen Archives, Gallery and Museums	Reimaging The Cowdray Hall - Feasibility Study	£0.00	£40,000.00	£0.00
Aberdeen City Council - Aberdeen Archives, Gallery and Museums	Aberdeen Archives Centre - Feasibility Study	£0.00	£90,000.00	£0.00
Aberdeen City Council - Aberdeen Archives, Gallery and Museums	Audience Evaluation & Acquisition Feasibility Study	£0.00	£80,000.00	£70,000.00
Greyhope Bay	Phase 2 Feasibility Project	£0.00	£79,506.00	£0.00
Visit Aberdeenshire	Make a day of it in Aberdeen Campaigns	£0.00	£62,400.00	£62,400.00
Home-Start	Supporting vulnerable families	£0.00	£40,000.00	£42,468.00
<b>Total Allocated</b>		<b>£70,000</b>	<b>£1,002,931</b>	<b>£174,868</b>

Approved Budget	£70,000	£1,152,566	£2,587,127
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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	5 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Invest Aberdeen Update
<b>REPORT NUMBER</b>	COM/23/214
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Joel Evans
<b>TERMS OF REFERENCE</b>	2.1.1 & 3.4

### 1. PURPOSE OF REPORT

- 1.1 To provide an update on the activities of Invest Aberdeen and agree its forward priorities.

### 2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Notes the activities of Invest Aberdeen;
- 2.2 Instructs the Chief Officer- City Growth to work with officers in Aberdeenshire Council and regional partners to support investment promotion opportunities as noted in this report; and
- 2.3 Instructs the Chief Officer – City Growth to circulate a service update to the committee members by June 2024.

### 3. CURRENT SITUATION

#### Background

- 3.1 Attracting inward investment remains a key priority in the new Regional Economic Strategy (RES).
- 3.2 Invest Aberdeen is a partnership between the Council and Aberdeenshire Council and aims to promote the North East as a location for inward investment, to promote the particular regional opportunities and to provide support to Scottish Government and UK Government inward investment agencies, investors and companies looking to invest here. The core activities of Invest Aberdeen include:
- maintaining and developing the Invest Aberdeen website and associated resources;

- proactive communication through social media;
- attending and promotion at relevant industry and investment events;
- pursuit of potential investments and supporting inward investment enquiries; and
- collaborating with regional, national, and international partners on relevant projects and events.

3.3 The work of the Team is supported by a regional forum that includes: officers from the two Councils; Opportunity North East (ONE); Aberdeen and Grampian Chamber of Commerce (AGCC); the University of Aberdeen; Robert Gordon University; North East Scotland College; commercial property agents; Port of Aberdeen; Fraserburgh Harbour; Peterhead Port Authority; Aberdeen International Airport; Scottish Enterprise; Department of International Trade; and Scottish Development International.

3.4 The staffing commitment to the team is summarised in the table below:

Role	Aberdeen City Council (fte)	Aberdeenshire Council (fte)
Team Leader		1
Project Officer	1	
Project Support Officer	1	
Marketing, website, social media Officer		1
Total	2	2

3.5 From March 2020, Covid-19 restrictions resulted in reduced inward investment activity in general, and the team resource was prioritised to support the administration and distribution of the Covid business grants.

### **Progress 2022/23**

3.6 2022-23 saw the lifting of restrictions and return to more in person activities. The Invest Aberdeen team was brought up to a full complement of four staff in September 2022 and a summary of key activities for the year are noted below:

- Supported 97 inward investment enquiries in the following sectors: energy, life sciences, food and drink and technology with support ranging from conversations and making connections to property searches and facilitating site visits. An example of a positive outcome is the securing of a Far East mooring company announcing its plans to locate in the Energy Transition Zone (ETZ). A less positive outcome was the decision of a multi nation cable manufacturer choosing to locate in one of the two areas designated as Green Freeports in Scotland;
- Attendance and exhibiting at industry events including: All Energy, Glasgow; Aberdeen Renewable Energy Group (AREG) Energy Futures, Aberdeen; Floating Offshore Wind, Aberdeen; Subsea Expo, Aberdeen; UK's Real Estate Investment and Infrastructure Forum; Wind Energy Hamburg, Hamburg; and Wind Europe in Copenhagen.

- Creation, sharing and promotion of marketing material for regional investment propositions and key sectors for the above events and the Council's presence at Scottish Cities Week in London.
- Continued engagement and collaboration with regional, national and international stakeholders, developing proposals with ETZ Ltd.
- Reconvened the regional forum to inform the work of Invest Aberdeen.
- Supported inward visits - Aberdeen-Houston Gateway 2022; Scottish Development International familiarisation visits from the France and Germany teams; and a French industry offshore wind trade mission to the North East.
- Continued online reach with the Invest Aberdeen website now having had 129,853 total views from 158 countries since launch in 2018. Reached totals of 1,363 followers on Twitter and 1,802 followers on LinkedIn.
- Developed an updated [regional promotional video](#) for use at events, online and by partners.
- Provided communications and marketing expertise and coordination for the North East Scotland Green Freeport bid.

#### **Forward Plan – 2023/24**

- 3.7 As outlined in the RES, and alongside core work of supporting inward investment enquiries and developing a range of marketing material and content to promote the regional proposition, the immediate actions for the team are:
- Promote and refine the sector propositions around Energy Transition (Hydrogen, Wind), Food & Drink, Digital and Life Sciences;
  - Work with partners to articulate and deliver a regional communications plan and specific 'projects' or propositions;
  - Work with Corporate Landlord to develop and promote investor proposition for council site development opportunities such as TECA 2;
  - Refresh the Invest Aberdeen website;
  - Continued support to the investment promotion team at Scottish Cities Alliance (SCA) and attendance at relevant events including a presence at Offshore Europe in in September;
  - Support relevant delegations to the North East through developing itineraries, introductory meetings with local partners and businesses. activities such as presenting, developing visit itineraries and organising introductory meetings;
  - Support the development of a proposal for an Investment Zone in the region;
  - Improve marketing of investable properties and sites and enhance digital reach and targeting through the Invest Aberdeen website.

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

- 4.1 The Invest Aberdeen annual budget is £259,000. This is comprised of a staffing budget of £204,000 and £55,000 on supporting activity. The Council contributes £141,000 through the approved budget for the City Growth cluster. The balance is provided by Aberdeenshire Council.
- 4.2 While Aberdeenshire Council has a higher graded post, the Council has two posts that together are a higher cost. This also reflects demand, and more

product development and support for activity within the city, including Scottish Cities Alliance. The balance of funding will be reviewed during this financial year and any change will be implemented in the 2024/25 budget setting.

## 5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

## 6. ENVIRONMENTAL IMPLICATIONS

6.1 There are no environmental implications arising from this report.

## 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	Failure to secure inward investment will impair the recovery and diversification of the regional economy.	Participation in stakeholder initiatives promoting the regional strengths. Attendance at events promoting the investment opportunities and actively promoting sectors via Investment leads and enquiries.	L	Yes
<b>Compliance</b>	No significant risks identified	-	-	Yes
<b>Operational</b>	No significant risks identified	-	-	Yes
<b>Financial</b>	Costs associated with participation in events escalate beyond available resource.	Events and meetings are now a mix of in person and virtual therefore costs for attendance can be balanced. In	L	Yes

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
		each case Officers will actively participate in planning groups, including oversight and monitoring of budgets.		
<b>Reputational</b>	Other major cities becoming the forerunners in the Hydrogen and wider Energy Transition activates due to a failure to capitalise on the region's first mover advantage and existing local expertise	Ensure our activities are widely promoted both locally and internationally by continuing to engage with local and international stakeholders and participating as speakers and panellists in major events.	L	<b>Yes</b>
<b>Environment / Climate</b>	Failure to adequately secure investment in pursuit of the Council's Net Zero and energy transition ambitions	Participation in stakeholder initiatives promoting the regional strengths. Attendance at events promoting the investment opportunities and actively promoting sectors via Investment leads and enquiries.	L	<b>Yes</b>

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN 2023-2024</u></b>	
	<b>Impact of Report</b>

<p><b>Aberdeen City Council Policy Statement</b></p> <p><u><a href="#">Working in Partnership for Aberdeen</a></u></p>	<p>The proposals within this report support the delivery of the following Policy Statement objectives in respect of “A Prosperous City”.</p> <p>Work with partners to stimulate sustainable economic development, including a managed transition to a carbon neutral economy and work in partnership with the academic, business and other relevant sectors to ensure the long-term future of the energy industry.</p> <p>Review and update the council’s inward investment strategy</p>
<p><u><a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a></u></p>	
<p>Prosperous Economy Stretch Outcomes</p>	<p>The proposals within this report support the delivery of:</p> <ul style="list-style-type: none"> <li>• LOIP Stretch Outcome 2 – 400 unemployed Aberdeen City residents supported into Fair Work by 2026.</li> <li>• LOIP Stretch Outcome 3 – 500 Aberdeen City Residents upskilled/reskilled to enable them to mover into, within and between economic opportunities as they arise by 2026.</li> </ul>

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Not required
Data Protection Impact Assessment	Not required
Other	None

## 10. BACKGROUND PAPERS

- 10.1 COM/23/150 Regional Economic Strategy (City Growth & Resources – 17 May 2023)
- 10.2 COM/21/030/ Invest Aberdeen Update (City Growth & Resources - 3 February 2021)
- 10.3 PLA/19/282 – Invest Aberdeen annual update, Plan, (Council - 6 June 2019)
- 10.4 CH/17/046 Aberdeen Inward Investment Plan (Council – 15 March 2017)

## 11. APPENDICES



None

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	Joel Evans
<b>Title</b>	Invest Aberdeen Team Leader
<b>Email Address</b>	<a href="mailto:joel@investaberdeen.co.uk">joel@investaberdeen.co.uk</a>
<b>Tel</b>	01224 053 727

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Finance and Resources
<b>DATE</b>	5 July 2023
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Development Plan Scheme and Draft Participation Statement
<b>REPORT NUMBER</b>	COM/23/193
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	David Dunne
<b>REPORT AUTHOR</b>	John Todd
<b>TERMS OF REFERENCE</b>	3.3

### 1. PURPOSE OF REPORT

- 1.1 This report presents the first Development Plan Scheme for the fourth Aberdeen Local Development Plan, and a Draft Participation Statement. The report seeks approval of the Development Plan Scheme and approval to undertake public consultation on the Draft Participation Statement, with the results of the consultation and any revisions reported back to Committee prior to formal adoption of the Development Plan Scheme.

### 2. RECOMMENDATION(S)

That the Committee:-

- 2.1 Approve the content of the Development Plan Scheme and Draft Participation Statement (Appendix 1) and instruct the Chief Officer – Strategic Place Planning to, subject to any minor drafting changes, publish the Development Plan Scheme and Draft Participation Statement for an eight-week period of public consultation, seeking comment only upon the Draft Participation Statement; and
- 2.2 Instruct the Chief Officer – Strategic Place Planning to report the results of the public consultation and any proposed revisions to the Draft Participation Statement to this Committee on 22 November 2023.

### 3. CURRENT SITUATION

- 3.1 A Development Plan Scheme is a document setting out the authority's programme for preparing and reviewing their local development plans. Within the development plan scheme a participation statement is required which the Town and Country Planning (Scotland) Act 1997 sets out as *an account 'of when consultation is likely to take place and with whom and of its likely form and of the steps to be taken to involve the public at large in the stages of preparation or review.'*

- 3.2 The Planning Service is required to prepare a Development Plan Scheme (DPS) every year. The Development Plan Scheme attached as Appendix 1 is the first DPS for the next Aberdeen Local Development Plan (anticipated for adoption in 2028). It gives a background to the recent changes to the planning system arising from the Planning (Scotland) Act 2019, such as National Planning Framework 4 and the Local Development Plan now constituting the core documents which are material to decision making, with Scottish Planning Policy and the Strategic Development Plans no longer applicable.
- 3.3 The Development Plan Scheme sets out and explains each stage of preparing the new Local Development Plan, beginning in Summer 2023 and ending in Spring 2028. The first stage concerns production of an Evidence Report and the Development Plan Scheme outlines in greater detail how the Planning Service will organise and consult upon the Evidence Report in the coming year.
- 3.4 The Draft Participation Statement is located at the end of the Development Plan Scheme. It sets out the main bodies and groups who will be engaged during the preparation of the new Local Development Plan. The proposed manner in which stakeholders and the public will be notified of consultation is also set out. Finally, each stage of the new plan process is included, with an explanation as to the purpose and method of consultation proposed.
- 3.5 The Planning (Scotland) Act 2019 requires that *'In preparing the development plan scheme the planning authority are to seek the views of, and have regard to any views expressed by the public at large as to the content of the participation statement.'*
- 3.6 Subject to Committee approval, an eight-week period of public consultation on the Draft Participation Statement will commence in July 2023. A six-week period for consultation was considered in line with the approach taken by other authorities however it was deemed appropriate to extend this in order to compensate for the consultation coinciding with the school holiday period.
- 3.7 The consultation will be publicised through the Local Development Plan newsletter and the Council's website and social media platforms. Key groups and stakeholders such as Community Councils would also be notified of the consultation via email. Interested parties will be encouraged to submit comments via the Council's online consultation hub (Citizen Space). All comments will be reviewed by Officers and taken into account to help formulate a final version of the Participation Statement.
- 3.8 Subject to approval, Recommendation 2.2 of this report recommends that any consultation comments and proposed amendments be reported back to Members for review..

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

- 4.1 The cost of preparing and consulting on the Development Plan Scheme and Draft Participation Statement can be met through existing budgets.

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

5.1 The Town and Country Planning (Scotland) Act 1997 requires that a Development Plan Scheme is to be prepared by each planning authority within 1 year after last preparing such a scheme. The last Development Plan Scheme was published approximately a year ago. To comply with the Town and Country Planning (Scotland) Act 1997 and the Planning (Scotland) Act 2019 it is therefore necessary to seek the views of, and have regard to any views expressed by the public at large as to the content of the Participation Statement when preparing the Development Plan Scheme.

## 6. ENVIRONMENTAL IMPLICATIONS

6.1 There are no significant environmental implications with regards to the Development Plan Scheme and Draft Participation Statement.

6.2 The Local Development Plan itself will be subject to Strategic Environmental Assessment.

## 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	If the Development Plan Scheme and Participation Statement aren't timeously adopted then a new a new plan process will begin without the publication of a document that sets out the processes and methods of engagement. This directly conflicts with the Local Outcome Improvement Plan - Stretch Outcome 5 which seeks to ensure that children and young people feel listened to in terms of the consultation process in the preparation of a	Adopt the Development Plan Scheme and agree to the Draft Participation Statement being put forward for an 8 – week public consultation period in order for the Council to comply with legislation prior to a new plan process beginning.	L	Yes

	new Local Development Plan.			
<b>Compliance</b>	Ensuring that the Development Plan Scheme and Participation Statement can be adopted at the earliest opportunity in order to comply with the Planning (Scotland) Act 2019.	Agree to the Draft Participation Statement being put forward for the 8 – week public consultation period in order for the Council to comply with legislation in a timeous manner.	L	Yes
<b>Operational</b>	Ensuring that the Development Plan Scheme and Participation Statement can be timeously published in order to support the new plan process.	Agree to the Draft Participation Statement being put forward for an 8 – week public consultation period in order for the Council to comply with legislation in a timeous manner which allows for the smooth and transparent operation of the new local development plan process.	L	Yes
<b>Financial</b>	It is important that the planning authority complies with legislation and publishes a Development Plan Scheme and Participation Statement in a timeous manner prior	Agree to the Draft Participation Statement being put forward for an 8 – week public consultation period in order for the Council	L	Yes

	to the beginning of the new plan process otherwise it leaves the Council open to complaint and possible legal challenge in the future with respect to whether proposed consultation has been sufficiently set out in advance.	to comply with legislation in a timeous manner which allows for the smooth and transparent operation of the new local development plan process.		
<b>Reputational</b>	The planning authority has consistently published a Development Plan Scheme each year to allow for clarity and transparency of the development plan process. Failure to continue this could damage the Council's reputation as a planning authority.	Agree to the Draft Participation Statement being put forward for an 8 – week public consultation period in order for the Council to comply with legislation in a timeous manner which allows for the smooth and transparent operation of the new local development plan process.	L	Yes
<b>Environment / Climate</b>	Ensuring that the Development Plan Scheme and Participation Statement are in place as they include provision for consultation with bodies, groups and individuals who wish to protect the natural environment and reduce carbon emissions.	Agree to the Draft Participation Statement being put forward for an 8 – week public consultation period in order for the Council to comply with legislation in a timeous manner which allows for the smooth and transparent operation of the new local	L	Yes

		development plan process.		
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## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN 2022-2023</u></b>	
<b>Impact of Report</b>	
<p><b>Aberdeen City Council Policy Statement</b></p> <p><b><u>Working in Partnership for Aberdeen</u></b></p>	<p>The proposals within this report support the delivery of the following aspects of the policy statement:-</p> <ul style="list-style-type: none"> <li>• Empowering Aberdeen’s Communities – the Development Plan Scheme including the Draft Participation Statement sets out the Council’s commitment to working with communities and other entities in the preparation of a new local development plan. This includes collaboration with Community Councils with regards Local Place Plans which may include aspirations of community wealth building and other community assets.</li> <li>• A Transparent, Accessible and Accountable Council - the Development Plan Scheme sets out in Plain English how we will work with communities to develop the next Local Development Plan.</li> </ul>
<b><u>Aberdeen City Local Outcome Improvement Plan 2016-26</u></b>	
<p>Prosperous People Stretch Outcomes</p>	<p>The proposals within this report support the delivery of LOIP Stretch Outcome 5 by ensuring that children and young people feel listened to in terms of the consultation process in the preparation of a new Local Development Plan.</p>
<p><b>Regional and City Strategies</b></p> <p><u>City Strategies and Strategic Plans</u></p> <p>Local Development Plan</p>	<p>The proposal within this report supports the production of a future Aberdeen Local Development Plan which will eventually replace the Aberdeen Local Development Plan 2023.</p>

## 9. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<p><b>Integrated Impact Assessment</b></p>	<p>An Integrated Impact Assessment was undertaken and no negative impacts have been identified.</p>



<b>Data Protection Impact Assessment</b>	Not required.
<b>Other</b>	N/A

## 10. BACKGROUND PAPERS

10.1 None.

## 11. APPENDICES

Appendix 1 – Development Plan Scheme and Draft Participation Statement

## 12. REPORT AUTHOR CONTACT DETAILS

<b>Name</b>	John Todd
<b>Title</b>	Planner
<b>Email Address</b>	<a href="mailto:JTodd@aberdeencity.gov.uk">JTodd@aberdeencity.gov.uk</a>
<b>Tel</b>	01224053786

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ABERDEEN LOCAL DEVELOPMENT PLAN 2028

# DEVELOPMENT PLAN SCHEME 2023

## Aberdeen City Local Development Plan Scheme 2023

### What is a Local Development Plan?

The Local Development Plan is at the heart of the planning system. It sets out policies to guide development and manages spatial land use. The plan sets out the vision and framework for an area and covers a range of topics including housing, placemaking, the economy, infrastructure, community facilities, environmental assets and climate change.

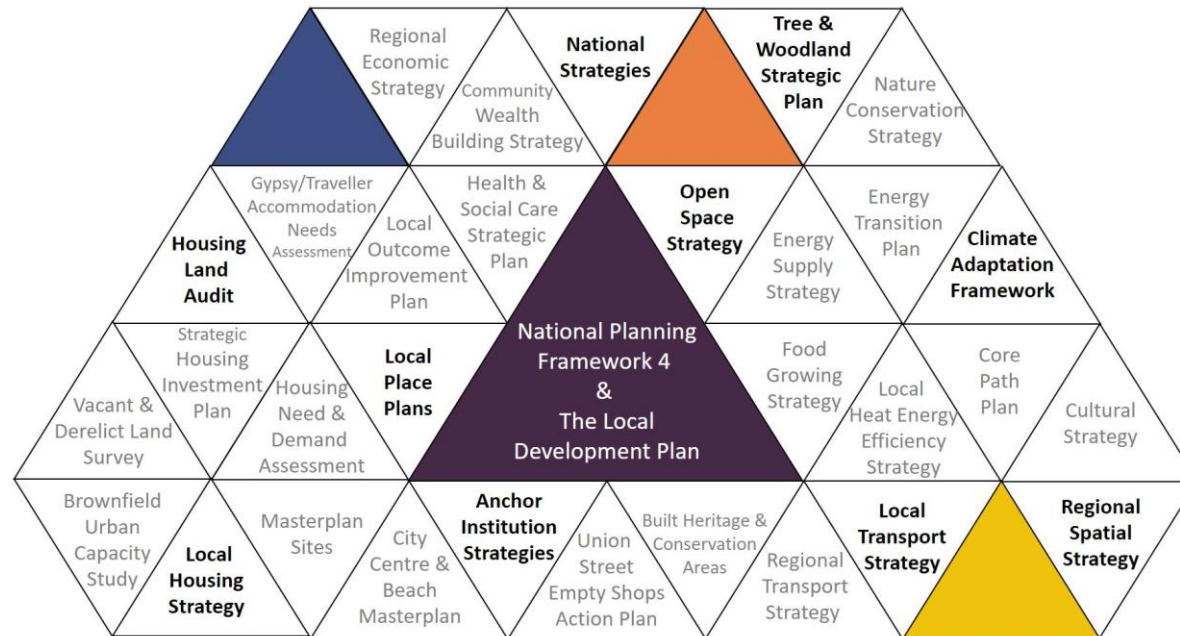
At the time of writing the 2017 Aberdeen Local Development Plan is currently in use. Aberdeen City Council notified Scottish Ministers of an intention to adopt our latest Local Development Plan on the 15<sup>th</sup> of December 2022. It is anticipated that the Aberdeen Local Development Plan will be adopted in June 2023.



**The Proposed Plan is anticipated to be adopted in 2023.**

## Current Status of Planning Documents

Strategic Development Plans and Scottish Planning Policy no longer have materiality in the decision-making process. Local Development Plans now sit alongside the National Planning Framework 4 as the core documents which are material to planning decisions. Other plans, strategies and guidance documents are interlinked.



**Diagram 1 showing the Local Development Plan and National Planning Framework 4 at the heart of decision making in the planning system.**

When the new Local Development Plan is adopted in 2023 it will be accompanied by non-statutory Aberdeen Planning Guidance which will support its interpretation. There will be a single statutory guidance document which outlines Developer Obligations.

## **What is a Development Plan Scheme?**

This document is the Development Plan Scheme. The Planning (Scotland) Act 2019 (the Act) requires all Councils to prepare one at least annually.

As our latest plan is set for adoption, work begins on the preparation of the next Local Development Plan to be adopted in 2028 and this Development Plan Scheme sets out the timetable.

This document provides information on the following issues:

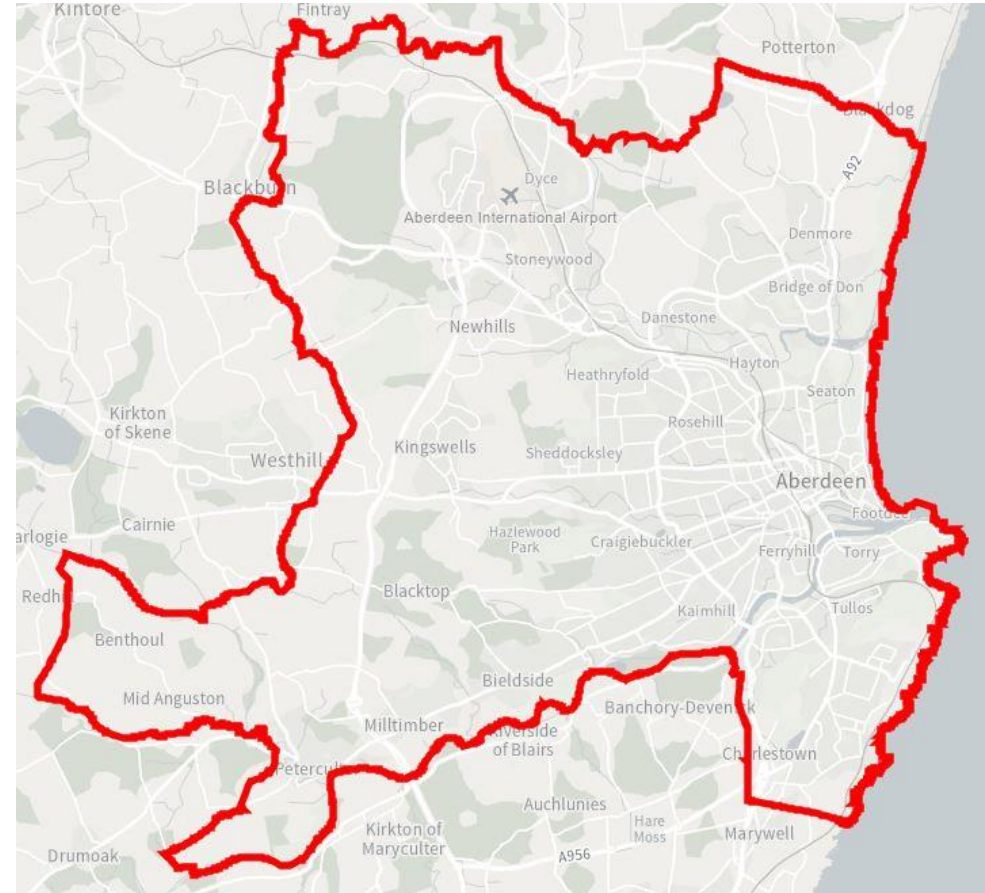
- Why we need to progress a new Local Development Plan (LDP)
- Stages of the new plan process
- The timetable for preparing and adopting the 2028 Plan
- Evidence report contents
- Stages of the evidence report
- The timetable for the evidence report

A Participation Statement is included at the end of the document, and this sets out how consultation and engagement will be undertaken.

## Why We Need to Progress a New Local Development Plan

There have been a number of changes to the way in which Local Development Plans are produced since the Scottish Government introduced its planning reform agenda. The next Local Development Plan will follow a very different process to the Plans which have preceded it. Previously Planning Authorities were required to prepare a new plan every 5 years. The Planning (Scotland) Act 2019 (the Act) now requires plans to be refreshed every 10 years.

The Scottish Government has acknowledged that the transition to the new planning system will have implications for LDP timescales. It expects that every Local Authority will have a new plan developed under the new system within 5 years of the new development plan regulations coming into force, i.e. spring 2028.



**The boundary of the Aberdeen City Council area.**

## Stages of the New Plan Process

The passing of the Planning (Scotland) Act 2019 (the Act) by the Scottish Parliament invoked a number of changes to the way in which Local Development Plans are produced.

- Main Issues Reports are no longer a part of plan making. Instead, an Evidence Report is required to inform the proposed LDP.
- The Evidence Report is subject to a Gate check examination.
- There is to be a 'call for ideas' to inform the proposed LDP.



Diagram 2 showing the 5 stages of plan development.



### Stage 1 Evidence Report: Financial Quarter 2 (July – September) 2023 to Financial Quarter 3 (October – December) 2024

An Evidence Report is the first formal stage in plan preparation. It is required to set out robust data in order to inform the planning authority on its approach to specific issues prior to a proposed plan which sets out where development should take place. It will include a range of information including research, early engagement and technical reports on a range of topics including;

- economic, cultural and social characteristics of an area
- built heritage, environmental issues, infrastructure
- city demographics
- housing, education and healthcare needs
- site appraisal methodology
- scoping for strategic environmental assessments (SEA)

The Evidence Report must include a statement on the steps the planning authority have taken in preparing the report to seek the views of the public and in particular other specific groups such as disabled persons, gypsy/travellers and children and young people.

### Stage 2 Gate Check/Call for Ideas: Financial Quarter 3 (October – December) 2024 to Financial Quarter 1 (April – June) 2025

The Evidence Report undergoes a ‘gate check’ examination, undertaken by a Reporter from the Directorate of Planning and Environmental Appeals. The Reporter will ascertain whether the planning authority has adequate information to prepare a proposed Local Development Plan. They will assess the outcomes that are sought from the plan (e.g. housing numbers), proposed departures from national policy (if relevant), and methods for plan preparation including engagement, alignment with community planning and scope of environmental assessments. In considering any disputes that have arisen from engagement, the Council may be asked to present additional information.

The Scottish Government has set out a ‘call for ideas’ stage to inform the proposed plan. The public would be invited to submit ideas for any aspect of the plan such as proposed policies or development sites. Submissions should support the outcomes from the Evidence Report otherwise there may be no justification for considering them further. Local Place Plans that communities have prepared would ideally be shared with the planning authority by this stage so that they can be considered for integration within the proposed plan.

Assessments will be undertaken by the Council on all considered proposals during the analysis of the call for ideas stage. This may include equalities assessment, environmental assessment, flood risk assessment etc.

#### Stage 3 Preparation of Proposed Local Development Plan: Financial Quarter 1 (April – June) 2025 to Financial Quarter 1 (April – June) 2026

The Proposed Local Development Plan will include proposals that will achieve the objectives that are set out in the Evidence Report. It will identify areas where significant change is required that the planning system can support. It is anticipated that Local Development Plans will have an emphasis on maps, site briefs and masterplans to set out a spatial strategy and they will have minimal wording to reflect the new role of National Planning Framework 4 as a parallel primary document. New sites for development will have to be confirmed as deliverable and free from constraints as far as possible.

#### Stage 4 Formal Consultation and Modifications: Financial Quarter 1 (April – June) 2026 to Financial Quarter 1 (April – June) 2027

The proposed Local Development Plan and Evidence Report will then be published, and a formal consultation will take place. The Council will decide whether it wishes to make modifications to the proposed plan and publishes a Modification Report. The Council will also prepare its response to unresolved issues prior to submission to Scottish Ministers.

#### Stage 5 Examination and Adoption: Financial Quarter 1 (April – June) 2027 to Financial Quarter 1 (April – June) 2028

Scottish Ministers will then instruct the Directorate of Planning and Environmental Appeals to conduct an examination of the modified proposed Local Development Plan which is expected to take between 6 and 9 months to complete. Aberdeen City Council will then adopt the plan in accordance with any findings of the examination. Only in exceptional cases will there be scope to decline a Reporter's recommendations.

### Other Responsibilities

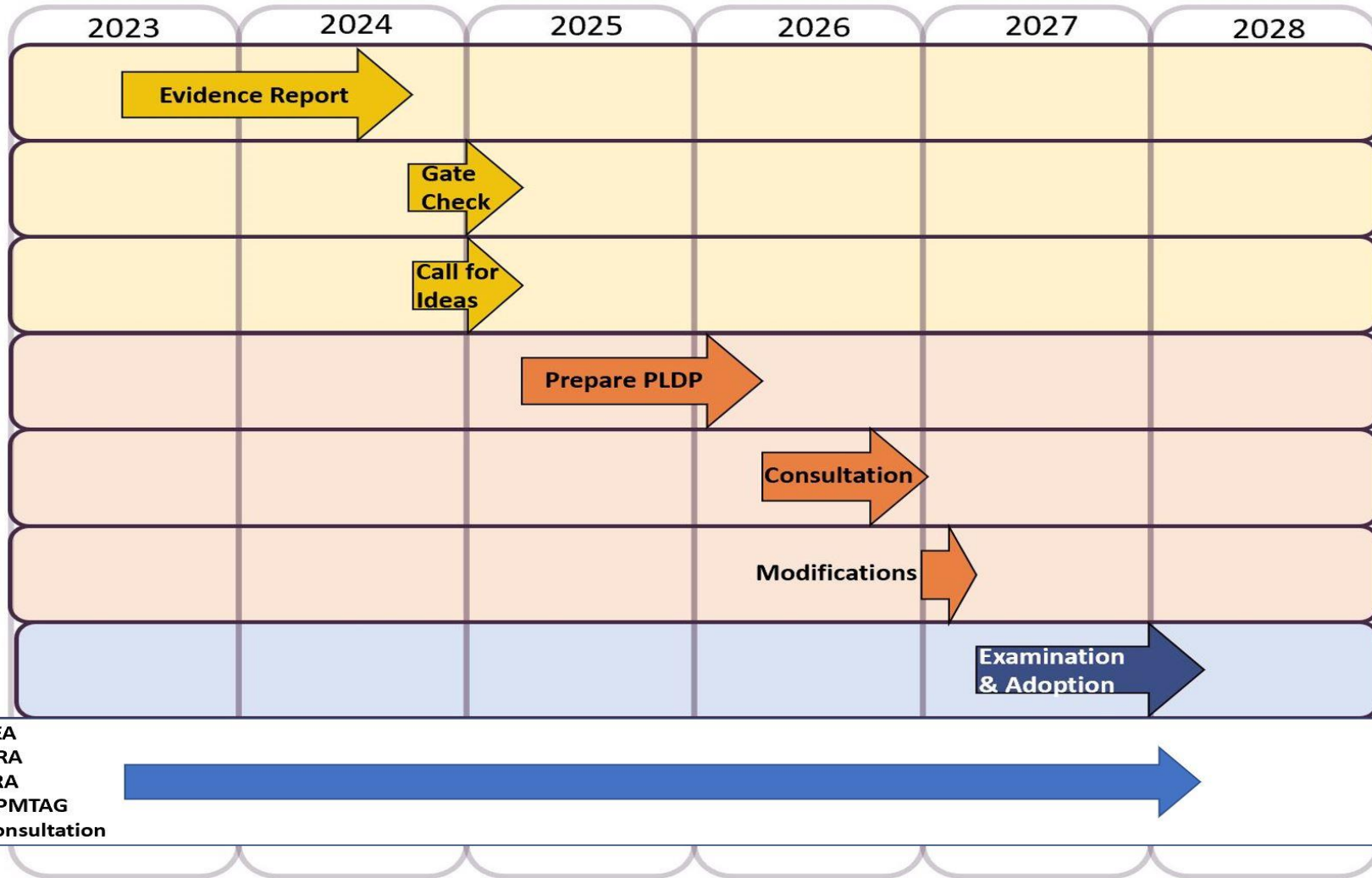
Other Responsibilities to be undertaken in parallel are as follows:

- Strategic Environmental Assessment (SEA)
- Habitats Regulations Appraisal (HRA)
- Transport Appraisal (DPMTAG)
- Flood Risk Assessment (FRA)

All of these Assessments/Appraisals will run from July 2023 to January 2028

A Delivery Programme will be worked upon in parallel to the preparation of the plan. It is required to achieve an outcome-based approach to development planning and will support the delivery of the LDP. The programme will outline a clear timetable for delivery of sites and proposals by managing the timing of the authority's financial investment and any co-ordination with private or other funding identified as being needed to deliver intended plan outcomes.

# Timetable for Preparing and Adopting the 2028 Plan



## **Evidence Report Contents**

The new plan process begins with the preparation of the Evidence Report which will be the focus of Aberdeen City Council between Summer 2023 and Autumn 2024. Local Authorities are still awaiting clarity on the process and consequently this Development Plan Scheme cannot go into great detail at present.

National Planning Framework 4 and the Local Development Plan are now the primary documents by which planning decisions must be assessed in Scotland. Beyond the planning system, Aberdeen City Council's Local Outcome Improvement Plan provides the blueprint for how community planning partners will work with people to improve outcomes for individuals, families and communities in Aberdeen.

The Local Development Plan has a role to play in ensuring the outcomes of the Local Outcome Improvement Plan are met. There is some cohesion between the main 3 themes of the National Planning Framework 4 and the Local Outcome Improvement Plan. The next Local Development Plan will also set out 3 main themes which seek to continue this alignment. Definitions are set out for clarity in tables 1 and 2 that follow.

**Table 1: Cohesion between themes in the National Planning Framework 4 and the Local Outcome Improvement Plan.**

Document	Theme 1	Theme 2	Theme 3
National Planning Framework 4 (NPF4)	<b>Sustainable Places</b> – where we reduce emissions, restore and better connect biodiversity (NPF4 definition)	<b>Liveable Places</b> – where we can all live better, healthier lives (NPF4 definition)	<b>Productive Places</b> – where we have a greener, fairer and more inclusive wellbeing economy (NPF4 definition)
Local Outcome Improvement Plan (LOIP)	<b>Prosperous Place</b> – addressing climate change and the nature crisis (interpreted definition)	<b>Prosperous People</b> – supporting health and wellbeing (interpreted definition)	<b>Prosperous Economy</b> – inclusive economic growth agenda (interpreted definition)

**Table 2: The themes and interpretations we have chosen for the forthcoming Local Development Plan.**

Document	Theme 1	Theme 2	Theme 3
Local Development Plan (LDP)	<b>Climate Change and Nature Crisis</b> - addressing climate change and restoring nature and biodiversity	<b>Place and People</b> – supporting places that put the health and wellbeing of people first	<b>Equality and Economy</b> – promoting a sustainable and inclusive economy

**Table 3** on the next pages sets out the 9 topic groups for the evidence report, the NPF4 policy subject papers that each group covers and highlights which of the themes each NPF4 policy focuses upon. **Appendix 1** at the end of this document outlines the LDP content for each of the NPF4 policy subject papers.

**Table 3. Topic Groups and NPF4 policy contents (LDP context of policies in appendix 1)**

Topic Group	NPF4 Policies	Themes	NPF4 Theme	Related LOIP Theme/s	Related Topic Groups
1. Spatial Strategy	Green Belt	Green, Yellow, Purple	Sustainable Places	<ul style="list-style-type: none"> <li>Prosperous Place</li> <li>Prosperous People</li> <li>Prosperous Economy</li> </ul>	<ul style="list-style-type: none"> <li>All other Topics</li> </ul>
	Brownfield, Vacant & Derelict Land & Empty Buildings	Green, Yellow, Purple	Sustainable Places		
	Coastal Development	Green	Sustainable Places		
	Business & Industry	Light Green, Purple	Productive Places		
2. Delivery of Homes	Quality Homes	Green, Yellow	Liveable Places	<ul style="list-style-type: none"> <li>Prosperous Place</li> <li>Prosperous People</li> </ul>	<ul style="list-style-type: none"> <li>Spatial Strategy</li> <li>Infrastructure, Transport and Communication</li> <li>Energy and Resources</li> </ul>
3. Historic Environment	Historic Assets & Places	Light Green, Yellow, Purple	Sustainable Places	<ul style="list-style-type: none"> <li>Prosperous People</li> <li>Prosperous Economy</li> </ul>	<ul style="list-style-type: none"> <li>Spatial Strategy</li> </ul>
4. Infrastructure, Transport and Communication	Sustainable Transport	Green, Yellow, Purple	Sustainable Places	<ul style="list-style-type: none"> <li>Prosperous Place</li> <li>Prosperous People</li> <li>Prosperous Economy</li> </ul>	<ul style="list-style-type: none"> <li>Spatial Strategy</li> <li>Delivery of Homes</li> <li>Wellbeing of Community</li> <li>Climate Change, Mitigation and Adaptation</li> <li>Energy and Resources</li> <li>Centres of Business and Culture</li> </ul>
	Infrastructure First	Light Green, Yellow	Liveable Places		
	Blue & Green Infrastructure	Green, Yellow	Liveable Places		

	Digital Infrastructure				Liveable Places		
5. Wellbeing of Community	Design, Quality & Place				Liveable Places	<ul style="list-style-type: none"> <li>• Prosperous Place</li> <li>• Prosperous People</li> <li>• Prosperous Economy</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial Strategy</li> <li>• Delivery of Homes</li> <li>• Infrastructure, Transport and Communication</li> <li>• Climate Change, Mitigation and Adaptation</li> <li>• Energy and Resources</li> <li>• Centres of Business and Culture</li> </ul>
	Local Living & 20 Minute				Liveable Places		
	Play, Recreation & Sport				Liveable Places		
	Health & Safety				Liveable Places		
	Community Wealth Building				Productive Places		
6. Climate Change, Mitigation and Adaptation	Climate & Nature Crisis				Sustainable Places	<ul style="list-style-type: none"> <li>• Prosperous Place</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial Strategy</li> <li>• Delivery of Homes</li> <li>• Infrastructure, Transport and Communication</li> <li>• Nature &amp; Biodiversity</li> <li>• Energy and Resources</li> <li>• Centres of Business and Culture</li> </ul>
	Climate Mitigation & Adaptation				Sustainable Places		
	Flood Risk & Water Management				Liveable Places		



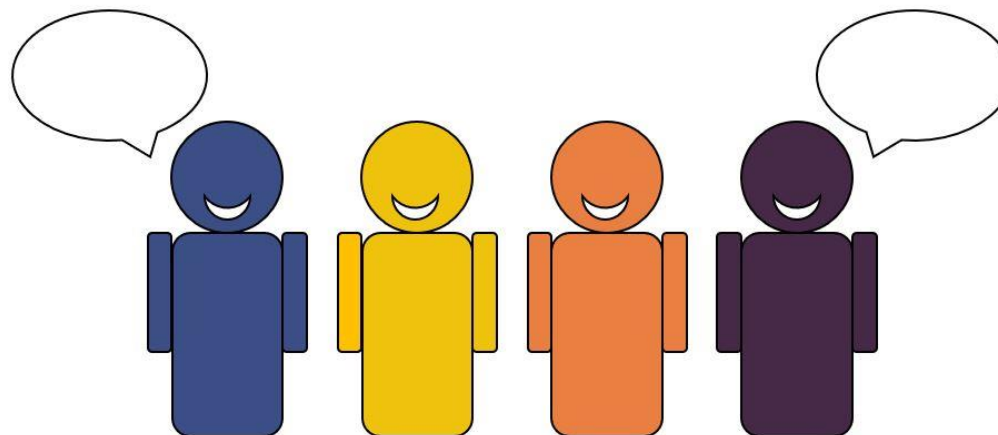
7. Nature & Biodiversity	Biodiversity				Sustainable Places	<ul style="list-style-type: none"> <li>• Prosperous Place</li> <li>• Prosperous People</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial Strategy</li> <li>• Infrastructure, Transport and Communication</li> <li>• Wellbeing of Community</li> <li>• Climate Change, Mitigation and Adaptation</li> </ul>
	Natural Places				Sustainable Places		
	Forestry, Woodland & Trees				Sustainable Places		
	Soils				Sustainable Places		
8. Energy and Resources	Energy				Sustainable Places	<ul style="list-style-type: none"> <li>• Prosperous Place</li> <li>• Prosperous People</li> <li>• Prosperous Economy</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial Strategy</li> <li>• Delivery of Homes</li> <li>• Wellbeing of Community</li> <li>• Climate Change, Mitigation and Adaptation</li> </ul>
	Zero Waste				Sustainable Places		
	Heating & Cooling				Liveable Places		
	Minerals				Productive Places		
9. Centres of Business and Culture	City, Town, Local & Commercial Centres				Productive Places	<ul style="list-style-type: none"> <li>• Prosperous Place</li> <li>• Prosperous People</li> <li>• Prosperous Economy</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial Strategy</li> <li>• Delivery of Homes</li> <li>• Infrastructure, Transport and Communication</li> <li>• Wellbeing of Community</li> <li>• Climate Change, Mitigation and Adaptation</li> </ul>
	Retail				Productive Places		
	Tourism				Productive Places		
	Culture & Creativity				Productive Places		

## Stages of the Evidence Report

### Early Engagement with Communities

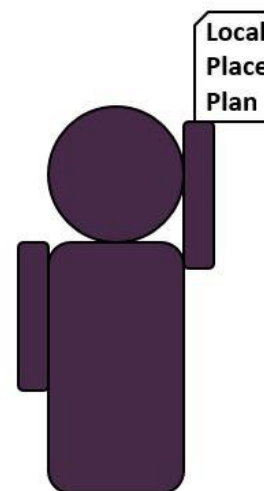
The Evidence Report is split into 9 different topic groups which allows members of the public to focus on any particular subject that they have an interest in, avoiding stakeholders from becoming overwhelmed by a document so wide in scope that meaningful consultation becomes difficult.

There will be an early opportunity for the public to feedback online or by post. Meetings with Community Councils and other key groups will also take place.



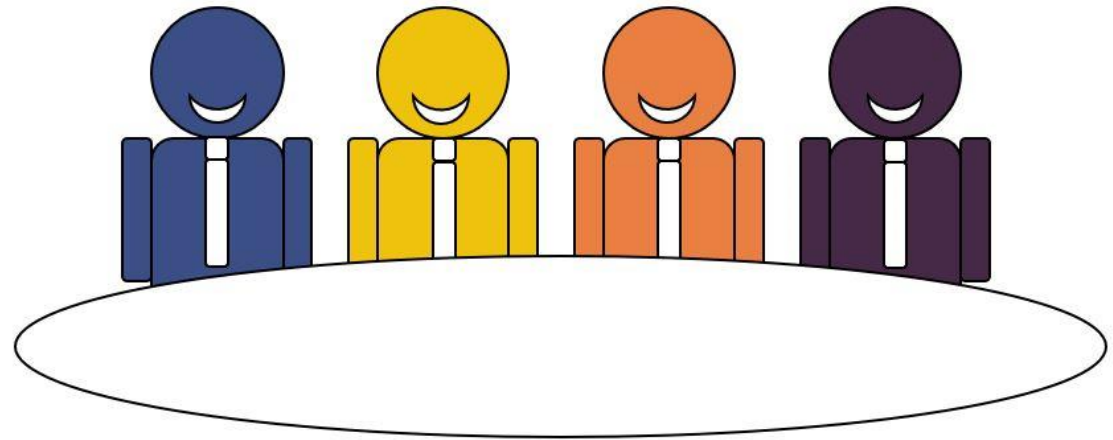
### Engage with Communities to Include Local Place Plans

Local Place Plans were introduced by the Planning (Scotland) Act 2019. These plans are to be produced by communities setting out their ambitions for development and use of land within their area. These may be led by Community Councils, but other Community groups are eligible to create their own Local Place Plans. For Local Place Plans to be considered in the preparation of the proposed Local Development Plan, it is necessary for communities to submit them to the planning authority by the **31<sup>st</sup> of December 2024**.



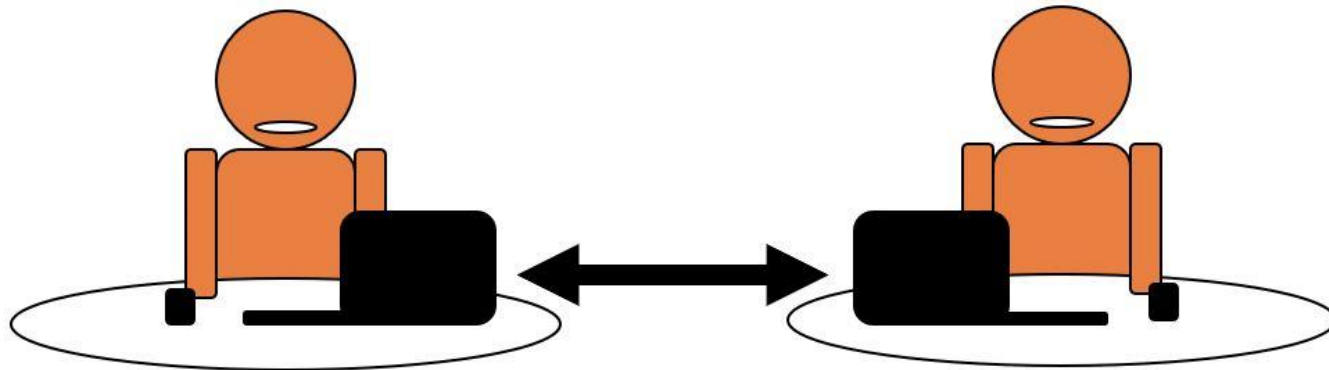
Review Group

There will be Review Groups for each of the 9 topic groups. These groups will be focussed and will involve Individuals who have expressed an interest, and who have relevant expertise. The aim of the review group is to look over and discuss draft topic papers and provide focused insight which the Local Development Plan team can utilise to make improvements.



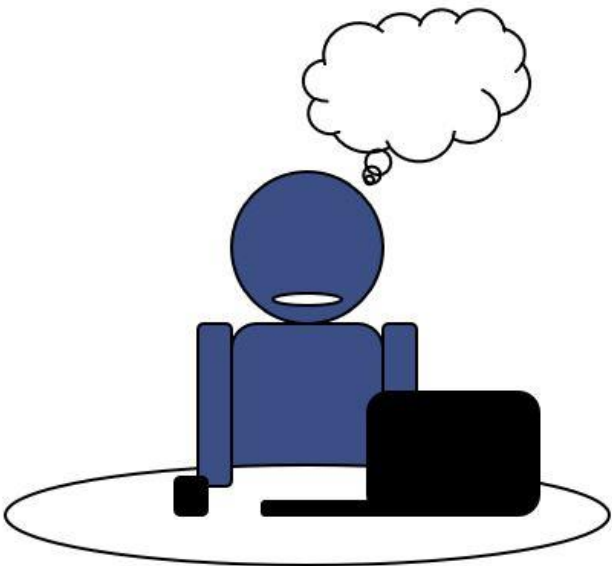
Internal Consultations

Internal consultations with other Council services will take place in order to inform the Evidence Report. As the Evidence Report will inform the Proposed Local Development Plan, it is important that there is alignment between the evidence base and the visions and strategies that other services have.



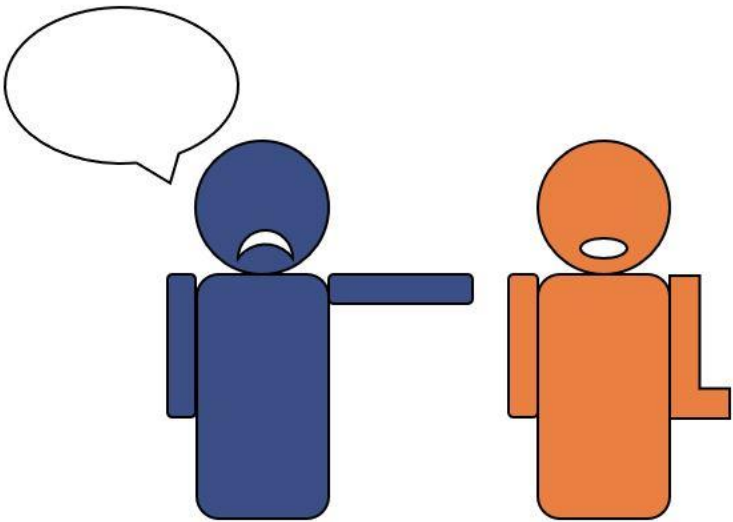
Public Feedback

There will be a 6 week formal consultation period where the public and other stakeholders have the opportunity to comment upon the Evidence Report Topic Papers. Again, this will occur online via the consultation hub. We will also accept postal correspondence.



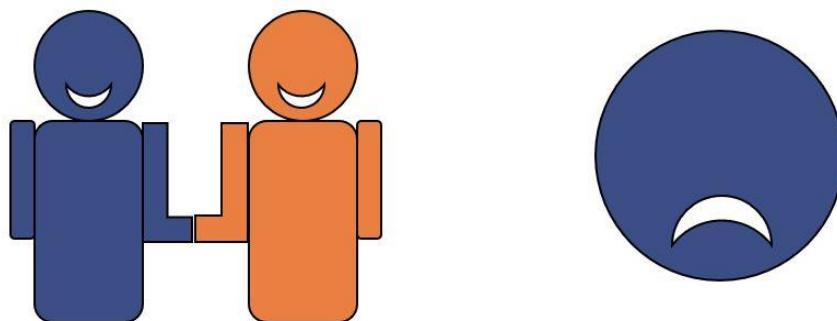
Identify Disputes

‘Dispute’ is a term used in the Guidance on Local Development Planning where people disagree with the evidence collected, consider that there are alternative sources of information that should be used, or disagree with the conclusions made.



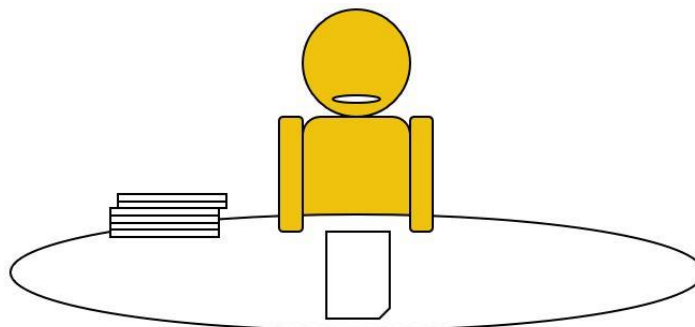
Resolve or Unresolved Disputes

Disputes will either be resolved, and the topic paper modified, or remain unresolved and passed on to the Scottish Government at the Gate Check. Elected Members will have the opportunity at Committee to discuss and debate any disputes and request modification to resolve should they see fit.



Gate Check

A Reporter from the Directorate of Planning and Environmental Appeals will determine whether the Council is required to provide any further information with respect to the submitted Evidence Report and the attached unresolved disputes.



## **Evidence Report Programme**

2023 Financial Quarter 2 (July-September) – Advertisement for early engagement

2023 Financial Quarter 2 (July-September)– Early engagement meetings with communities

2023 Financial Quarter 3 (October-December)– Community engagement to include local place plan outcomes

2023 Financial Quarter 3 (October-December) – Internal consultations

2024 Financial Quarter 2 (July-September)– Draft of evidence report topic papers

2024 Financial Quarter 3 (October-December)– Review groups review the topic papers

2024 Financial Quarter 3 (October-December)– Advertisement for formal consultation

2024 Financial Quarter 3 (October-December)– Formal consultation

2024 Financial Quarter 2 (July-September) – Proposed evidence report finalised

2024 Financial Quarter 2 (July-September)– Identify disputes

2024 Financial Quarter 2 (July-September)– Targeted discussion relating to disputes

2024 Financial Quarter 3 (October-December)– Final evidence report and unresolved disputes

2024 Financial Quarter 3 (October-December)- Committee

2024 Financial Quarter 3 (October-December)– Gate Check

## **Participation Statement**

We are strongly committed to encouraging interest and wide public involvement in the preparation of the new Local Development Plan, beginning with the Evidence Report. This Participation Statement explains how local communities and other stakeholders will be engaged and how they will have an opportunity to be involved in the preparation of a new Local Development Plan.

The participation statement will include the following:

- **Consultation partners**
- **National Standards for Community Engagement**
- **Advertisement and awareness of consultations**
- **Consultation engagement**

## Consultation partners

Planning legislation sets out the requirement for community engagement. It has been enhanced by the Planning (Scotland) Act 2019 which includes specific provisions for children and young people, gypsy/travellers, and disabled people. The Scottish Government published a draft document titled 'Effective Community Engagement in local development planning guidance' on 24 May 2023. Consultation on this draft will run until 13 September 2023. The document informed the Council's approach.

Engagement and consultation of the new Local Development Plan will be based upon a collaborative approach. This will include the following bodies and groups:

- Community Councils
- Other Community Groups
- Landowners and Developers
- Businesses and business groups
- Children and young people
- Disabled persons
- Elderly persons
- Gypsy/Travellers
- Minority groups

- Nature Scot
- SEPA
- Historic Environment Scotland
- NHS Grampian
- Scottish Forestry
- Scottish Water
- Transport Scotland
- NESTRANS
- Scottish Enterprise
- Marine Scotland
- Aberdeenshire Council



## National Standards for Community Engagement

Our approach to engagement for our next Local Development Plan will adopt the following principles as set out by the National Standards for Community Engagement.



Diagram 3. Principles from the National Standards for Community Engagement.

## **Advertisement and awareness of consultations**

The local development plan newsletter, found on the Council's website, will include details of all upcoming public consultation events. This will also be emailed directly to interested parties. The planning service will raise awareness of public consultations by advertising on social media (facebook and twitter). Key stakeholders and those on our mailing list will be informed directly by email, or letter if sought instead. Anybody can be added to our mailing list or subscribe to our newsletter upon request by contacting:

[ldp@aberdeencity.gov.uk](mailto:ldp@aberdeencity.gov.uk)

With regards to final consultation upon the evidence report final draft, the call for ideas stage consultation and consultation upon the proposed Local Development Plan, these will also be advertised in the local newspaper.

Stakeholders and the general public who have made representations in response to a consultation event will be notified for future consultation events in relation to the proposed local development plan.

Statutory notification will take place of owners, lessees or occupiers of land of neighbouring sites (within 20 meters) which the proposed plan specifically sets out to be developed and which would have a significant effect on the use and amenity of the neighbouring land. Notification is only required where there are premises on the site or neighbouring land.

Copies of the evidence report final draft and the proposed local development plan will be available to examine at Marischal College and every Council library across the city.

## Consultation Engagement

Table 4 below sets out the purpose and methods for consultation at each stage of the next plan process.

**Table 4.** Stages of the plan process and engagement.

Plan Stage	Engagement Purpose	Engagement Methods
Development Plan Scheme – Summer 2023	To give stakeholders including the public a say on how the Council engages with them in the preparation of the next Local Development Plan.	A survey will be created for stakeholders for the public to fill out otherwise general comments will be accepted by means of post or through consultation hub via the Council website. The consultation period will last for 8 weeks.
Evidence Report early consultation: July-December 2023	To make the public aware that a new Local Development Plan process has begun and to	There will be meetings with community council groups with a particular focus on the inclusion of elements from prepared local place plans. Events conducted in person and/or online will take place to engage with the gypsy/traveller community, disability groups and children and young people. The place standard tool may be utilised where it is deemed appropriate.

	gather information to inform the evidence report draft.	<p>We will engage with key agencies and organisations to gather evidence.</p> <p>We will also engage with Councillors on the planning issues facing their communities.</p> <p>We will consult the relevant authorities upon the scope of the Strategic Environmental Assessment.</p> <p>Once an early draft of the evidence report is finished, review groups will feed back opinion upon each of the 9 topic groups.</p>
Evidence Report consultation on final draft: October-December 2023	To identify any areas of dispute for the purposes of preparing for the gate check. Attempting to resolve disputes where appropriate.	The public will have the opportunity to feed back upon the final draft of the evidence report online via the consultation hub. The key agencies, councillors, gypsy/traveller community, disability groups and children and young people will specifically be notified to feed back into the process. <a href="#">Circular 2/2021</a> provides guidance on the promotion and use of mediation in the planning system, and there may be opportunities to use such techniques when attempting to resolve disputes at this stage.
Gate Check: October 2024 to March 2025	To inform the public and stakeholders	The Council will publicise the submission of the Evidence Report to Scottish Ministers and the outcome of the Gate Check in our newsletter which will be available on the Council website.
Proposed Plan call for ideas: October 2024 to March 2025	To provide an opportunity for people and organisations to	The public will be invited to feed back into the process during the 'call for ideas' stage of the plan. This will primarily be conducted online via the consultation hub or by postal submission. Meetings will be held with key agencies and other significant groups.

	put forward ideas and sites for inclusion in the Proposed Plan and to shape its content	
Finalised Proposed Plan consultation: April 2026 to March 2027	To publicise and explain the content of the Proposed Plan and allow people to make formal representations to it.	<p>A minimum 12 week period of consultation on the Proposed Plan, the Proposed Delivery Plan and the Environmental Report will take place. This will primarily be conducted online via the consultation hub or by postal submission.</p> <p>A summary of all comments will be produced and published alongside the Council's response to the comments and any proposed modifications that the Council seeks to make in response.</p>
Examination and adoption of plan: April 2027 to March 2028.	To inform the public and stakeholders	The submission of the plan for examination will be publicised in our newsletter on the Council website. All parties with unresolved representations to the Proposed Plan will be notified that the plan has been submitted for examination.

**Appendix 1. Local Development Plan definitions for subject papers is abridged from National Planning Framework 4.**

Topic Group	Content	Subject papers
1. Spatial Strategy	The subjects in this topic group have a particularly strong spatial focus – they concern decision making or allocation upon a map. These subject areas may also include elements which are not spatial.	<ul style="list-style-type: none"> <li>● <b>Green belt</b> – A management tool to restrict development around the city, green belts should be identified or reviewed as part of the preparation of LDPs. Boundary changes may be made to accommodate planned growth, or to extend, or alter the area covered as green belt. Detailed green belt boundaries should be based on evidence and should be clearly identified in plans.</li> <li>● <b>Brownfield, Vacant &amp; Derelict Land &amp; Empty Buildings</b> - LDPs should set out opportunities for the sustainable reuse of brownfield land including vacant and derelict land and empty buildings.</li> <li>● <b>Coastal Development</b> - LDP spatial strategies should consider how to adapt coastlines to the impacts of climate change. They should identify areas of developed and undeveloped coast, explore opportunities to use nature-based solutions to improve resilience and should align with national, sectoral and regional marine plans.</li> <li>● <b>Business and Industry</b> - LDPs should use land audits to inform the allocation of a range of sites (location, size and quality in terms of accessibility and services) for business and industry. Allocation should take account of local economic strategies and support broader sustainability and wellbeing objectives.</li> </ul>
2. Delivery of Homes	The subject in this topic group concerns housing land allocations.	<ul style="list-style-type: none"> <li>● <b>Quality homes</b> - LDPs are expected to identify a Local Housing Land Requirement (10 year minimum all tenure housing land requirement) in locations that create quality places for people to live taking into account local living, 20 minute neighbourhoods and an infrastructure first approach. Areas that may be suitable for new homes beyond 10 years are also to be identified.</li> </ul>
3. Historic Environment	The subject in this topic group concerns the historic environment.	<ul style="list-style-type: none"> <li>● <b>Historic assets and places</b> - LDPs, including through their spatial strategies, should support the sustainable management of the historic environment. They should identify, protect and enhance valued historic assets and places.</li> </ul>

<p>4. Infrastructure, Transport and Communication</p>	<p>The subjects in this topic group have a focus upon travel, connections and communication.</p>	<ul style="list-style-type: none"> <li>• <b>Sustainable Transport</b> - LDPs should prioritise locations for future development accessible by sustainable modes. The spatial strategy should make best use of existing infrastructure and services. LDPs should promote a place-based approach to consider how to reduce car-dominance. Consideration should be given to the type, mix and use of development and the accessibility for users of all abilities. LDPs should be informed by an appropriate transport appraisal.</li> <li>• <b>Infrastructure first</b> - LDPs and delivery programmes should be based on an integrated infrastructure (schools, roads, community assets etc) first approach. Plans should be informed by evidence on infrastructure capacity, condition, needs and deliverability. LDPs should set out infrastructure requirements needed to deliver the spatial strategy and indicate the type of financial or in kind contribution required. Plans should align with relevant national, regional and local infrastructure plans.</li> <li>• <b>Blue &amp; Green Infrastructure</b> - LDPs should be informed by audits and/or strategies, covering the multiple functions and benefits of blue and green infrastructure. The spatial strategy should identify and protect blue and green infrastructure assets and identify enhancement and expansion priorities. LDPs should encourage the permanent or temporary use of unused or under-used land as green infrastructure. LDPs should safeguard access rights and core paths, including active travel routes, and encourage new and enhanced opportunities for access linked to wider network.</li> <li>• <b>Digital Infrastructure</b> - LDPs should support the delivery of digital infrastructure, including fixed line and mobile connectivity, particularly in areas with gaps in connectivity and barriers to digital access.</li> </ul>
<p>5. Wellbeing of Community</p>	<p>The subjects in this topic group all concern matters which directly affect the wellbeing of local communities</p>	<ul style="list-style-type: none"> <li>• <b>Design, Quality &amp; Place</b> - LDPs should be place-based, created in line with the Place Principle. The spatial strategy should be underpinned by the six qualities of successful places. LDPs should provide clear expectations taking account of the local context, characteristics and connectivity of the area. They should identify where design frameworks, briefs, masterplans and design codes are required. The Place Standard tool should be used in preparing LDPs and guidance to engage with communities and other stakeholders. Its use in early design discussions on planning applications should be promoted.</li> <li>• <b>Local Living &amp; 20 Minute</b> - LDPs should support local living through the spatial strategy, associated site briefs and masterplans. The approach should take into account the local context, consider the local settlement pattern and reflect the particular characteristics and challenges</li> </ul>

		<p>faced by each place. Communities and businesses will have an important role to play in informing this process.</p> <ul style="list-style-type: none"> <li>• <b>Play, Recreation &amp; Sport</b> - LDPs should identify sites for sports, play and outdoor recreation for people of all ages. This should be based community consultation and informed by the planning authority's Play Sufficiency Assessment and Open Space Strategy. These spaces can be incorporated as part of enhancing and expanding blue and green infrastructure, taking account of relevant agencies' plans or policy frameworks, such as flood risk and/or water management plans. New provisions should be well-designed, high quality, accessible and inclusive.</li> <li>• <b>Health &amp; Safety</b> - LDP spatial strategies should seek to tackle health inequalities particularly in places which are experiencing the most disadvantage. They should identify the health and social care services and infrastructure needed in the area, including potential for co-location of complementary services, in partnership with Health Boards and Health and Social Care Partnerships. LDPs should create healthier places for example through opportunities for exercise, healthier lifestyles, land for community food growing and allotments, and awareness of locations of concern for suicide. Spatial strategies should maintain appropriate distances between sites with hazardous substances and areas where the public are likely to be present and areas of particular natural sensitivity or interest</li> <li>• <b>Community Wealth Building</b> - LDPs should be aligned with any local strategy for community wealth building. Spatial strategies should address community wealth building priorities; identify community assets; set out opportunities to tackle economic disadvantage and inequality; and seek to provide benefits for local communities</li> </ul>
6. Climate Change, Mitigation and Adaptation	The subjects in this topic group are all directly related to managing and mitigating climate change and its impacts.	<ul style="list-style-type: none"> <li>• <b>Climate &amp; Nature Crisis</b> - LDPs must address the global climate emergency and nature crisis by ensuring the spatial strategy will reduce emissions and adapt to current and future risks of climate change by promoting nature recovery and restoration in the area.</li> <li>• <b>Climate Mitigation &amp; Adaptation</b> - The LDP spatial strategy should be designed to reduce, minimise or avoid greenhouse gas emissions. The six spatial principles help to guide development to, and create, sustainable locations. LDPs should support adaptation to the current and future impacts of climate change by taking into account climate risks, guiding development away from vulnerable areas, and enabling places to adapt to risks.</li> <li>• <b>Flood Risk &amp; Water Management</b> - LDPs should account for probability of flooding from all sources and use flood risk and river basin management plans. Resilience should also be supported by managing the need to bring previously used sites in built up areas into positive use; planning for adaptation measures; and identifying opportunities to implement improvements to</li> </ul>



		<p>the water environment through natural flood risk management and blue green infrastructure. A precautionary approach should be taken, regarding the calculated probability of flooding as a best estimate, not a precise forecast. For areas where climate change is likely to result in increased flood exposure that becomes unmanageable, consideration should be given to alternative sustainable land use.</p>
7. Nature & Biodiversity	<p>The subjects in this topic group are all directly related to managing and mitigating the nature crisis.</p>	<ul style="list-style-type: none"> <li>• <b>Biodiversity</b> - LDPs should protect, conserve, restore and enhance biodiversity in line with the mitigation hierarchy. Nature recovery and nature restoration should be promoted alongside nature networks and connections, restoring and creating habitats and incorporating measures to increase biodiversity, including populations of priority species.</li> <li>• <b>Natural Places</b> - LDPs will identify and protect locally, regionally, nationally and internationally important natural assets, on land and along coasts. Spatial strategies should also better connect nature rich areas by establishing and growing nature networks to help protect and restore the biodiversity, ecosystems and natural processes in their area.</li> <li>• <b>Forestry, Woodland &amp; Trees</b> – The LDP spatial strategy should identify and set out proposals for forestry, woodlands and trees in the area, including their development, protection and enhancement, resilience to climate change, and the expansion of a range of types to provide multiple benefits. This will be supported and informed by a Forestry and Woodland Strategy.</li> <li>• <b>Soils</b> - LDPs should protect locally, regionally, nationally and internationally valued soils, including land of lesser quality that is culturally or locally important for primary use.</li> </ul>
8. Energy and Resources	<p>The subjects in this topic group are concerned with energy and resources.</p>	<ul style="list-style-type: none"> <li>• <b>Energy</b> - LDPs should seek to realise their area’s full potential for electricity and heat from renewable, low carbon and zero emission sources by identifying a range of opportunities for development.</li> <li>• <b>Zero Waste</b> - LDPs should identify appropriate locations for new waste management infrastructure to support the circular economy and meet identified needs in a way that moves waste as high up the waste hierarchy as possible.</li> <li>• <b>Heating &amp; Cooling</b> - LDPs should take into account the area’s Local Heat &amp; Energy Efficiency Strategy (LHEES). The spatial strategy should take into account areas of heat network potential and any designated Heat Network Zones (HNZ).</li> <li>• <b>Minerals</b> - LDPs should support a landbank of construction aggregates of at least 10-years at all times in the relevant market areas, whilst promoting sustainable resource management, safeguarding important workable mineral resources, which are of economic or conservation value, and take steps to ensure these are not sterilised by other types of development.</li> </ul>

<p>9. Centres of Business and Culture</p>	<p>The subjects in this topic group are</p>	<ul style="list-style-type: none"> <li>• <b>City, Town, Local &amp; Commercial Centres</b> - LDPs should support sustainability and enhancements for the city centre and local and commercial centres. LDPs should identify a network of centres that reflect the principles of 20 minute neighbourhoods and the town centre vision. LDPs should be informed by evidence on where clustering of non-retail uses may be adversely impacting on the wellbeing of communities. They should also consider, and if appropriate, identify any areas where drive-through facilities may be acceptable where they would not negatively impact on the principles of local living or sustainable travel.</li> <li>• <b>Retail</b> - LDPs should consider where there may be a need for further retail provision. This should be informed by a retail study. There may be need for new centres to support new housing allocations. LDPs should identify areas where proposals for healthy food and drink outlets will be supported.</li> <li>• <b>Tourism</b> - LDPs should support the recovery, growth and long-term resilience of the tourism sector. The spatial strategy should identify locations for tourism development by taking full account of the needs of communities, visitors, the industry and the environment. Relevant national and local sector driven tourism strategies should be taken into account. The spatial strategy should identify areas of pressure where existing tourism provision is having adverse impacts and where further development is not appropriate</li> <li>• <b>Culture and Creativity</b> -LDPs should recognise and support opportunities for jobs and investment in the creative sector, culture, heritage and the arts.</li> </ul>
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