

Public Document Pack



To: All Members of the Council

Town House,
ABERDEEN, 6 October 2022

COUNCIL

The Members of the **COUNCIL** are requested to meet in Council Chamber - Town House on **THURSDAY, 13 OCTOBER 2022 at 10.30am.** This is a hybrid meeting, therefore Members may also take part remotely.

VIKKI CUTHBERT
INTERIM CHIEF OFFICER - GOVERNANCE

BUSINESS

ADMISSION OF BURGESSES

1.1 No Burgesses to be admitted

DETERMINATION OF URGENT BUSINESS

2.1 No urgent business at this stage

DETERMINATION OF EXEMPT BUSINESS

3.1 No exempt business at this stage

DECLARATIONS OF INTEREST AND TRANSPARENCY STATEMENTS

4.1 Members are requested to declare any interests or connections

DEPUTATIONS

- 5.1 No deputations at this stage

MINUTES OF PREVIOUS MEETINGS OF COUNCIL

- 6.1 Minute of Meeting of Aberdeen City Council of 24 August 2022 - for approval (Pages 7 - 24)
- 6.2 Minute of Adjourned Meeting of Aberdeen City Council of 25 August 2022 - for approval (Pages 25 - 34)
- 6.3 Minute of Meeting of Urgent Business Committee of 13 September 2022 - for approval (Pages 35 - 36)

REFERRALS FROM COMMITTEES

- 7.1 No referrals at this stage

BUSINESS PLANNER AND OTHER MINUTES

- 8.1 Council Business Planner (Pages 37 - 44)
- 8.2 Minute of Meeting of Operational Delivery Committee of 31 August 2022 - for approval (Pages 45 - 58)
- 8.3 Minute of Meeting of Strategic Commissioning Committee of 1 September 2022 - for approval (Pages 59 - 64)

GENERAL BUSINESS

- 9.1 Interim Organisational Structure - CUS/22/216 (Pages 65 - 84)
- 9.2 Appointment of External Advisers to the Anti-Poverty and Inequality Committee - CUS/22/235 (Pages 85 - 90)
- 9.3 Aberdeen Performing Arts Annual Report 2021/2022 - COM/22/229 (Pages 91 - 124)
- 9.4 Aberdeen Sports Village Annual Report 2021/2022 - COM/22/230 (Pages 125 - 146)

9.5 Bon Accord Care Annual Report 2021/2022 - COM/22/231 (Pages 147 - 168)

9.6 Sport Aberdeen Annual Report 2021/2022 - COM/22/232 (Pages 169 - 216)

Please note there is no Appendix B

NOTICES OF MOTION

10.1 Lord Provost David Cameron (Pages 217 - 218)

Agrees this Council confers the Freedom of the City of Aberdeen on the Aberdeen Football Club team who won the European Cup Winners Cup in 1983.

Agrees that the achievement of this team, which culminated in winning the final in Gothenburg, Sweden in May 1983 by beating Real Madrid, was worthy of recognition.

Agrees that the conferment ceremony should be planned to take place as part of the weekend celebration of the 40th Anniversary of the win from 12th to 14th May 2023 currently being organised by Aberdeen Football Club.

[The notice of motion has been signed by 23 Members of the Council in accordance with Standing Order 12.18, as per the document within the agenda]

10.2 Councillor Houghton

1. To suspend Standing Order 12.18 to consider the notice of motion.
2. Notes the History of Aberdeen Football Club from its beginnings on 14th April 1903 following the merger of the three city clubs Aberdeen, Victoria United and Orion.
3. Notes Aberdeen Football Club are one of Scotland's most successful football teams, with 17 major domestic trophy wins: four League titles, seven Scottish Cups and six Scottish League Cups as well as winning both the European Cup Winners' Cup and Super Cup in 1983.
4. Notes that Aberdeen Football Club will be 120 years old on 14th April 2023.
5. Notes Aberdeen Football Club are the only Scottish club to have won 2 European Trophies
6. Notes that 11th May 2023 will be the 40th Anniversary of the day Aberdeen Football Club won the European Cup Winners' Cup, beating 7 times European Cup winners Real Madrid by 2 goals to 1 in Gothenburg, Sweden.
7. Notes that Aberdeen Football Club's success in 1983 really united the city and its residents.
8. Notes the team that won the European Cup Winners' Cup, Leighton, McMaster, Rougvie, Miller, McLeish, Cooper, Weir, Strachan, Simpson, Black and McGhee and Hewitt.
9. Notes that these players will remain immortal in the history of Aberdeen and Aberdeen Football Club as the Gothenburg greats.
10. In light of 2-9 above, Council agrees to honour Aberdeen Football Club in its 120th year and 40th year since Gothenburg with the Freedom of our City in 2023.

10.3 Councillor Houghton

1. Notes the decision of the Urgent Business Committee of 13th September 2022 that the Council:
 1. Expresses great sadness at the death of Queen Elizabeth II
 2. Acknowledges the close bond that existed between Queen Elizabeth II and the North East
 3. Notes the many tributes that have been paid to Queen Elizabeth II by citizens of Aberdeen, which have included recognition of her faithful commitment to duty and devotion to the country and its people.
 4. Extends its condolences to His Majesty King Charles III, and to the entire Royal Family
 5. Instructs officers to make arrangements for people to be able to complete a physical Book of Remembrance at either Marischal College or the Central Library.
2. Agrees that to remember and commemorate the relationship of our late Queen with Aberdeen that 'Union Terrace Gardens' be renamed 'The Queen Elizabeth II Gardens' at its formal opening as a tribute to 70 years of unblemished service to our nation, and that any cost be met from the existing Union Terrace Gardens redevelopment budget and available existing project contingencies.
3. Agrees that the Lord Provost should extend an invitation to the Palace with a view to a Royal Opening of the gardens to occur in 2023.

10.4 Councillor Kuszniir

That the Council:

- (a) commends the work of Bon Accord Heritage SCIO (Charity No.: SC046052);
- (b) welcomes that politicians from all political parties in Aberdeen have expressed their support for the restoration and reopening of Bon Accord Baths;
- (c) understands that Bon Accord Heritage SCIO is working to bring Bon Accord Baths back into public use through a purchase or lease agreement with Aberdeen City Council and the financial support of other partners;
- (d) understands from Bon Accord Heritage SCIO that the in-principle official support by Aberdeen City Council to the restoration of Bon Accord Baths is a requirement for Bon Accord Heritage SCIO to access other sources of funding, including but limited to grant funding, which is essential to the ultimate restoration of the building;
- (e) instructs the Chief Executive, or other appropriate nominated officer, to formally confirm that Aberdeen City Council supports in principle the restoration of Bon Accord Baths; and
- (f) agrees to assist Bon Accord Heritage SCIO in accessing available external funding opportunities.

10.5 Councillor Macdonald

That Council -

Notes the announcement on 22 September that Stoneywood Mill has been put into Administration, and that over 300 staff have been made redundant;

Recalls the actions taken by the City Council working with Scottish Ministers and other partners in 2019, to prevent such an outcome at Stoneywood Mill by supporting a management buy-out;

Commends the workforce and its trade union Unite for their commitment to the Mill and their continuing efforts to protect jobs and to sustain the dynamism and diversity of the local economy in Aberdeen;

Recognises in particular the impact on the local communities on Donside, where Stoneywood Mill has been a major employer for over 250 years; and

Commits to working with Unite, Scottish Ministers and other partners to secure the best possible outcome for the business and its workforce, and calls for an urgent report from the Chief Officer - City Growth at the earliest opportunity to outline options available including taking Stoneywood Mill into public ownership.

EXEMPT/CONFIDENTIAL BUSINESS

11.1 No exempt/confidential business at this stage

Website Address: www.aberdeencity.gov.uk

Should you require any further information about this agenda, please contact Lynsey McBain at lymcbain@aberdeencity.gov.uk

This page is intentionally left blank

ABERDEEN CITY COUNCIL

Town House,
ABERDEEN, 24 August 2022

MINUTE OF MEETING OF ABERDEEN CITY COUNCIL

Sederunt:

Lord Provost David Cameron, Chairperson;
Depute Provost Steve Delaney; and

COUNCILLORS

GILLIAN AL-SAMARAI
NURUL HOQUE ALI
CHRISTIAN ALLARD
ALISON ALPHONSE
KATE BLAKE
JENNIFER BONSELL
MARIE BOULTON
DESMOND BOUSE
RICHARD BROOKS
HAZEL CAMERON
DONNA CLARK
JOHN COOKE
NEIL COPLAND
WILLIAM CORMIE
BARNEY CROCKETT
DEREK DAVIDSON
LEE FAIRFULL
EMMA FARQUHAR
GORDON GRAHAM
ROSS GRANT
MARTIN GREIG
DELL HENRICKSON

RYAN HOUGHTON
MICHAEL HUTCHISON
MICHAEL KUSZNIR
SANDRA MACDONALD
NEIL MacGREGOR
AVRIL MacKENZIE
ALEXANDER McLELLAN
KEN McLEOD
CIARÁN McRAE
M. TAUQEER MALIK
DUNCAN MASSEY
JESSICA MENNIE
ALEX NICOLL
MIRANDA RADLEY
JENNIFER STEWART
KAIRIN VAN SWEEDEN
LYNN THOMSON
DEENA TISSERA
SIMON WATSON
and
IAN YUILL

Lord Provost David Cameron, in the Chair.

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.

Council Meeting, Wednesday, 24 August 2022

ANNOUNCEMENTS

1. (A) The Lord Provost highlighted that today was Ukrainian Independence Day and that the Ukraine Flag was flying outside Marischal College, with Marischal College to be lit in Ukrainian colours at night. He added that at 6.00pm some Ukrainians would be singing at St Nicholas Street before moving to Marischal College, and that they would be very appreciative of support.

(B) The Lord Provost highlighted the participation and success of Aberdeen athletes in the Commonwealth Games which had recently been held in Birmingham and noted in particular the success of Neil Fachie who won his 6th gold medal in para cycling and Toni Shaw who won a bronze medal in para swimming.

(C) The Lord Provost advised that this was due to be the last Council meeting for Rob Polkinghorne, Chief Operating Officer, before he left Aberdeen City Council to join Southend-on-Sea City Council as Chief Executive. The Lord Provost thanked Mr Polkinghorne for his service and wished him all the best. Councillors Nicoll, Yuill, Houghton, Macdonald, Stewart and Boulton echoed the comments of the Lord Provost and paid their own tributes to Mr Polkinghorne.

DETERMINATION OF EXEMPT BUSINESS

2. The Council was requested to determine that the following items of business, which contained exempt information as described in Schedule 7(A) of the Local Government (Scotland) Act 1973, be taken in private:-

11.1 North East of Scotland Green Freeport - Update

11.2 Committee Structure and Scheme of Governance - Appendix 12

The Council 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 items 11.1 and 11.2 so as to avoid disclosure of exempt information of the classes described in paragraphs 6, 8 and 9 of Schedule 7A of the Act.

DECLARATIONS OF INTEREST AND TRANSPARENCY STATEMENTS

3. Councillor Hutchison advised that he had a connection in relation to agenda item 9.5 (City Centre and Beach Masterplan) by reason of owning and living in a property within the George Street Masterplan footprint, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

Councillor Brooks declared an interest in relation to agenda item 10.3 (Notice of Motion by Councillor Tissera) as a Trustee and Chair of TLC foodbank and advised that he would withdraw from the meeting for that item.

Council Meeting, Wednesday, 24 August 2022

Councillor Cooke advised that he had a connection in relation to agenda items 9.5 and 10.4 (Notice of Motion by Councillor Tissera) by virtue of being an observer to the Board of Sport Aberdeen, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

Councillor Watson advised that he had a connection in relation to agenda item 11.1 (North East of Scotland Green Freeport - Update) by virtue of being a member of Aberdeen Trades Union Council, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

MINUTE OF MEETING OF ABERDEEN CITY COUNCIL OF 29 JUNE 2022

4. The Council had before it the minute of meeting of Aberdeen City Council of 29 June 2022.

The Council resolved:-

to approve the minute subject to noting that the reference to the Gordon Highlanders Museum Board on page 23 should be the Gordon Highlanders Museum Advisory Group.

MINUTE OF ADJOURNED MEETING OF ABERDEEN CITY COUNCIL OF 13 JULY 2022

5. The Council had before it the minute of the adjourned meeting of Aberdeen City Council of 13 July 2022.

The Council resolved:-

to approve the minute.

MINUTE OF SPECIAL MEETING OF ABERDEEN CITY COUNCIL OF 13 JULY 2022

6. The Council had before it the minute of the special meeting of Aberdeen City Council of 13 July 2022.

The Council resolved:-

to approve the minute.

COUNCIL FINANCIAL PERFORMANCE - QUARTER 1, 2022/23 - RES/22/152 - REFERRED BY CITY GROWTH AND RESOURCES COMMITTEE OF 3 AUGUST 2022

7. With reference to Article 7 of the minute of meeting of the City Growth and Resources Committee of 3 August 2022, the Council had before it a report by the Director of Resources which provided details of the financial position of the Council as at Quarter 1 (30 June 2022) and the full year forecast position for the financial position,

Council Meeting, Wednesday, 24 August 2022

which had been referred to the Council by five members of the committee in terms of Standing Order 34.1.

The report recommended:-

that the City Growth and Resources Committee -

- (a) note the positive cash position that has been achieved for the General Fund and HRA to the end of Quarter 1 as detailed in Appendix 1;
- (b) note the Common Good financial performance to the end of Quarter 1 as detailed in Appendix 3, specifically the £2m reduction in cash balances due to investment volatility;
- (c) note that the General Fund full year forecast position, as detailed in Appendix 2, is expected to show a balanced position overall for 2022/23, based on the assumption that the Scottish Government will fund any increase to the current pay offer made by Cosla and through the other mitigations contained within the report, including the use of one-off funding streams;
- (d) note the initial information provided in the report about the fire at Altens East Waste and Recycling Centre and instruct the Chief Officer - Operations and Protective Services to report back to the next meeting of the Committee with details of the contractual, financial, and operational implications, including assurance about how the council has mitigated financial exposure;
- (e) note that the HRA full year forecast position, as detailed in Appendix 2, is on target to achieve the approved budget, making a contribution to HRA reserves for 2022/23;
- (f) note that the Council relies on the Integration Joint Board (IJB) achieving a balanced budget, and that it retains reserves in the event of unplanned additional costs arising during the year;
- (g) note that the forecast for General Fund capital expenditure is that there will be lower spend than had been budgeted in 2022/23, and for Housing, capital expenditure will be in line with 11% slippage on the programme, as described in Appendix 2;
- (h) note that officers have completed the work required to reprofile the capital programmes, following instruction by the Committee on 21 June 2022 (Appendix 5), and that this has led to the following recommendations:-
 - (h1) note that almost all capital projects can be paused, delayed or ultimately cancelled though there would be implications related to such decisions;
 - (h2) note that for reprofiling purposes there are projects/programmes within the approved Capital Programmes which have been excluded;
 - (h3) note the legal status of the contracts involved in delivery of the projects as this to an extent dictates the level of flexibility that the Council has in terms of reprofiling, pausing or cancelling projects;
 - (h4) note the General Fund Capital funded projects/programmes recommended for reprofiling are shown in Appendix 5 - Table 1, which shows the current budget profile;
 - (h5) instruct the Chief Officer - Finance to remove the Early Learning & Childcare - St Josephs and Garthdee Link Road projects from the General Fund Capital Programme;
 - (h6) approve the reprofiled General Fund Capital funded projects/programmes as shown in Appendix 5 - Table 2. Noting the use of the existing contingency in the programme;

Council Meeting, Wednesday, 24 August 2022

- (h7) in light of the best value consideration referred to in the report, instruct the Chief Officer - Capital to retender the 3-stream Tillydrone Primary School project, and report back to the next appropriate City Growth and Resources Committee;
- (h8) in light of the best value consideration referred to in the report, instruct Chief Officer - Capital to pause the four Housing Capital Council-led new build projects as recommended in Appendix 5, to evaluate the actions to be taken, assess best value and where appropriate retender work packages. The outcome of this exercise will be reported to the next appropriate meeting of City Growth and Resource Committee; and
- (h9) approve the inclusion of additional budgets to the Housing Capital Programme for improvements to void properties, in support of displaced Ukrainians, subject to funding being confirmed by the Scottish Government.

The City Growth and Resources Committee had resolved to:-

- (1) approve the recommendations contained within the report with the exception of recommendation (h9);
- (2) agree to instruct the Chief Officer - Corporate Landlord to enter in discussions with the Scottish Government to acquire the land at Wellington Road (per the plan circulated) and to report back the outcome of those discussions at the next City Growth and Resources Committee;
- (3) agree to instruct the Director of Resources to bring back an Outline Business Case for Queen Street to a future City Growth and Resources Committee meeting, which includes design proposals for an Urban Park which includes an option that incorporates the demolition of the former Police Scotland building; and
- (4) agree that Aberdeen City has gone above and beyond and should be proud to have welcomed more than 1,000 Ukrainian citizens to the city since the outbreak of the War in Ukraine. Approve the inclusion of additional budgets to the Housing Capital Programme for improvements to void properties, in support of displaced Ukrainians, subject to funding being confirmed by the Scottish Government. In light of the longer term proposals to accommodate these citizens, instruct the Chief Officer - Early Empowerment & Community Empowerment to prepare a report on the wider supply of critical services and opportunity for Ukrainian citizens to ensure that sufficient supply is available and Ukrainian citizens have access to good quality living and access to opportunity.

At this juncture, having just joined the meeting, Councillor Grant advised that he had a connection in relation to the item as his children went to Riverbank Primary School and his wife was on the Parent Council, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

Councillor McLellan moved, seconded by Councillor Bouse:-

That the Council approve the decision of the City Growth and Resources Committee.

Council Meeting, Wednesday, 24 August 2022

Councillor Houghton moved, seconded by Councillor Farquhar:-

That the Council -

- (1) notes that the Capital Plan in Appendix 2 before reprofiling commits the Council to spending £360,390,000;
- (2) notes that reprofiling commits the Council to spending £355,390,000 and that the net position for both before and after reprofiling is the same at £305,052,000;
- (3) therefore, agrees that while reprofiling provides limited benefit this benefit is outweighed by the unnecessary delays to various projects including the new school at Tillydrone;
- (4) agrees to continue with the Capital spend as agreed at the budget in March 2022 on the basis that the net spend of £305,052,000 after reprofiling remains the same;
- (5) notes the recommendations contained in the Medium Term Financial Strategy at 2.7 and 2.9 and agrees that given council is considering the reprofiling of the Capital Plan over a 5 year period Council should immediately commit to instructing the Chief Officer - Capital to bring forward to the City Growth and Resources Committee (or equivalent) in December 2022 an outline business case for an upgrade to Bucksburn Academy and for a new secondary school for Hazlehead Academy;
- (6) notes the positive cash position that has been achieved for the General Fund and HRA to the end of Quarter 1 as detailed in Appendix 1, noting the healthy position of our Usable Reserves at £108.2 Million and Net Asset Value of £1.4 billion, notes income from Council Tax is forecast to be £1m above budget;
- (7) agrees to continue to progress the development of an Early Learning and childcare setting at St Joseph's RC School funded from the General Fund Capital Programme as agreed by Council on 10 March 2022;
- (8) agrees that Tillydrone was promised a new state of the art school by Council administrations from 2007 onwards and that it would be a retrograde step for this administration to go back on that promise;
- (9) agrees the previous Administration made a commitment to secure the building of 2,000 Council homes and invested £250 million for that purpose;
- (10) notes at the Council budget in March 2022 it was reported "The Council has entered Construction Services Agreements with contractors for Kincorth delivering 212 units, Craighill delivering 99 units, and Tillydrone delivering 70 units, work has commenced on all sites with site Referral to Council set up and enabling works being undertaken.";
- (11) agrees therefore that social housing is required in Aberdeen and that regeneration areas like Kincorth and Torry deserve Council houses being built in their communities and as such instructs the Chief Officer - Capital to bring a report to the next City Growth and Resources Committee detailing a timeline of substantive decisions and actions to provide assurance around concerns raised by the Convener of City Growth and Resources in terms of contract awards regarding these 4 sites and how he intends to fulfil the Council's previously agreed commitment to build Council homes on the 4 Council led sites; and
- (12) agrees the inclusion of additional budgets to the Housing Capital Programme for improvements to void properties, in support of displaced Ukrainians, subject to funding being confirmed by the Scottish Government.

Council Meeting, Wednesday, 24 August 2022

Councillor Macdonald moved a second amendment, seconded by Councillor Blake:-

That the Council -

- (1) with the exception of recommendation 2.7, agrees recommendations 2.1 to 2.8.4 in the report and sincerely thanks officers across the council for managing the Council's finances and commends them for doing so while working within the context of numerous unprecedented volatile factors;
- (2) replaces 2.7 with - notes that the forecast for General Fund capital expenditure is that there will be lower spend than had been budgeted in 2022/23, and for Housing, capital expenditure will be in line with 11% slippage on the programme, as described in Appendix 2 and instructs the Chief Officer - Corporate Landlord to report on the introduction of a cyclical maintenance plan to ensure that the council is maximising the use of its housing capital budget and report back to the next appropriate committee;
- (3) notes the positive cash position that has been achieved for the General Fund and HRA to the end of Quarter 1 as detailed in Appendix 1, noting the healthy position of our Usable Reserves at £108.2 Million and Net Asset Value of £1.4 billion, notes income from Council Tax is forecast to be £1m above budget;
- (4) notes that the Operations budget net expenditure for the year is above budget mainly because the Council had not received the specific Early Learning Childcare expansion grant from the Scottish Government, and notes that payment has now been made;
- (5) 2.8.5 - notes that the approved 2022/23 budget set in March 2022 made a cost neutral provision for the Garthdee Link Road proposals to be brought forward and reported back with an outline business case which was to be reported back by the Chief Officer - Capital. Agrees to retain this project and this instruction within the General Fund Capital Programme;
- (6) notes the previous administration budget agreed to spend £100 million for the building of 4 Schools, in Tillydrone, Torry, Countesswells and Milltimber;
- (7) notes that despite the failure of the current Administration to bring forward a School Estate plan to the last Education Operational Delivery Committee, the report highlights that the current school roll forecasts are suggesting that the current primary education provision in Tillydrone is sufficient;
- (8) notes public comments issued by Council Co-Leader Ian Yuill at the opening of Milltimber Primary School when he said, *"Education is key to Aberdeen City Council and to our city. And the best possible education needs the best possible buildings which are fit for purpose and allow teachers to teach and young people to learn."*
- (9) notes that the approved 2022/23 budget set in March 2022 made provision of £500,000 in 2022/23 for Early Learning and Childcare provision at St Joseph's RC school and a further £2.5 million to be provided in 2023/24 and 2024/25 and for a business case to be produced on this project. Agrees to retain this project within the General Fund Capital Programme and this to be funded from the Capital Programme contingency budget;
- (10) replaces 2.8.7 with - notes that by agreeing to officer recommendations to retender the 3-stream Tillydrone Primary School project will delay progressing with work to complete the project and delay the opening of the new school until at least August 2024. Notes that such a delay will

Council Meeting, Wednesday, 24 August 2022

- subsequently delay the improvement works at Riverbank Primary to make possible the relocation of St Peters RC school which is currently Category C "Poor" in its current location;
- (11) new 2.8.8 - having given due regard to the requirements for the Council to obtain best value as highlighted within the report, note that a full retender does not guarantee that costs will come back lower than the quote provided through the procurement framework mechanism. Notes the unknown risk, due to factors highlighted within the report, that quotes may be returned higher than the quote provided through the procurement framework mechanism and agrees therefore to proceed with the project at the reprofiled cost of £36.187million and progresses work in accordance with the original timescales;
 - (12) in light of criticisms by parent communities in recent months, agrees that the council arrange public engagement sessions with both the Riverbank and St Peters RC school communities to brief them on the significant implications of decisions taken from this report, to provide them with an opportunity to ask questions and discuss their concerns as a matter of urgency;
 - (13) new 2.8.9 - notes that the Administration in 2017-2022 completed or had under construction a total of 3,613 council or affordable homes and calls upon the Council and all political groups to reaffirm the Council's commitment to complete both all remaining developer-led and council-led housing developments to ensure the Council provides the best places to live for the people of Aberdeen;
 - (14) in light of the best value consideration referred to in the report, instructs Chief Officer - Capital to pause the four Housing Capital Council-led new build projects as recommended in Appendix 5, to evaluate the actions to be taken, assess best value and where appropriate retender work packages. The outcome of this exercise will, as far as possible, be reported to the September 2022 meeting of City Growth and Resource Committee;
 - (15) new 2.8.10 - agrees that Aberdeen City has gone above and beyond and should be proud to have welcomed more than 1,000 Ukrainian citizens to the city since the outbreak of the War in Ukraine. Approves the inclusion of additional budgets to the Housing Capital Programme for improvements to void properties, in support of displaced Ukrainians, subject to funding being confirmed by the Scottish Government. In light of the longer term proposals to accommodate these citizens, instructs the Chief Officer - Early Empowerment and Community Empowerment to prepare a report on the wider supply of critical services and opportunity for Ukrainian citizens to ensure that sufficient supply is available and Ukrainian citizens have access to good quality living and access to opportunity; and
 - (16) new 2.8.11 - notes that the Council submitted cost estimates (for P6/7 expansion) to the Scottish Government in October 2021 and that no response has yet been provided despite nearly 10 months passing. Agrees that in that time, it is reasonable to assume that the £11million requested in order to deliver the Scottish Government pledge may not now be sufficient to expand the school catering and dining facilities and equipment and therefore agrees to instruct the Chief Officer - Capital to re-appraise these costs and instructs the Chief Officer - Finance to submit this re-appraisal to

Council Meeting, Wednesday, 24 August 2022

the Scottish Government and seek clarity on when funding might be provided to deliver these improvements.

Councillor Boulton moved a third amendment, seconded by Councillor Stewart:-

That the Council -

1. agree recommendations a to h4 with the exception of g;
2. note that by agreeing to officer recommendations to retender the 3 stream Tillydrone Primary School project will delay progressing with work to complete the project and delay the opening of the new school until at least August 2024. Note that such delay will subsequently delay the improvement works at Riverbank Primary to make possible the relocation of St Peters RC school which is currently category C "Poor" in its current location;
3. having given due regard to the requirement for the Council to obtain best value as highlighted within the report, note that a full retender does not guarantee that costs will come back lower than the quote provided through the procurement framework mechanism. Notes the unknown risk, due to factors highlighted within the report, that quotes may be returned higher than the quote provided through the procurement framework mechanism and agrees therefore to proceed with the project at the reprofiled cost of £36.187m and progresses work in accordance with the original timescales;
4. note that the council submitted cost estimates (for P6/7 expansion) to the Scottish Government in October 2021 and that no response has yet been provided despite nearly 10 months passing. Agrees that in that time, it is reasonable to assume that the £11million requested in order to deliver the Scottish Government pledge may not now be sufficient to expand the school catering and dining facilities and equipment and therefore agrees to instruct the Chief Officer - Capital, to re-appraise these costs and instruct the Chief Officer Finance to submit this re-appraisal to the Scottish Government and seek clarity on when funding might be provided to deliver these improvements;
5. instruct Chief Officer Finance and Chief Officer Education to approach the Scottish Government to explore the opportunity for additional funding to allow for the delivery of the expansion at St Josephs. Note that a stag appraisal option does include a possible link road at Garthdee;
6. agree that Aberdeen City has gone above and beyond and should be proud to have welcomed more than 1,000 Ukrainian citizens. Approve the inclusion of additional budgets to the Housing Capital Programme for improvements to void properties, in support of displaced Ukrainians, subject to funding being confirmed by the Scottish Government. In light of the longer term proposals to accommodate these citizens, instruct the Chief Officer - Early Intervention & Community Empowerment to prepare a report on the wider supply of critical services and opportunity for Ukrainians citizens to ensure that sufficient supply is available and Ukrainian citizens have access to good quality living and access to opportunity;
7. agree to instruct the Director of Resources to bring back an outline Business Case for Queens Street which includes a cultural quarter, the demolition of the former Police Station and report back to Full Council;
8. agree to complete all remaining developer led council/social housing; and

Council Meeting, Wednesday, 24 August 2022

9. in light of the best value consideration referred to in the report, instruct Chief Officer - Capital to pause the four housing capital council-led new build projects as recommended in appendix 5, to evaluate the actions to be taken, assess best value and where appropriate retender work packages or for the remaining work as one. The outcome of this exercise will, as far as possible, be reported to the September 2022 meeting of City Growth and Resources Committee.

Councillor Houghton advised that he was willing to incorporate part (5) of Councillor Macdonald's amendment and part (5) of Councillor Boulton's amendment within his amendment.

There being a motion and three amendments, the Council first divided between the amendment by Councillor Macdonald and the amendment by Councillor Boulton.

On a division, there voted:-

For the amendment by Councillor Macdonald (11) - Councillors Ali, Blake, Bonsell, Crockett, Graham, Grant, Macdonald, Malik, Thomson, Tissera and Watson.

For the amendment by Councillor Boulton (1) - Councillor Boulton.

Declined to vote (32) - Lord Provost; Depute Provost; and Councillors Al-Samarai, Allard, Alphonse, Bouse, Brooks, Hazel Cameron, Clark, Cooke, Copland, Cormie, Davidson, Fairfull, Farquhar, Greig, Henrickson, Houghton, Hutchison, Kuszniir, MacGregor, MacKenzie, McLellan, McLeod, McRae, Massey, Mennie, Nicoll, Radley, Stewart, Van Sweeden and Yuill.

The Council then divided between the amendment by Councillor Houghton and the amendment by Councillor Macdonald.

On a division, there voted:-

For the amendment by Councillor Houghton (8) - Councillors Brooks, Farquhar, Houghton, Kuszniir, MacKenzie, McLeod, Massey and Stewart.

For the amendment by Councillor Macdonald (11) - Councillors Ali, Blake, Bonsell, Crockett, Graham, Grant, Macdonald, Malik, Thomson, Tissera and Watson.

Declined to vote (25) - Lord Provost; Depute Provost; and Councillors Al-Samarai, Allard, Alphonse, Boulton, Bouse, Hazel Cameron, Clark, Cooke, Copland, Cormie, Davidson, Fairfull, Greig, Henrickson, Hutchison, MacGregor, McLellan, McRae, Mennie, Nicoll, Radley, Van Sweeden and Yuill.

The Council then divided between the motion and the amendment by Councillor Macdonald.

On a division, there voted:-

Council Meeting, Wednesday, 24 August 2022

For the motion (24) - Lord Provost; Depute Provost; and Councillors Al-Samarai, Allard, Alphonse, Bouse, Hazel Cameron, Clark, Cooke, Copland, Cormie, Davidson, Fairfull, Greig, Henrickson, Hutchison, MacGregor, McLellan, McRae, Mennie, Nicoll, Radley, Van Sweeden and Yuill.

For the amendment by Councillor Macdonald (19) - Councillors Ali, Blake, Bonsell, Brooks, Crockett, Farquhar, Graham, Grant, Houghton, Kuszniir, Macdonald, MacKenzie, McLeod, Malik, Massey, Stewart, Thomson, Tissera and Watson.

Declined to vote (1) - Councillor Boulton.

The Council resolved:-

- (i) to adopt the motion; and
- (ii) to note that the Director of Resources would provide an update to members on the latest position with St Peter's Roman Catholic Primary School based on the decision to re-tender for the remaining works for Riverbank Primary School.

Councillor Grant expressed his dissent at the foregoing decision in accordance with Standing Order 32.8.

At this juncture, the Lord Provost proposed the agenda item 9.6 would be taken as the first item of general business after the Council Business Planner, followed by items 9.1 and 9.2 which would be considered together, and this was agreed.

COUNCIL BUSINESS PLANNER

8. The Council had before it the business planner as prepared by the Interim Chief Officer - Governance.

The Council resolved:-

to note the business planner.

BUFFER ZONES - COM/22/167

9. With reference to Article 1 of the minute of its special meeting of 13 July 2022, the Council had before it a report by the Interim Chief Officer - Governance which provided an update on progress in liaising with the Scottish Government and COSLA in exploring options to establish protest free buffer zones including but not limited to potentially implementing a local byelaw.

The report recommended:-

that the Council -

- (a) note the national activities underway in relation to the matter of establishing protest-free buffer zones, in particular:-
 - the legal opinion referred to in the COSLA briefing note at Background Paper 10.1;

Council Meeting, Wednesday, 24 August 2022

- that there was a technical 'mini-summit' to discuss the potential use of byelaws being held on 29 August, referred to in detail at paragraph 3.6 of the report; and
- (b) instruct the Interim Chief Officer - Governance to continue to liaise with the Scottish Government and COSLA and report back to the meeting of Full Council on 14 December 2022 with an update on latest developments including:-
- evidence contained in the independent research commissioned by the Scottish Government relating to protests/vigils to gather more robust and objective evidence on the impact of protests/vigils on patients and others if available; and
 - evidence from NHS Grampian, Police Scotland and Back-off Scotland as to the number of protests taking place in Aberdeen.

The Council resolved:-

to approve the recommendations.

MEDIUM TERM FINANCIAL STRATEGY FOR THE COUNCIL'S GENERAL FUND 2022- RES/22/172; AND COUNCIL TARGET OPERATING MODEL (TOM) 1.2 - CUS/22/171

10. (A) The Council had before it a report by the Director of Resources which presented a Medium Term Financial Strategy (MTFS) which pulled together all known factors affecting the financial position and financial sustainability of the organisation over the medium term.

The report recommended:-

that the Council -

- (a) welcome the publication by the Scottish Government of its Resource Spending Review through to 2026/2027 on 31 May 2022 and notes that this indicates a flat cash settlement for Local Government for the next 3 years, followed by a 1% increase in 2026/27;
- (b) approve the Medium Term Financial Strategy for the General Fund, 2022;
- (c) note that the report on TOM1.2 is also on the agenda today, which describes the approach the Council intends to take through transformation and multi-agency working to contribute towards closing the gap between income and expenditure forecast;
- (d) welcome the alignment of the MTFS and TOM1.2, together these documents represent the fiscal framework for Aberdeen;
- (e) note that the publication of the National Care Service (Scotland) Bill and associated Financial Memorandum indicates that the first year of operation will be 2025/26, within the term of the MTFS, and this has the potential to remove c.25% of financial resources from the Council;
- (f) note the reported impact that inflation and supply chain volatility is having on our current financial year [Council Financial Performance Quarter 1, 2022/23: RES/22/152] and that the impact is anticipated to continue to have an effect on the future funding gap;
- (g) note that the commitments contained within the Partnership Agreement, adopted on 18 May 2022, remain uncostered for future years and are being worked on to

Council Meeting, Wednesday, 24 August 2022

- support the update of the MTFS when the budget is set for 2023/24 in March 2023;
- (h) note the reprofiled capital programme, which was referred from City Growth and Resources Committee on 3 August 2022 [RES/22/152] to Council today, is the basis for capital financing costs and debt levels referred to in the MTFS;
 - (i) note the 2023/24 Budget will be discussed and set by the Council in March 2023 reflecting the commitments within the Partnership Agreement; and
 - (j) note the ongoing development of the data presented in relation to the Council's Financial Resilience Framework and the insight this provides of the underlying strength of the Council finances that support the continued operation of services through the uncertain and volatile environment. The data identifies indicators to watch, and these should be carefully considered when setting future budgets. The Chief Officer - Finance will continue to develop the Framework.
- (B) The Council had before it a report by the Director of Customer Services which proposed the next iteration of the Council's Target Operating Model (TOM) 1.2 to support the necessary scale of transformation that would contribute to the level of savings required over the next 5 years, as outlined in the MTFS.

The report recommended:-

that the Council -

- (a) agree the 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 MTFS;
- (b) note that the level of investment required to enable the release of savings would be identified as part of the Council Budget process, as outlined in the MTFS;
- (c) note the whole system change projects being taken forward with partners via the Multi-Agency Transformation Management Group (MATMG) and instruct the Chief Executive to seek further delivery opportunities of statutory services through a Statutory Function Review, reporting back to Council at its meeting on 14 December 2022; and
- (d) instruct the Chief Executive to report back to the next Full Council with the recommended interim structure resulting from the recent resignation of the Chief Operating Officer taking into consideration the longer term needs to support the changes from the 21/22 and 22/23 Programme of Government.

Councillor Yuill moved, seconded by Councillor McLellan:-

That the Council approve the recommendations contained within both reports.

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

That the Council -

- (1) note the publication by the Scottish Government of its Resource Spending Review through to 2026/2027 on 31 May 2022 and notes that this indicates a flat cash settlement for Local Government for the next 3 years, followed by a 1% increase in 2026/27; noting 2.4.11 of the MTFS report which states "The Accounts Commission published its latest Local Government in Scotland Overview report on 25 May 2022, which continued to highlight the long-term position that Local Government is the poor relation of other parts of the Scottish public sector, excluding the effects of Covid-19 pandemic funding "...councils' underlying cumulative funding has fallen by 4.2 per

Council Meeting, Wednesday, 24 August 2022

- cent in real terms since 2013/14. This is in contrast to an increase of 4.3 per cent in Scottish Government funding of other areas of the budget over the same period.”;
- (2) agree the Scottish Government settlement for local government will result in further cuts to public services as outlined in recommendation 2.4 and the TOM1.2 as presented on the agenda;
 - (3) approve the Medium Term Financial Strategy for the General Fund, 2022;
 - (4) note that the report on TOM1.2 is also on the agenda today, which describes the approach the Council intends to take through transformation and multi-agency working to contribute towards closing the gap between income and expenditure forecast;
 - (5) note the alignment of the MTFs and TOM1.2, together these documents represent the fiscal framework for Aberdeen;
 - (6) note that the publication of the National Care Service (Scotland) Bill and associated Financial Memorandum indicates that the first year of operation will be 2025/26, within the term of the MTFs, and this has the potential to remove 25% of financial resources from the Council; reaffirming the Council’s position agreed in March 2022 that “the National Care Service consultation that took place during 2021/22 has potential to significantly impact local services, Council duties, obligations and funding and should be resisted.”;
 - (7) note the reported impact that inflation and supply chain volatility is having on our current financial year [Council Financial Performance Quarter 1, 2022/23: RES/22/152] and that the impact is anticipated to continue to have an effect on the future funding gap;
 - (8) note that the commitments contained within the Partnership Agreement, adopted on 18 May 2022, remain uncoded for future years and are being worked on to support the update of the MTFs when the budget is set for 2023/24 in March 2023;
 - (9) note the reprofiled capital programme, which was referred from City Growth and Resources Committee on 3 August 2022 [RES/22/152] to Council today, is the basis for capital financing costs and debt levels referred to in the MTFs; noting that the Administration’s Partnership Agreement at 9.3 on this agenda contains uncoded capital spend;
 - (10) note the 2023/24 Budget will be discussed and set by the Council in March 2023 reflecting the commitments within the Administration’s Partnership Agreement; noting that at the budget-setting meeting in February 2012 the then SNP/Liberal Democrat administration were unable to bring forward an agreed budget;
 - (11) note the ongoing development of the data presented in relation to the Council’s Financial Resilience Framework and the insight this provides of the underlying strength of the Council finances that support the continued operation of services through the uncertain and volatile environment. The data identifies indicators to watch, and these should be carefully considered when setting future budgets. The Chief Officer - Finance will continue to develop the Framework;
 - (12) note 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);

Council Meeting, Wednesday, 24 August 2022

- (13) note that the level of investment required to enable the release of savings will be identified as part of the Council Budget process, as outlined in the MTFS;
- (14) note the whole system change projects being taken forward with partners via the Multi-Agency Transformation Management Group (MATMG) and instruct the Chief Executive to seek further delivery opportunities of statutory services through a Statutory Function Review, reporting back to Council at its meeting on 14 December 2022;
- (15) welcome the political commitment of all parties represented in the Council that there will be no compulsory redundancies; and
- (16) instruct the Chief Executive to carry out further engagement with staff and Trade Unions and report back to the December Council meeting with the results prior to agreeing TOM 1.2.

On a division, there voted:-

For the motion (24) - Lord Provost; Depute Provost; and Councillors Al-Samarai, Allard, Alphonse, Bouse, Hazel Cameron, Clark, Cooke, Copland, Cormie, Davidson, Fairfull, Greig, Henrickson, Hutchison, MacGregor, McLellan, McRae, Mennie, Nicoll, Radley, Van Sweeden and Yuill.

For the amendment (20) - Councillors Ali, Blake, Bonsell, Boulton, Brooks, Crockett, Farquhar, Graham, Grant, Houghton, Kuszniir, Macdonald, MacKenzie, McLeod, Malik, Massey, Stewart, Thomson, Tissera and Watson.

The Council resolved:-

- (i) to adopt the motion;
- (ii) to welcome the political commitment of all parties represented in the Council that there will be no compulsory redundancies; and
- (iii) to request that the Council's submission to the National Care Service call for evidence be circulated to all members after it had been submitted on 2 September.

At this juncture, the Lord Provost advised that Councillor Allard's notice of motion would be considered as the next item of business.

NOTICE OF MOTION BY COUNCILLOR ALLARD

11. The Council had before it a notice of motion by Councillor Allard in the following terms:-

"That the Council:-

- (1) Notes that 24th August is Independence Day in Ukraine, celebrating the day in 1991 when Ukraine was re-established as an independent nation.
- (2) Restates its unqualified support for Ukrainian independence and territorial integrity.
- (3) Restates its solidarity with the people of Ukraine.

Council Meeting, Wednesday, 24 August 2022

- (4) Continues to condemn the unprovoked and unacceptable Russian aggression against Ukraine.
- (5) Welcomes the more than 1,000 Ukrainian citizens who have moved to the city since the beginning of the war in Ukraine.
- (6) Thanks the wide range of organisations and individuals across the city who have helped to support those Ukrainian citizens, including through the £13,347 donated to the Lord Provost's Charitable Trust Ukraine Crisis Appeal.
- (7) Notes the need to provide permanent accommodation to those Ukrainian citizens, and the ongoing work being undertaken to provide that.
- (8) Instructs the Chief Officer - Early Intervention & Community Empowerment to outline the work that is ongoing to deliver support from the Council to those Ukrainian citizens, and to provide a Service Update on this matter.

Upon circulation of an addendum by Councillor Houghton (which was accepted as detailed below), Councillor Hutchison advised that he had a connection by reason of his position as an Army Reservist, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

Councillor Nicoll advised that he also had a connection by reason of having a close family member who served in the Armed Forces, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

The Council resolved:-

- (i) to approve the notice of motion;
- (ii) to thank the contribution of all UK armed forces personnel for their continued support to the armed forces and people of Ukraine since Operation Orbital in 2015 which had included but not been limited to the training and equipping of tens of thousands of Ukrainian personnel; and
- (iii) to note that the Lord Provost had instructed the lighting of Marischal College on 24 August with the colours of Ukraine to mark the occasion.

"WORKING IN PARTNERSHIP FOR ABERDEEN" - COMMISSIONING INTENTIONS AND SERVICE STANDARDS 2022/23 - CUS/22/169

12. With reference to Article 13 of the minute of its meeting of 18 May 2022, the Council had before it a report by the Director of Commissioning which identified areas where revisions may be required to the commissioning intentions and service standards, to ensure alignment with the policy statement - "Working in Partnership for Aberdeen".

The report recommended:-

that the Council -

- (a) note the review of the commissioning intentions, service standards in the context of the policy statement, "Working in Partnership for Aberdeen";
- (b) agree to the recommended amendments to 2022/23 commissioning intentions and service standards set out in Appendix A;

Council Meeting, Wednesday, 24 August 2022

- (c) instruct the Director of Commissioning to report any further amendments required in 2022/23 to existing commissioning intentions and service standards, as a result of subsequent decisions of the Council and its committees, to Council; and
- (d) note that the policy statement would be fully reflected within the Council's strategic commissioning cycle for 2023/24 onwards.

Councillor Yuill moved, seconded by Councillor Hutchison:-

That the Council approve the recommendations contained within the report.

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

That the Council -

- (1) approve recommendations (a) and (b) as contained within the report;
- (2) instruct the Director of Commissioning to report on the costs of each and all of the amendments as set out in Appendix A before agreement of any of these and set out where savings will be found to pay for these; and
- (3) note the intention that the policy statement will be fully reflected within the Council's strategic commissioning cycle for 2023/24 onwards.

On a division, there voted:-

For the motion (24) - Lord Provost; Depute Provost; and Councillors Al-Samarai, Allard, Alphonse, Bouse, Hazel Cameron, Clark, Cooke, Copland, Cormie, Davidson, Fairfull, Greig, Henrickson, Hutchison, MacGregor, McLellan, McRae, Mennie, Nicoll, Radley, Van Sweeden and Yuill.

For the amendment (20) - Councillors Ali, Blake, Bonsell, Boulton, Brooks, Crockett, Farquhar, Graham, Grant, Houghton, Kuszniir, Macdonald, MacKenzie, McLeod, Malik, Massey, Stewart, Thomson, Tissera and Watson.

The Council resolved:-

to adopt the motion.

The Lord Provost, in terms of Standing Order 36.6, advised that he was adjourning the meeting and that it would resume on 25 August 2022 at 2.00pm.

- DAVID CAMERON, Lord Provost.

This page is intentionally left blank

ABERDEEN CITY COUNCIL

Town House,
ABERDEEN, 25 August 2022

MINUTE OF MEETING OF ABERDEEN CITY COUNCIL

Sederunt:

Lord Provost David Cameron, Chairperson;
Depute Provost Steve Delaney; and

COUNCILLORS

GILLIAN AL-SAMARAI
NURUL HOQUE ALI
CHRISTIAN ALLARD
ALISON ALPHONSE
KATE BLAKE
JENNIFER BONSELL
MARIE BOULTON
DESMOND BOUSE
RICHARD BROOKS
HAZEL CAMERON
DONNA CLARK
JOHN COOKE
NEIL COPLAND
WILLIAM CORMIE
BARNEY CROCKETT
DEREK DAVIDSON
LEE FAIRFULL
EMMA FARQUHAR
GORDON GRAHAM
ROSS GRANT
MARTIN GREIG

DELL HENRICKSON
RYAN HOUGHTON
MICHAEL HUTCHISON
MICHAEL KUSZNIR
SANDRA MACDONALD
NEIL MacGREGOR
AVRIL MacKENZIE
ALEXANDER McLELLAN
KEN McLEOD
CIARÁN McRAE
M. TAUQEER MALIK
DUNCAN MASSEY
JESSICA MENNIE
ALEX NICOLL
MIRANDA RADLEY
KAIRIN VAN SWEEDEN
LYNN THOMSON
DEENA TISSERA
SIMON WATSON
and
IAN YUILL

Lord Provost David Cameron, in the Chair.

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.

Council Meeting, Thursday, 25 August 2022

COMMITTEE STRUCTURE AND SCHEME OF GOVERNANCE - COM/22/161

1. With reference to Article 12 of the minute of its meeting of 13 July 2022, the Council had before it a report by the Interim Chief Officer - Governance which responded to the instruction following the approval of the notice of motion by the Co-Leaders proposing changes to the Scheme of Governance and the committee structure in particular.

The report recommended:-

that the Council -

- (a) agree, with effect from 14 October 2022, to:-
 - disestablish the Capital Programme Committee
 - disestablish the Strategic Commissioning Committee
 - disestablish the Operational Delivery Committee
 - disestablish the Public Protection Committee
 - rename the Education Operational Delivery Committee as the Education and Children's Services Committee
 - rename the City Growth and Resources Committee as the Finance and Resources Committee
 - establish the Communities, Housing and Public Protection Committee
 - establish the Net Zero, Environment and Transport Committee
 - establish the Anti-Poverty and Inequality Committee;
- (b) approve the Terms of Reference for the Finance and Resources Committee, Council, Education and Children's Services Committee, Communities, Housing and Public Protection Committee, Net Zero, Environment and Transport Committee, Anti-Poverty and Inequality Committee and Audit, Risk and Scrutiny Committee as set out in Appendices 1 to 7, to take effect from 14 October 2022;
- (c) delegate authority to the Chief Officer - Early Intervention and Community Empowerment, following consultation with the Chief Officer - Governance and the Convener of the Anti-Poverty and Inequality Committee, to determine the process for the selection and appointment of the external advisers to the Anti-Poverty and Inequality Committee and report back to the next Council meeting to seek approval of the appointments;
- (d) agree that the Conveners and Vice Conveners of the City Growth and Resources Committee and Education Operational Delivery Committee become the Conveners and Vice Conveners of the Finance and Resources Committee and Education and Children's Services Committee respectively, with effect from 14 October 2022, and that the membership of those committees be unchanged;
- (e) appoint Conveners and Vice Conveners to the following committees with effect from 14 October 2022:-
 - Communities, Housing and Public Protection Committee
 - Net Zero, Environment and Transport Committee
 - Anti-Poverty and Inequality Committee
- (f) agree the compositions of the new committees as below:-

Council Meeting, Thursday, 25 August 2022

Committee	Partnership	Labour	Conservative	Cllr Boulton	Cllr Stewart	Total
Communities, Housing and Public Protection	7	3	2	0	1	13
Net Zero, Environment and Transport	7	3	3	0	0	13
Anti-Poverty and Inequality	7	3	3	0	0	13

- (g) agree that there be no change to the Planning Scheme of Delegation (i.e. the Scheme of Delegation for dealing with planning applications for Local Developments) in the Powers Delegated to Officers, as detailed in section 3.3 of the report; instruct the Chief Officer - Strategic Place Planning to draft a procedure to allow all interested parties, including ward members, to make representations at Planning Development Management Committee and report this draft procedure to the November meeting of that Committee for approval; and note that said Chief Officer would continue to develop local engagement on planning matters, including through the network of community councils;
- (h) approve the changes to Standing Orders 13, 16, 34 and 40, as set out in Appendix 8, with effect from 25 August 2022;
- (i) instruct the Chief Officer - Governance to remove from the Scheme of Governance all references to Business Manager and Depute Business Manager, and approve the replacement wording contained within Appendix 9 with immediate effect;
- (j) approve the amended Council diary for 2022 and the Council diary for 2023 as set out in Appendices 10 and 11 respectively;
- (k) consider the information with regard to additional webcasting requirements as set out in section 3.7 of the report and Appendix 12 (exempt) and refer the matter to the budget process;
- (l) appoint Vice Conveners to the Appeals Sub Committee and Licensing Sub Committee as detailed in section 3.8 of the report;
- (m) appoint one member to each of the COSLA Boards as set out in section 3.9 of the report;
- (n) approve the establishment of the Void Properties Working Group, agree the membership and approve the Terms of Reference as set out in Appendix 13; and
- (o) instruct the Chief Officer - Governance to, following consultation with the Co-Leaders, make all other amendments to the Scheme of Governance which are necessary to reflect the decisions taken by the Council at this meeting in relation to this report.

Council Meeting, Thursday, 25 August 2022

Councillor Greig moved, seconded by Councillor Fairfull:-

That the Council approve the recommendations contained within the report subject to:-

- (1) in relation to recommendation (e), to approve the Conveners and Vice Conveners for the new committees as per the spreadsheet appended;
- (2) to approve recommendation (h) to be effective from 26 August 2022; and
- (3) in relation to recommendation (m), to approve the following appointments in terms of the COSLA Boards:-

Health and Social Care - John Cooke
 Children and Young People - Martin Grieg
 Environment and Economy - Alex McLellan
 Community Wellbeing - Miranda Radley

Senior Councillors Calculation

Financial Year 2022/23

Basic Remuneration £19,571.00 2022 Amendment Regulations re 2004 Local Governance (Scotland) Act

	COUNCILLOR	PAY THRESHOLD	COMMITTEE/ROLE	ANNUAL SALARY
Leader of Council	Alex Nicoll	Council Leader	Council Co-Leader	£45,669.00
Civic Head	David Cameron	Lord Provost	Lord Provost	£34,254.00
			Maximum Value per Annum	£511,316.13
1	Senior Councillor Steve Delaney	Convener	Depute Provost	£33,795.00
2	Senior Councillor Christian Allard	Convener	Anti-Poverty & Inequality	£33,795.00
3	Senior Councillor Miranda Radley	Convener	Communities, Housing & PP	£33,795.00
4	Senior Councillor Ciaran McRae	Vice Convener	Communities, Housing & PP	£25,348.00
5	Senior Councillor Martin Greig	Convener	Education & Children's Services	£33,795.00
6	Senior Councillor Jessica Mennie	Vice Convener	Education & Children's Services	£25,348.00
7	Senior Councillor Alex McLellan	Convener	Finance & Resources	£33,795.00
8	Senior Councillor Gill Al-Samarai	Convener	Licensing	£33,795.00
9	Senior Councillor Ian Yuill	Convener	Net Zero, Environment & Transport	£33,795.00
10	Senior Councillor John Cooke	Convener	Pensions	£33,795.00
11	Senior Councillor Neil MacGregor	Vice Convener	Pensions	£25,348.00
12	Senior Councillor Dell Henrickson	Convener	Planning	£33,795.00
13	Senior Councillor Desmond Bouse	Vice Convener	Planning	£25,348.00
14	Senior Councillor Neil Copland	Convener	Staff Governance	£33,795.00
15	Councillor Sandra Macdonald	Convener	Audit, Risk & Scrutiny	£33,795.00

Council Meeting, Thursday, 25 August 2022

16	Senior Councillor	Ryan Houghton	Vice Convener	Audit, Risk & Scrutiny	£25,348.00
Total spend on Senior Councillors					£498,485.00
					-£12,831.13
Other Senior Roles - no additional remuneration					
	Other Senior Roles - no additional remun.	Role	Committee		
	Desmond Bouse	Vice Convener	Anti-Poverty & Inequality		
	Ian Yuill	Vice Convener	Finance & Resources		
	John Cooke	Vice Chairperson	Integration Joint Board		
	Neil Copland	Convener	Licencing Board		
	Steve Delaney	Vice Convener	Licencing		
	Miranda Radley	Vice Convener	Net Zero, Environment & Transport		
	Gill Al-Samarai	Vice Convener	Staff Governance		
Councillors	27				£528,417.00
Full year cost of Councillors (excluding oncosts)					£1,106,825.00

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

That the Council approves the recommendations within the report with the exception of:-

- (1) within recommendation (a), agrees to not disestablish the Strategic Commissioning Committee and make all necessary changes to the Scheme of Governance to reflect this;
- (2) replaces recommendation (c) with:- Instruct the Chief Officer - Early Intervention and Community Empowerment following consultation with the Chief Officer - Governance to report to the next appropriate committee on the process for the selection and appointment of the external advisers to the Anti-Poverty and Inequality Committee and to ensure the external advisers include nominees on disability, in-work poverty, and social isolation, and to consider the best way of engaging with residents with personal experience of poverty; and
- (3) instructs the Chief Officer - Governance to make provision for the continuation of Council meetings in the Council diary, if meetings are adjourned.

Councillor Kuszniir moved as a further amendment, seconded by Councillor Farquhar:-

That the Council approve the recommendations contained within the report subject to the following additions:-

- (1) agrees to amend Standing Order 30 so that the speaking time allocated to members is increased to 20 minutes for moving a motion or amendment, 15 minutes for seconding a motion or amendment, 15 minutes for speaking in debate and 10 minutes for summing up; and
- (2) agrees to amend Standing Order 7.3 to reflect that where a Convener exercises their power to modify the date of their committee for good cause, and the agenda for the committee is already published, the Convener will communicate the decision to all members of the committee explaining the

Council Meeting, Thursday, 25 August 2022

reason for the change and they have consulted with the appropriate Executive Lead. For the avoidance of doubt this does not apply to a change of committee meeting when the agenda has not yet been published.

There being a motion and two amendments, the Council first divided between the amendment by Councillor Macdonald and the amendment by Councillor Kuszniir.

On a division, there voted:-

For the amendment by Councillor Macdonald (11) - Councillors Ali, Blake, Bonsell, Crockett, Graham, Grant, Macdonald, Malik, Thomson, Tissera and Watson.

For the amendment by Councillor Kuszniir (8) - Councillors Boulton, Brooks, Farquhar, Houghton, Kuszniir, MacKenzie, McLeod and Massey.

Declined to vote (24) - Lord Provost; Depute Provost; and Councillors Al-Samarai, Allard, Alphonse, Bouse, Hazel Cameron, Clark, Cooke, Copland, Cormie, Davidson, Fairfull, Greig, Henrickson, Hutchison, MacGregor, McLellan, McRae, Mennie, Nicoll, Radley, Van Sweeden and Yuill.

The Council then divided between the motion and the amendment by Councillor Macdonald.

On a division, there voted:-

For the motion (24) - Lord Provost; Depute Provost; and Councillors Al-Samarai, Allard, Alphonse, Bouse, Hazel Cameron, Clark, Cooke, Copland, Cormie, Davidson, Fairfull, Greig, Henrickson, Hutchison, MacGregor, McLellan, McRae, Mennie, Nicoll, Radley, Van Sweeden and Yuill.

For the amendment by Councillor Macdonald (11) - Councillors Ali, Blake, Bonsell, Crockett, Graham, Grant, Macdonald, Malik, Thomson, Tissera and Watson.

Declined to vote (8) - Councillors Boulton, Brooks, Farquhar, Houghton, Kuszniir, MacKenzie, McLeod and Massey.

The Council resolved:-
to adopt the motion.

CITY CENTRE AND BEACH MASTERPLAN - RES/22/173

2. With reference to Article 5 of the minute of its meeting of 29 June 2022, the Council had before it a report by the Director of Resources which brought together a number of different workstreams and presented a recalibrated, place-led, masterplan report for both the City Centre and the Beach.

Council Meeting, Thursday, 25 August 2022

The report recommended:-

that the Council -

City Centre and Beach Masterplan

- (a) note the progress made on the City Centre Recovery Workplan and how this work had, and would continue, to inform the review of the City Centre Masterplan over the short, medium and longer term (Appendix 1);
- (b) approve the City Centre and Beach Masterplan 2022 (Appendix 2), noting that it was a live document and instruct the Chief Officer - Strategic Place Planning to keep the report under review, with progress reported to Full Council after 12 months;
- (c) note that £12,030,000 had been granted by Transport Scotland to Aberdeen City Council to work with partners in the North East Bus Alliance to develop and deliver bus priority interventions (Bus Partnership fund); and that this programme included a specific package for City Centre interventions;
- (d) note that, to address specific issues around vacant buildings, aspects of Empty Property Relief would be devolved to local authorities on 1 April 2023, allowing local authorities to make decisions based on their own local needs;
- (e) note that on 26 May 2022, the Planning Development Management Committee approved an extension of the Affordable Housing Waiver mentioned in Section 4.8 of the City Centre and Beach Masterplan 2022 (Appendix 2) until September 2022 and agree to further extend the Waiver until 31 December 2025;
- (f) note the progress and update in the City Centre and Beach Masterplan 2022 (Appendix 2) in relation to the Union Street building works programme, and the focus on the pilot project between 107-131 Union Street and note that a further update would be reported to the Full Council meeting in December 2022;

Market Streetscape

- (g) note the progress made on design development for Phases 1 and 2 of the Market Streetscape area (Appendix 4) and instruct the Director of Resources to prepare a Full Business Case to be reported back to Full Council by the end of 2022;
- (h) note the engagement that had taken place on the Market Streetscape proposals to date (Appendix 5) and note that the Director of Resources would continue to engage key stakeholders as designs for this area developed; and

Spaces for People

- (i) agree that a question on the temporary Spaces for People measures at the Beach be included in the upcoming public consultation exercise on the Draft Beach Development Framework and report a recommendation on the future of these measures to Full Council in December 2022.

The Council resolved:-

- (i) to approve the recommendations;
- (ii) to instruct the Chief Officer - Commercial and Procurement to proceed to consult on the Beach Masterplan based on the existing red line boundary;
- (iii) to note that the revised Beach Masterplan Area included the Footdee Conservation Area and the area north to the river Don;
- (iv) to agree that any new development associated with the beach masterplan should seek to enhance the setting of the historic settlement of Footdee and protect the valuable natural habitat and open space;
- (v) to instruct officers to explore opportunities as part of a Phase 2 of the Beach Masterplan to improve active travel and public transport connectivity between

Council Meeting, Thursday, 25 August 2022

- Footdee, and other parts of Aberdeen, and to consult on this at a later date as may be necessary; and
- (vi) to agree that this Council has no intention to purchase the Trinity Centre at this time.

NOTICE OF MOTION BY COUNCILLOR MACDONALD

3. The Council had before it a notice of motion by Councillor Macdonald in the following terms:-

“To instruct the Chief Executive to report to the December 2022 Council meeting on the feasibility of offering free bus travel to every resident of Aberdeen, by fully funding those residents who are not eligible for existing concessionary schemes.”

The Council resolved:-

to refer the notice of motion to the budget process.

NOTICE OF MOTION BY COUNCILLOR TISSERA

4. The Council had before it a notice of motion by Councillor Tissera in the following terms:-

“That the Council:-

1. note that many Aberdeen citizens like citizens from other cities, towns and villages in Scotland are reliant on food banks;
2. note the good work that is done by many community leaders and volunteers within Aberdeen, who offer foodbank facilities within their communities, thus helping those most in need;
3. note that falling incomes and inflation has left many food banks struggling to survive, however, thanks to the prudent financial management of the last Administration the Council achieved an underspend of £1.3m last year and therefore additional funds are available to the Council that hadn't been anticipated when the budget was set for 2022/23 and has not been allocated as part of the Quarter 1 Financial Performance Report. In addition, over £35m of cashable reserves are retained within the Common Good. All in all, cash is available to help struggling food banks if the political will is there.
4. agree that many citizens being unable to feed their families sufficiently and properly due to the high cost of food and with food banks in the city complaining that they are running out of food to help the most needy and vulnerable in Aberdeen, the time has come for the Council to stop counting the interest on its money and put some of that money into helping the most vulnerable in our city;
5. agree therefore to allocate £500,000 from the General Fund 2022/23 contingency budget to be distributed to the various food bank charities within the city to allow them to help protect our most needy and vulnerable citizens;
6. agree to delegate authority to the Chief Officer - Early Intervention and Community Empowerment, following consultation with the Chief Officer -

Council Meeting, Thursday, 25 August 2022

Finance to make appropriate arrangements for the urgent distribution of £500,000 from General Fund contingencies for the mitigation of food poverty across Aberdeen; and

7. appoint a Food Champion to focus on this crucial and complex issue in the immediate and longer term for the benefit of all Aberdeen citizens.”

The Council resolved:-

to refer the notice of motion to the City Growth and Resources Committee.

NOTICE OF MOTION BY COUNCILLOR TISSERA

5. The Council had before it a notice of motion by Councillor Tissera in the following terms:-

“Aberdeen City Council:-

- (1) congratulates England’s Women’s Football team on winning the European Championship.
- (2) agrees that the Lionesses are an inspiration to all girls and women right across the United Kingdom.
- (3) acknowledges the work that Sport Aberdeen is currently doing and agrees that the Council continues to work with Sport Aberdeen, Aberdeen Football Club’s Women’s Team and other women’s football teams to promote girls’ and women’s participation in football and sport in our schools and communities, thus helping with the mental well-being of all those participating in sport.”

The Council resolved:-

to approve the notice of motion.

In accordance with Article 2 of the minute of its meeting of 24 August 2022, the Council considered the following items of business with the press and public excluded

NORTH EAST OF SCOTLAND GREEN FREEPORT - UPDATE - COM/22/170

6. The Council had before it a report by the Chief Officer - City Growth which provided an update on the submission of a bid to the Scottish Government and the UK Government on 20 June 2022 for the North East of Scotland Green Freeport (NESGF); and sought approval of the Council’s contribution to the NESGF if the bid was successful.

The Council resolved:-

- (i) to approve the recommendations contained within the exempt report; and
- (ii) to note that, if the bid was successful, monitoring reports would be prepared and submitted for consideration by the Council once the NESGF company was established and operational.

Council Meeting, Thursday, 25 August 2022

COMMITTEE STRUCTURE AND SCHEME OF GOVERNANCE - APPENDIX 12

7. With reference to Article 1 of this minute, the Council had before it Appendix 12 to the report by the Interim Chief Officer - Governance.

The Council resolved:-

to refer to the decision at Article 1 of this minute.

- **DAVID CAMERON, Lord Provost.**

DRAFT

URGENT BUSINESS COMMITTEE

ABERDEEN, 13 September 2022. Minute of Meeting of the URGENT BUSINESS COMMITTEE. Present:- Councillor Yuill, Convener; Councillor Nicoll, Vice Convener; Councillor Delaney, Depute Provost (as substitute for Councillor Greig); and Councillors Houghton, Macdonald, Malik and Radley.

Also in attendance:- Lord Provost David Cameron (for Article 2)

The agenda 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 Council minute and this document will not be retrospectively altered.

DETERMINATION OF URGENT BUSINESS

1. In terms of Section 1.3 of the Committee Remit and in accordance with Section 50B(4)(b) of the Local Government (Scotland) Act 1973, the Committee was informed that it had to determine (1) that the items on the agenda were of an urgent nature; and (2) that the Committee required to consider the items and take decisions thereon.

The Committee resolved:-

to agree that both items were of an urgent nature and required to be considered this day to enable members to consider the matters at the earliest opportunity and in view of the requirement for arrangements to be made with regard to the public holiday.

URGENT NOTICE OF MOTION BY LORD PROVOST DAVID CAMERON, DEPUTE PROVOST STEVE DELANEY AND COUNCILLORS NICOLL, YUILL, GREIG AND RADLEY

2. The Committee had before it a joint notice of motion in the names of the Lord Provost, Depute Provost and Councillors Nicoll, Yuill, Radley and Greig in the following terms:-

That this Council:

1. Expresses great sadness at the death of Queen Elizabeth II.
2. Acknowledges the close bond that existed between Queen Elizabeth II and the North East.
3. Notes the many tributes that have been paid to Queen Elizabeth II by citizens of Aberdeen, which have included recognition of her faithful commitment to duty and devotion to the country and its people.
4. Extends its condolences to His Majesty King Charles III, and to the entire Royal Family.

URGENT BUSINESS COMMITTEE

13 September 2022

The Convener advised that a fifth part was to be added to the notice of motion as below, and the Committee noted that Councillors Macdonald, Houghton and Malik were also putting their names to the notice of motion.

5. Instructs officers to make arrangements for people to be able to complete a physical Book of Remembrance at either Marischal College or the Central Library.

The Lord Provost spoke to the notice of motion, paid tribute to Queen Elizabeth II and advised that he had written to King Charles III expressing his condolences on behalf of the city.

The Convener, Vice Convener and Councillors Macdonald and Houghton each paid their own tributes to Queen Elizabeth II.

The Committee resolved:-

to approve the urgent notice of motion in the names of the Lord Provost, Depute Provost and Councillors Nicoll, Yuill, Macdonald, Houghton, Radley, Greig and Malik subject to the following addition:-

5. Instructs officers to make arrangements for people to be able to complete a physical Book of Remembrance at either Marischal College or the Central Library.

FUNERAL OF QUEEN ELIZABETH II - ADDITIONAL PUBLIC HOLIDAY - RES/22/215

3. The Committee had before it a report by the Chief Officer - People and Organisational Development which proposed the granting of an additional public holiday for Council employees on 19 September 2022 to mark the funeral of Queen Elizabeth II.

The report recommended:-

that the Committee -

- (a) approve the granting of an additional Aberdeen City Council recognised public holiday for employees on Monday 19 September 2022 to mark the funeral of Queen Elizabeth II; and
- (b) authorise the Chief Education Officer to make application to the Scottish Learning Directorate for an additional school closure day on Monday 19 September 2022, under section 133(4) of the Education (Scotland) Act 1980.

The Chief Officer - People and Organisational Development advised that the Committee was also being requested to agree to the closure of Aberdeen Art Gallery and Museums, Aberdeen Archives and the Beach Ballroom on 19 September 2022 for the public holiday.

The Committee resolved:-

- (i) to approve the recommendations; and
- (ii) to agree to close Aberdeen Art Gallery and Museums, Aberdeen Archives and the Beach Ballroom on Monday 19 September 2022 for the public holiday.

- IAN YUILL, Convener.

	A	B	C	D	E	F	G	H	I
1	COUNCIL BUSINESS PLANNER The Business Planner details the reports which have been instructed by the Council as well as reports which the Functions expect to be submitting for the calendar year.								
2	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Director	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
3	Date to be confirmed or to be removed								
4	Natural History Museum Aberdeen	At its meeting of 28 February 2022, the Council:- (a) instructed the Chief Officer - City Growth to discuss with the UK Government Department for Digital, Culture, Media and Sport and the Natural History Museum the feasibility for a Natural History Museum Aberdeen, including the University of Aberdeen and the Aberdeen Medico-Chirurgical Society in the process and report to Full Council in August 2022; (b) instructed the Chief Officer - City Growth, subject to the outcome of (a) to explore potential locations including Woolmanhill; and (c) instructed the Chief Officer - Corporate Landlord, subject to positive outcomes from (a) and (b) to bring forward redevelopment/improvement options for the Denburn car park and report back to a future meeting of Full Council.	...	Richard Sweetnam/ Stephen Booth	City Growth/ Corporate Landlord	Commissioning/ Resources	21	D	Discussions with the Department of Culture, Media and Sport around the potential for a satellite of the Natural History Museum have not progressed due to changes in personnel in DCMS. Officers are looking to meet with the Head of Cultural Development and Place Based Investment to discuss the proposal and will involve the University of Aberdeen and the Aberdeen Medico-Chirurgical Society if appropriate. A meeting has been arranged with the Natural History Museum in September 2022 and a higher level meeting is still being pursued. Subject to the outcome of discussions, officers would expect to report to committee at the next available opportunity.

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Director	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
5	B999/Shielhill Road Junction Improvements Project	At its meeting of 13 July 2022, the Council approved a notice of motion by Councillors Alphonse and Mennie in the following terms:- 1. Notes the B999/ Shielhill Road junction improvements project is to be part-funded by developer contributions, provided by the developers of the ongoing north Dubford housing development. 2. Agree the B999/ Shielhill Road junction improvements project is a priority investment within the Council's Capital Programme. 3. Instruct the Chief Officer - Capital to review the project's current planned timeline and identify options to accelerate its delivery. 4. Instruct the Chief Officer - Capital to report these options to Council in August, identifying any impacts these may have on the wider Capital Programme.	This matter formed part of the Quarter 1 Financial Performance Report to the City Growth and Resources Committee on 3 August 2022 which was referred to Council in terms of Standing Order 34.1	John Wilson	Capital	Resources	21	R	In light of the reprofiled Capital Programme approved at the last Council meeting, officers have reviewed the delivery of this project within the current priority workload. Their advice is that in light of their project's current status there is limited time benefit to be gained by instructing external professional design organisations to deliver the outstanding design element of work. The project's delivery timeline will be determined by the time taken to obtain the necessary land to build the scheme. This work is underway and the design is being progressed in tandem.
6	Wellington Road Multimodal Corridor	At the Council Budget meeting of 7 March 2022, the Council noted the commitment given by both Governments in relation to transport; and agreed that as both Governments agreed to work with the local authority to explore how the Strategic Investment will be prioritised, to instruct the Chief Executive to explore financial assistance from the Scottish Government to deliver the Wellington Road Multimodal Corridor and to report back on the outcome of the discussion in August 2022.		Angela Scott	Chief Executive	Chief Executive	21	D	Discussions are ongoing with Nestrans regarding links between this project and wider City Region Deal projects and officers are liaising with Nestrans on this basis. A corridor report on Wellington Road will be brought back at a later date once there is further clarity.
7	13th October 2022								
8	Interim Organisational Structure	At its meeting of 24 August 2022, the Council instructed the Chief Executive to report back to the next Full Council with the recommended interim structure resulting from the recent resignation of the Chief Operating Officer taking into consideration the longer term needs to support the changes from the 21/22 and 22/23 Programme of Government.		Isla Newcombe	Personal and Organisational Development	Customer	21		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Director	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
9	Anti-Poverty and Inequality Committee External Advisers	At its meeting on 25 August 2022, the Council delegated authority to the Chief Officer - Early Intervention and Community Empowerment, following consultation with the Chief Officer - Governance and the Convener of the Anti-Poverty and Inequality Committee, to determine the process for the selection and appointment of the external advisers to the Anti-Poverty and Inequality Committee and report back to the next Council meeting to seek approval of the appointments.		Derek McGowan	Early Intervention and Community Empowerment	Customer	21		
10	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	24.15		Transferred from SCC - was due to report on 17 November 2022
11	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	24.15		Transferred from SCC - was due to report on 17 November 2022
12	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	24.15		Transferred from SCC - was due to report on 17 November 2022
13	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	24.15		Transferred from SCC - was due to report on 17 November 2022
14	14th December 2022								
15	Treasury Management Policy and Strategy - Mid Year Review	To provide an update on Treasury Management activities undertaken to date during financial year 2022/23.		Neil Stewart	Finance	Resources	6		
16	Performance Management Framework	To present a revised Performance Management Framework reflecting the LOIP and the Council's commissioning outcomes and intentions as set out within the Council Delivery Plan		Martin Murchie	Data and Insights	Customer	24.12		Transferred from SCC - was due to report on 17 November 2022
17	Locality Plans Annual Reports	To present the annual reports		Michelle Crombie	Data and Insights	Customer	4.2		Transferred from SCC - was due to report on 17 November 2022
18	Adoption of Aberdeen Local Development Plan 2022	To seek adoption of the Aberdeen Local Development Plan 2022.		David Dunne	Strategic Place Planning	Commissioning	11		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Director	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
19	Proposed Supplementary Guidance and Non-Statutory Aberdeen Planning Guidance to Accompany the Aberdeen Local Development Plan 2022	To seek approval of the proposed supplementary guidance and non-statutory Aberdeen planning guidance to accompany the ALDP 2022.		David Dunne	Strategic Place Planning	Commissioning	11		
20	City Centre Design Development	The CG&R Committee on 12/11/21 agreed to note the progress made on design development for the intervention areas: Schoolhill and Upperkirkgate, Union Street East and Castlegate, Union Street West and the West End, and instruct the Director of Resources to report back with full business cases by the end 2022.		Steve Whyte	Director of Resources	Resources	6		
21	Fairer Aberdeen Fund Annual Report	To provide members with the Fairer Aberdeen Fund annual report for 2021/22.		Susan Thoms	Early Intervention and Community Empowerment	Customer	21		
22	Governance Review of Trusts	Council on 13 December 2021, instructed the Chief Officer - Governance to bring a further update report to Council no later than December 2022 on future activity in relation to such trusts.		Jenni Lawson	Governance	Commissioning	10		
23	Street Occupation Policy	At its meeting of 28 February 2022, the Council instructed the Chief Officer - Corporate Landlord to bring back a street occupation policy by the end of 2022		Stephen Booth	Corporate Landlord	Resources	21		
24	Repopulating Vacant Units in Union Street	At its meeting of 28 February 2022, the Council noted appendices F and G to the City Centre Masterplan report and instructed the Chief Officer - City Growth to advance the works to identify the full range of intervention measures to repopulate vacant units in Union Street to full business case including further assessment of potential non-retail uses and report outcomes in December 2022		Richard Sweetnam/ Stephen Booth	City Growth/ Corporate Landlord	Commissioning/ Resources	21		

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Director	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2	Union Street Building Condition Survey and George Street Mini Masterplan	At its meeting of 29 June 2022, the Council (1) instructed the Chief Officer - Strategic Place Planning to undertake the Union Street Building Condition Implementation Plan Pilot and report progress to Full Council in December 2022; and (2) noted the outcome of the recent engagement exercise on the future of George Street and instructed the Chief Officer - Strategic Place Planning to report back with a Mini Masterplan for George Street to Full Council in December 2022.		David Dunne	Strategic Place Planning	Commissioning	21		
25	Beachfront Masterplan	At its meeting of 29 June 2022, the Council (1) instructed the Chief Officer - Strategic Place Planning to report the outcomes of the public consultation on the Draft Development Framework back to a future meeting within the next 6 months, including any recommended revisions to the Draft Framework; (2) instructed the Chief Officer - Commercial and Procurement to continue to progress the following short term interventions to FBC: Urban Park, Events Park, Beach Landscaping, Broadhill (Public Realm and Landscaping) and report progress to December 2022 Council; (3) instructed the Chief Officer - Commercial and Procurement to continue to progress the following medium term interventions to OBC: New Canopy, Beach Ballroom Plaza, Broadhill structures, Pedestrian spine and report progress to December 2022 Council; (3) instructed the Chief Officer - Commercial and Procurement to provide further updates on all longer term interventions to OBC: Beach Boulevard, Surf Village, Beach Ballroom, New Stadium, New Leisure Facility, Boardwalk, New Slipway, Energy Centre, Justice Street Roundabout and report progress to December 2022 Council; (4) instructed the Chief Officer - Commercial and Procurement in conjunction with Chief Officer - Operations and Protective Services to progress coastal protection studies and design development to inform OBC and report progress to December 2022 Council; and (5) noted the development of the engagement plan and instructed the Chief Officer - Commercial and Procurement to report updates on an ongoing basis to Council.		Craig Innes and David Dunne	Commercial and Procurement and Strategic Place Planning	Commissioning	21		
26									

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Director	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
27	City Centre and Beach Masterplan	At its meeting of 25 August 2022, the Council resolved:- (1) to note the progress and update in the City Centre and Beach Masterplan 2022 (Appendix 2) in relation to the Union Street building works programme, and the focus on the pilot project between 107-131 Union Street and note that a further update would be reported to the Full Council meeting in December 2022; (2) to note the progress made on design development for Phases 1 and 2 of the Market Streetscape area (Appendix 4) and instruct the Director of Resources to prepare a Full Business Case to be reported back to Full Council by the end of 2022; and (3) to agree that a question on the temporary Spaces for People measures at the Beach be included in the upcoming public consultation exercise on the Draft Beach Development Framework and report a recommendation on the future of these measures to Full Council in December 2022		Steve Whyte	Director of Resources	Resources	21		
28	Statutory Function Review	At its meeting of 24 August 2022, the Council noted the whole system change projects being taken forward with partners via the Multi-Agency Transformation Management Group (MATMG) and instructed the Chief Executive to seek further delivery opportunities of statutory services through a Statutory Function Review, reporting back to Council at its meeting on 14 December 2022.		Angela Scott	Chief Executive	Chief Executive	21		
29	Commissioning Approach to Family Support Services			Graeme Simpson	Integrated Children's and Family Services	Chief Operating Officer	24		
30	Buffer Zones	At its meeting of 24 August 2022, the Council instructed the Interim Chief Officer - Governance to continue to liaise with the Scottish Government and COSLA and report back to the meeting of Full Council on 14 December 2022 with an update on latest developments.		Jenni Lawson	Governance	Commissioning	21		
31	22nd February 2023								

	A	B	C	D	E	F	G	H	I
	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Director	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
32	City Climate Change Governance Structures	At its meeting of 28 February 2022, the Council instructed the Chief Officers - Governance and Strategic Place Planning to work with the members of Aberdeen's Net Zero Leadership Board, Delivery Unit, the Local Resilience Partnership and other groups as appropriate to develop city climate change governance structure/s appropriate for meeting the aims of the Route-Map and Aberdeen Adapts Framework, and report back to a future Council meeting, no later than the next annual update on the Routemap and Adaptation Framework		Vikki Cuthbert/ David Dunne	Governance and Strategic Place Planning	Commissioning	21		
33	Scheme of Governance Review	To report with proposals following the annual review of the Scheme of Governance.		Martyn Orchard	Governance	Commissioning	17		
34	Population Needs Assessment	To present the Population Needs Assessment every two years to understand the needs which public bodies must address.		Martin Murchie	Data and Insights	Customer	24.1		Transferred from SCC - was last reported in February 2021
35	Locality Based Approach to Deliver Net Zero	At its meeting of 28 February 2022, the Council instructed the Chief Officer - Strategic Place Planning, in conjunction with relevant stakeholders, to explore options towards developing a locality-based approach to deliver net zero and adaptation, taking into account allied approaches and commitments, such as locality plans, local place plans, 20-minute neighbourhoods, etc., and to begin this process with a pilot reporting both back to Council in or before March 2023		David Dunne	Strategic Place Planning	Commissioning	21		
36	1st March 2023 (Budget)								
37	Council Delivery Plan 2023/24	To present the Council Delivery Plan for 2023/24.		Angela Scott	Chief Executive	Chief Executive	2		
38	General Fund Revenue Budget and Capital Programme 2023/24	To provide information on both the revenue budget for 2023/24 and capital programme for the period 2023/24 to 2027/28 in order that approved budgets and Council Tax value can be set by the Council for the year commencing 1 April 2023.		Jonathan Belford	Finance	Resources	1, 2 and 3		
39	Housing Revenue Account 2023/24	To provide members with information to enable the Council to approve a revenue and capital budget for 2023/24, including the setting of the rents and other charges on the Housing Revenue Account for the financial year.		Helen Sherrit	Finance	Resources	2		
40	Common Good Budget 2023/24	To provide Council with details of the draft Common Good budget for 2023/24, to enable the Council to approve a final budget that will take effect on 1 April 2023.		Helen Sherrit	Finance	Resources	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	Director	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
2									
41	26th April 2023								
42									
43	14th June 2023								
44	Aberdeen Christmas Village	SCC 23/06/22 - to instruct the Chief Officer – City Growth to report back to the Strategic Commissioning Committee in 2023 with John Codona's, Pleasure Fairs Ltd.'s annual feedback report, as per their contract obligations		Stephen O'Neill	City Growth	Commissioning	24.14		Transferred from SCC - due to be reported June 2023
45	Annual Procurement Performance Report	To present the annual procurement performance report		Craig Innes	Commercial and Procurement	Commissioning	24.16		Transferred from SCC - due to be reported June 2023
46	23rd August 2023								
47	City Centre and Beach Masterplan	At its meeting of 25 August 2022, the Council approved the City Centre and Beach Masterplan 2022, noting that it was a live document, and instructed the Chief Officer - Strategic Place Planning to keep the report under review, with progress reported to Full Council after 12 months.		David Dunne	Strategic Place Planning	Commissioning	21		
48									
49	11th October 2023								
50	Council Delivery Plan Annual Report	To present the annual report 2020/21 in respect of progress against the Council Delivery Plan		Alex Paterson	Data and Insights	Customer	13		Transferred from SCC - due to be reported September 2023
51	CPA Annual Outcome Improvement Report 2021/22	To present the annual report for the Local Outcome Improvement Plan		Michelle Crombie	Data and Insights	Customer	24.4		Transferred from SCC - due to be reported September 2023
52	13th December 2023								
53									
54	Beyond 2023								
55	Revised Council Climate Change Plan	At the Council meeting on 3 March 2021, the Council, amongst other things, instructed the Chief Operating Officer to report back to Full Council with a revised 5 year plan in 2025. or earlier if required.		David Dunne	Strategic Place Planning	Chief Operating Officer	21		

OPERATIONAL DELIVERY COMMITTEE

ABERDEEN, 31 August 2022. Minute of Meeting of the OPERATIONAL DELIVERY COMMITTEE. Present:- Councillor Radley, Convener; Councillor Yuill, Vice-Convener; and Councillors Ali, Brooks, David Cameron, the Lord Provost (as substitute for Councillor Hazel Cameron), Delaney, the Depute Provost, Grant (for articles 18 to 24 - as substitute for Councillor Graham) Hutchison, Macdonald (for articles 1 to 17 - as substitute for Councillor Graham), Massey, McLeod (as substitute for Councillor Houghton), McRae (as substitute for Councillor Allard), Nicoll and Thomson.

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.

ANNOUNCEMENT

1. The Convener began the meeting by firstly providing a verbal update on the recent fire at Altens East Recycling plant. The Convener advised that the fire had been a huge blow for Aberdeen City Council which had a significant impact on the Waste and Recycling Team. However, on a positive note, she advised that the emergency response had been nothing short of impressive.

The Convener explained that to move the refuse collection fleet with no notice and relocate it to Kittybrewster within a few hours, and then to re-establish the service within 24 hours was a remarkable achievement which everyone concerned should be very proud of. Similarly, partners at SUEZ worked tirelessly to establish alternative disposal routes for the waste and recyclables in the same timeframe.

The Convener acknowledged that it had been a very trying time for the Waste Team in particular, and she took the opportunity to thank all of those involved, but also to the other services who came to assist such as Fleet Services, Building Services and the, Roads and Environment Teams to name a few. The Convener intimated that this had been a fantastic example of teamwork and concluded that events like this were very difficult, but the resilience shown by the staff in the face of such adversity was heartening.

Secondly, the Convener advised that Seaton Park had recently been named as Scotland's Favourite Park 2022 and wished to express her thanks to everyone involved in this fantastic achievement.

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

DETERMINATION OF EXEMPT BUSINESS

2. The Committee was requested to determine that the following item of business, which contained exempt information as described in Schedule 7(A) of the Local Government (Scotland) Act 1973, be taken in private:-

- 11.1 Refurbishment/Improvements to Memorial Garden at Aberdeen Crematorium.

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 item 11.1 (Refurbishment/Improvements to Memorial Garden at Aberdeen Crematorium) so as to avoid disclosure of exempt information of the classes described in paragraph 6 of Schedule 7A of the Act.

DECLARATIONS OF INTEREST OR CONNECTIONS

3. Councillor Brooks advised that he had a connection in relation to agenda item 10.10 (Supporting People Through the Cost of living Crisis) by virtue of him being a trustee of a Foodbank. However, having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting during consideration of the item.

MINUTE OF THE PREVIOUS MEETING OF 9 JUNE 2022

4. The Committee had before it the minute of its previous meeting of 9 June 2022, for approval.

The Committee resolved:-

to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

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

The Committee resolved:-

to note the information contained within the business planner.

NOTICE OF MOTION BY COUNCILLOR HUTCHISON

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

6. The Committee had before it a notice of motion by Councillor Hutchison in the following terms:-

That the Committee:-

- (1) notes the role of the Council in protecting tenants in the private rented housing sector through licensing, registration and enforcement;
- (2) agrees that everyone living in the rented private sector should be able to have an expectation of safe, secure and good quality housing, and that this is undermined where landlords fail to meet their legal obligations; and
- (3) instructs the Chief Officer – Early Intervention and Community Empowerment to report to a future committee on the operation of the private landlord registration and HMO licensing schemes, and short term lets legislation preparedness in Aberdeen. This should include the action taken when complaints are received about unlicensed landlords, and options to ensure that the public are aware of how to raise complaints.

The Committee resolved:-

to approve the motion.

NOTICE OF MOTION BY COUNCILLOR MALIK

7. The Committee had before it a notice of motion by Councillor Malik, in the following terms:-

That the Committee:-

- (1) notes the absolutely brilliant work the Culter's Men's Shed do for the community of Peterculter and beyond;
- (2) notes that men, particularly when not in employment, can suffer from social isolation, often leading to deterioration of mental health and physical wellbeing;
- (3) notes experience has shown that being a member of a Men's Shed has a very positive effect on such wellbeing. Notes the former cadet hut in the Bush at Peterculter was identified as an ideal location for the Men's Shed, which was initially leased to Culter Men's Shed by Aberdeen City Council, then purchased outright in November 2019;
- (4) notes that the Culter Men's Shed Committee had been advised on numerous occasions that people are unfamiliar with the location of the Men's Shed;
- (5) agrees that it is in the Council's interest to ensure the wellbeing of citizens is at the forefront of its policies for the city of Aberdeen;
- (6) agrees that the Council should promote Culter Men's Shed and other Men's Sheds as a force for good and encourage men to make use of such facilities; and
- (7) agrees to instruct the Chief Officer – Operations and Protective Services to report to a future meeting of the appropriate committee, seeking:-

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

- (a) a decision in relation to requested installation of signage on Malcolm Road, directing people to the Culter Men's Shed in order that it can be used by those in most need; and
- (b) approval of a Council policy concerning signage of this nature, such policy to include criteria for determining requests for such signage and provision as to the costs associated with such signage.

The Committee resolved:-

- (i) to approve the notice of motion with the exception of 7(a); and
- (ii) to request that in relation to 7 (b) that a report be brought back to the relevant committee in two committee cycles.

REFERRAL FROM THE DISABILITY EQUITY PARTNERSHIP

8. The Committee had before it a referral from the Disability Equity Partnership (DEP), which requested a change to their Constitution as follows:-

“Membership is open to all persons who are normally resident within the city of Aberdeen, or to those who regularly work or study in the city or access city services.”

The Committee resolved:-

to approve the revised Constitution for the Disability Equity Partnership.

PERFORMANCE REPORT - CUS/22/160

9. The Committee had before it a report by the Director of Customer Services, which presented the status of key performance measures relating to the Operations (non-Education) and Customer functions.

The report recommended:-

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

The Committee resolved:-

to note the information contained within the Performance Report.

ROAD WINTER SERVICE PLAN 2022-23

10. The Committee had before it a report by the Chief Officer – Operations and Protective Services, which presented the Road Winter Service Plan for the coming winter and to highlight any significant changes.

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

The report recommended:-

that the Committee –

- (a) approves the “Roads Winter Service Plan 2022/2023” (Appendix 1);
- (b) delegates authority to the Chief Officer - Operations and Protective Services to, following consultation with the Chief Officer – Finance, continue to deliver the Winter Maintenance Service; and
- (c) instructs the Chief Officer – Operations and Protective Services to hold an induction meeting on a date to be arranged, for new and existing elected members on the winter service process.

The Committee resolved:-

- (i) to instruct the Chief Officer – Operations and Protective Services to engage, prior to the production of future years' Roads Winter Service Plans, with active travel groups including Aberdeen Cycle Forum and Grampian Cycling Partnership to confirm that the main cycling commuting routes agreed in 2013 and listed in appendix C section G are still the main routes used; and
- (ii) to otherwise approve the recommendations.

CHILDREN'S SOCIAL WORK STATISTICS, SCOTLAND 2020-21 - OPE/22/157

11. The Committee had before it a report by the Chief Officer – Integrated Children’s and Family Services, which outlined the Children’s Social Work Statistics, Scotland 2020-21, and provided a comparison with performance in Aberdeen City.

The report recommended:-

that the Committee -

- (a) notes that care experienced children and those children who need protection in Aberdeen City, are, predominantly, receiving care and protection either in line with, or better than, national averages;
- (b) notes that where performance differs from national averages, there are improvement plans in place; and
- (c) instructs the Chief Officer – Integrated Children’s and Family Services, to report annually to the relevant Committee, sharing the published Children’s Social Work Statistics, Scotland and providing a comparison with performance in Aberdeen City.

The Committee resolved:-

to approve the recommendations.

ABERDEEN CITY AUTISM STRATEGY UPDATE REPORT - ACHSCP/22/162

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

12. The Committee had before it a report by the Chief Officer – Integrated Children’s and Family Services, which provided an update on the implementation of the Aberdeen City Autism Strategy and Action Plan 2019-22.

The report also detailed the intended work that will inform future strategic direction and documentation.

The report recommended:-

that the Committee -

- (a) notes the report and the information on progress against the action plan as presented in Appendix A; and
- (b) notes the intended work that will inform the future strategic direction and documentation.

The Committee resolved:-

to approve the recommendations.

DIGITAL SUPPORT FOR CARE LEAVERS - OPE/22/164

13. With reference to article 6 of the minute of meeting of 16 September 2021, the Committee had before it a report by the Chief Officer – Integrated Children’s and Family Services, which outlined the progress made on the delivery of the agreed plan to address the digital support needs of care leavers. .

The report recommended:-

that the Committee notes the progress being achieved and that full implementation of the plan was ongoing and being embedded into business as usual activity.

The Committee resolved:-

to approve the recommendation.

At this juncture, Councillor Nicoll advised that he had a connection in relation to the following item of business, having been involved in the Piper Alpha Inquiry and the recovery, identification and repatriation of the victims, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

PIPER ALPHA MEMORIAL - OPE/22/175

14. The Committee had before it a report by the Chief Officer – Operations and Protective Services, which provided an update on the current situation regarding the Piper Alpha Memorial and the North Sea Memorial Rose Gardens at Hazlehead Park.

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

The report recommended:-

that the Committee –

- (a) notes the contents of the report;
- (b) notes the cost of replanting the empty rose beds and that there was currently no budget allocated to this work; and
- (c) instructs the Chief Officer – Operations and Protective Services to report back to the relevant committee in the next committee cycle with a further update.

Councillor Nicoll, seconded by the Depute Provost, Councillor Delaney, moved:-

That the Committee:-

- (1) note the contents of the report;
- (2) instruct the Chief Officer Operations and Protective Services to liaise with interested parties as to their preferred options for the future of the Piper Alpha Memorial and to include in those options presented to those parties, the option of the replanting of roses including any cost implications;
- (3) instruct the Chief Officer Operations and Protective Services to report the outcome of the meeting(s) with interested parties to the next appropriate Committee meeting and seek a decision; and
- (4) instruct the Chief Officer Operations and Protective Services to provide an update to a Council meeting when appropriate.

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

That the Committee:-

- (1) note the contents of the report;
- (2) refer the matter to City Growth and Resources Committee in September 2022, with a recommendation to allocate funding to replant the empty rosebeds, and approve the use of the 2022/23 General Fund Contingencies Budget to fund the cost of replating the empty rose beds; and
- (3) instruct the Chief Officer – Operations and Protective Services, to report back to the December Full Council with a further update.

On a division there voted:- for the motion (7) – the Convener, the Vice Convener, Councillor Cameron, the Lord Provost, Councillor Delaney, the Depute Provost; and Councillors Hutchison, McRae and Nicoll; for the amendment (6) – Councillors Ali, Brooks, Macdonald, Massey, McLeod and Thomson.

The Committee resolved:-

to adopt the motion.

In terms of Standing Order 32.8, Councillor Macdonald expressed her dissent against the foregoing decision.

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

NOTICE OF MOTION BY COUNCILLOR STEWART FOR A PROPOSED CONTROLLED PEDESTRIAN CROSSING ON SPRINGFIELD ROAD IN THE VICINITY OF CRAIGIEBUCKLER AVENUE - OPE/22/077

15. The Committee had before it a report by the Chief Officer – Operations and Protective Services, which provided information on the outcome of pedestrian surveys, undertaken in accordance with methods adopted by Aberdeen City Council, to determine whether a controlled pedestrian crossing facility was justified on Springfield Road near to its junction with Craigiebuckler Avenue.

Councillor Stewart spoke in support of her motion and explained the rationale behind her request.

The report recommended:-

that the Committee -

- (a) notes the content of the report; and
- (b) agrees that no further action is to be taken in relation to the provision of a controlled pedestrian crossing facility on Springfield Road near to its junction with Craigiebuckler Avenue.

The Committee resolved:-

to approve the recommendations.

NOTICE OF MOTION BY COUNCILLOR STEWART TO CONSIDER OPTIONS FOR PEDESTRIAN CROSSINGS ON KING'S GATE AND FOREST ROAD - OPE/22/076

16. The Committee had before it a report by the Chief Officer – Operations and Protective Services, which responded to the Notice of Motion by Councillor Stewart to consider options for installing an additional pedestrian crossing on King's Gate in the vicinity of the Atholl Hotel and installing a crossing on Forest Road near its junction with King's Gate.

Councillor Stewart spoke in furtherance of her motion and explained the rationale behind her request.

The report recommended:-

that the Committee -

- (a) notes the review as recorded within the report;
- (b) agrees the current pedestrian crossing infrastructure on King's Gate near Forest Road meets the needs of local people, including children and their families walking to local schools; and
- (c) notes that the results of observational surveys and a cursory pedestrian routes to school plotting exercise showed a moderate demand to cross King's Gate near Moray Place, and instruct the Chief Officer, Operations and Protective Services to

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

install a new pedestrian island with minor adjustments to the existing infrastructure.

The Committee resolved:-

to approve the recommendations.

ANNUAL ASSURANCE STATEMENT - CUS/22/142

17. The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which sought approval for the Council’s Annual Assurance Statement for the year 2022/23, which must be submitted to the Scottish Housing Regulator by 31 October 2022.

The report recommended:-

that the Committee approve the Annual Assurance Statement appended to the report for submission to the Scottish Housing Regulator by 31 October 2022.

The Committee resolved:-

to approve the recommendation.

ABERDEEN CITY EMPTY HOMES UPDATE REPORT - CUS/22/153

18. The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which provided an update on the progress made in relation to empty homes.

The report recommended:-

that the Committee note the progress made in relation to empty homes.

The Committee resolved:-

to approve the recommendation.

At this juncture, the Vice Convener and Councillor Delaney, the Depute Provost advised that they had a connection in relation to the following item of business, due to knowing the Chief Executive of Instant Neighbour, however having applied the objective test they did not consider that they had an interest and would not be withdrawing from the meeting.

SUPPORTING PEOPLE THROUGH THE COST OF LIVING CRISIS - CUS/22/151

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

19. The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which responded to the decision taken by Council at the meeting on 13 July 2022, to approve that the £1,000,000 Fuel Poverty Fund be considered in the wider Cost of Living Support report.

The report recommended:-

that the Committee –

- (a) allocates £430,000 to Community Food Initiatives North East for investment in food procurement, development of food pantries (300 memberships, weekly food shops, management and admin); and Support, Advice, Finance and Education team support;
- (b) allocates £300,000 to the Scottish Welfare Fund provision to reinstate medium priority applications to the end of March 2023;
- (c) allocates £100,000 to SCARF to assist in alleviating fuel poverty through distribution of fuel vouchers and trialling a ‘cash first’ approach;
- (d) allocates £100,000 to ABZ works to support 100 lone parent families through existing employability programmes;
- (e) allocates £45,000 to the provision of insulation measures for 500 homes;
- (f) allocates £25,000 to establish a Family Wellbeing Fund, to support families through the provision of advice and to develop a support plan;
- (g) instructs the Chief Officer – Early Intervention and Community Empowerment to make arrangements to distribute the funds as required; and
- (h) instructs the Chief Officer – Early Intervention and Community Empowerment to report to a future Committee on the outcomes achieved by the allocation of funds.

The Convener moved, seconded by the Vice Convener:-

That the Committee:-

- (1) approve the recommendations contained in the report;
- (2) instruct the Chief Officer – Early Intervention and Community Empowerment to report to the relevant committee on the provision of warm spaces within Aberdeen and explore any support that can be provided to communities visiting them; and
- (3) should additional resources be made available by either the UK or Scottish Government for fuel and the cost of living crisis, to instruct the relevant Chief Officer to report to the relevant committee with options for the best allocation of these funds;

Councillor Grant moved as an amendment, seconded by Councillor Thomson:-

That the Committee:-

- (1) Agrees that inadequate cost-of-living support presents an immediate and serious risk to people, communities and businesses in Aberdeen;
- (2) Notes that the available £1million fund was only made possible as a result of decisions taken by the previous Labour-led Council administration within the approved budget in March 2022;
- (3) Notes the “*Working in Partnership for Aberdeen*” policy statement, approved on 18 May 2022 aims to, “*devolve at least 1% of the council’s annual budget to*

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

- communities, allowing them to decide their spending priorities through participative budgeting.”;*
- (4) Instructs the Chief Officer – Early Intervention and Community Empowerment to bring an urgent report to the City Growth and Resources Committee on 21st September seeking approval of a proposal to create a special Participatory Budget focussing on the cost-of-living to enable residents and communities to work together to develop solutions and fund community-led cost-of-living initiatives and approval to commit up to £100,000 from the 2022/23 General Fund contingencies budget for this purpose, with the Chief Officer reporting back to the appropriate committee on the outcomes achieved and seeking the views of the Fairer Aberdeen Board in preparing this report;
 - (5) Notes that as the Cost-of-Living crisis worsens, hard pressed families will struggle even more to make one off annual purchases such as winter clothing items for children. Notes that in November 2021, local charity AberNecessities, reported a 200 percent rise in demands for help for, among other things, winter clothing such as winter jackets, hats, gloves, scarves and footwear. Notes that Aberdeen City Council already provides school clothing grant;
 - (6) Instructs the Chief Officer – Early Intervention and Community Empowerment to bring an urgent report to the City Growth and Resources Committee on 21st September seeking approval of a proposal to create a winter clothing grants scheme to help struggling families be able to apply for some funds to help with these one- off winter costs and approval to commit up to £50,000 from the 2022/23 General Fund contingencies budget;
 - (7) Notes that recent surveys commissioned by the Liberal Democrats show that 27% of families with children at home plan not to turn their heating on this winter, with 33% of parents surveyed saying they will use credit cards and increased debt to pay their bills. Notes research commissioned by the University of York which reported that pensioners and larger families will be worst affected by rising energy costs with 90% expected to be in fuel poverty by January 2023;
 - (8) Notes that many community facilities are anticipating an increase in demand for help and support over the coming winter. Agrees in principle that the Council should support these community facilities, such as community centres, libraries and community flats to help them cope with increased demands;
 - (9) Instructs the Chief Officer – Early Intervention and Community Empowerment to bring a report to the soonest appropriate committee with proposals on making extra provision available to support community facilities to cope with rising demands regarding energy costs, additional demand for their food bank provision and an increase in demand for support and advocacy for struggling people. Agrees that any financial costs of such extra provision should be referred to the appropriate Committee with a recommendation that such costs be funded from the 2022/23 General Fund Contingencies Budget;
 - (10) Notes that section 3.5 references the commitment to provide free school meals for all Primary school pupils in Scotland and that this policy will play an increasingly important role in ensuring Primary school pupils receive at least one healthy and nutritious meal per day, as the cost-of-living crisis worsens and child

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

poverty rates rise. Notes that at present, free school meal entitlement only extends from pre-school to primary 5 and that the Scottish Government has intimated this will not be extended to P6 and P7 until “later in the parliamentary term”, that is after the cost-of-living crisis of winter 2022/23;

- (11) Instructs the Chief Executive to write to the Cabinet Secretary for Education and Skills requesting an urgent update on the status of the policy and for this policy to be implemented as a matter of urgency in light of the Cost-of-Living crisis;
- (12) Instructs the Chief Officer – Early Intervention and Community Empowerment, following consultation with the Chief Officer – Finance, to bring a subsequent report on the Cost-of-Living Crisis to the November 2022 Finance and Resources Committee reporting on any additional cost-of-living support that is announced by the Scottish and UK Governments. This report will consider officer assessment of remaining risk to vulnerable and hard-pressed families, communities and businesses and make recommendations on where and if the Council can provide added value and support to those most at risk of continued vulnerability;
- (13) Agrees that the previous Labour-led administration helped over 22,000 council tenants by freezing their rents for the last two years; and
- (14) Agrees that the cost-of-living crisis will impact adversely on the majority of Aberdeen citizens and calls upon the UK and Scottish governments to urgently bring forward more support packages to help citizens cope.

On a division, there voted – for the motion (7) – the Convener, the Vice Convener, Councillor Cameron, the Lord Provost, Councillor Delaney, the Depute Provost and Councillors Hutchison, McRae and Nicoll – for the amendment – Councillors Ali, Brooks, Grant, Massey, McLeod and Thomson.

The Committee resolved:-

- (i) to adopt the motion;
- (ii) to request that in relation to the money allocated to Community Food Initiatives North East, to send information to members by way of email, the breakdown of the costs of administration and management; and
- (iii) to request that the Chief Officer – Early Intervention and Community Empowerment, investigate if there had been any requests from tenants to switch off their gas supply, following press coverage regarding Langstane Housing and tenants asking for their gas supply to be turned off due to the soaring fuel costs, and to advise members accordingly of any such requests.

CHILD POVERTY ACTION PLAN ANNUAL STATUTORY REPORT 2021/22 - CUS/22/149

20. The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which presented the Child Poverty Action report for 2021/22, as required by the Child Poverty (Scotland) Act 2017.

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

The report recommended:-

that the Committee -

- (a) approves the joint Aberdeen City Council and NHS Grampian Child Poverty Action Report 2021/22 for submission to the Scottish Government;
- (b) notes that this report has been created without access to national child poverty data; and
- (c) instructs the Chief Officer – Early Intervention and Community Empowerment to review the Council’s approach to tackling Child Poverty, in conjunction with Community Planning Partners through the Community Planning Aberdeen Anti - Poverty group, and bring a report back to the relevant Committee detailing a refreshed action plan for 2022-2026.

The Committee resolved:-

to approve the recommendations.

CHILD POVERTY ACTION PLAN 2022/23 - 6 MONTHLY UPDATE - CUS/22/150

21. With reference to article 13 of the minute of meeting of 13 January 2021, the Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which provided details on the actions being taken by Community Planning Aberdeen (CPA) to reduce and eradicate child poverty around the priorities for that year.

The report recommended:-

that the Committee note the work being undertaken this financial year to reduce and eradicate child poverty.

The Committee resolved:-

to approve the recommendation.

FREE PERIOD PRODUCTS - CUS/22/182

22. The Committee had before it a report by the Chief Officer – Early Intervention and Community Empowerment, which made reference to Section 6 of the Period Products (Free Provision) (Scotland) Act 2021 (the Act) which required Aberdeen City Council to produce and communicate a “Statement on Exercise of Functions” and outlined the arrangements in place to meet the legal duties imposed by the Act.

The report recommended:-

that the Committee approves the “Statement on Exercise of Functions” contained in Appendix 1 and instructs the Chief Officer – Early Intervention and Community Empowerment to arrange for the publication thereof.

OPERATIONAL DELIVERY COMMITTEE

31 August 2022

The Committee resolved:-

- (i) in relation to education facilities, to also include staff members as well as students; and
- (ii) to otherwise approve the recommendation.

In accordance with Article 1 of this minute, the following item was considered with the press and public excluded.

REFURBISHMENT/IMPROVEMENTS TO MEMORIAL GARDEN AT ABERDEEN CREMATORIUM - OPE/22/176

23. The Committee had before it a report by the Chief Officer – Operations and Protective Services, which sought approval for improvements to be made to the Memorial Garden at Aberdeen Crematorium located off Skene Road, Hazlehead.

The report recommended:-

that the Committee -

- (a) approves the improvement plan detailed in this report for the Memorial Garden at Aberdeen Crematorium, and
- (b) instructs the Chief Officer – Operations and Protective Services to arrange for the display and promotion of the improvement plan, and to consult on the plan with the public who visit and use the gardens.

The Committee resolved:-

to approve the recommendations

VALEDICTORY

24. The Convener advised that this was the final Committee meeting before being disbanded and also intimated that Rob Polkinghorne, Chief Operating Officer and Executive Lead for this Committee would soon be leaving the Council. The Convener expressed her thanks to Mr Polkinghorne for all of his efforts over the years.

Councillor Grant also echoed the Convener's comments on behalf of Aberdeen Labour Group.

- **COUNCILLOR MIRANDA RADLEY – Convener**

STRATEGIC COMMISSIONING COMMITTEE

ABERDEEN, 1 September 2022. Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE. Present:- Councillor Yuill, Convener; Councillor Hutchison, Vice-Convener; and Councillors Ali, Allard, Bonsell, Brooks, Davidson (as substitute for Councillor Hazel Cameron), Fairfull, Farquhar, Kuszniir, McLellan, van Sweeden 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 12.1 (Workplans and Business Cases – Exempt Appendices) with the press and public excluded.

The Committee resolved:-

in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of item 12.1 on the agenda so as to avoid disclosure of exempt information of the class described in paragraph 6 of Schedule 7(A) of the Act.

DECLARATIONS OF INTEREST AND TRANSPARENCY STATEMENTS

2. There were no declarations of interest nor transparency statements made.

MINUTE OF PREVIOUS MEETING OF 23 JUNE 2022

3. The Committee had before it the minute of its previous meeting of 23 June 2022 for approval.

The Committee resolved:-

to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

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

STRATEGIC COMMISSIONING COMMITTEE

1 September 2022

The Committee resolved:-

- (i) in relation to the three ALEO annual reports delayed from the meeting, to note that there would be no Aberdeen Sport Village report presented in February 2023 and the planner would be amended accordingly;
- (ii) in relation to item 27 (Annual Committee Effectiveness Report), to note that the timing for the presentation of all annual effectiveness reports was currently under review, and that the performance for Strategic Commissioning Committee would be reported to the appropriate committee in the new structure, which would likely be Council as part of the overall consideration of the effectiveness reports; and
- (iii) to otherwise note the planner.

COMMERCIAL AND PROCUREMENT PERFORMANCE REPORT - CUS/22/174

5. The Committee had before it a report by the Director of Customer Services which presented the status of key performance measures relating to the Commercial and Procurement cluster.

The report recommended:-

that Committee note the report and provide comments and observations on the performance information contained in the report appendix.

The Committee resolved:-

to note the report.

COUNCIL DELIVERY PLAN ANNUAL REVIEW 21-22 - CUS/22/187

6. The Committee had before it a report by the Director of Customer Services which presented the annual report which highlighted progress in respect of the Council Delivery Plan for the year 2021/22, which had been approved by the Council at its meeting on 10 March 2021.

The report recommended:-

that the Committee note the report and provide comments and observations on the information contained in the report, set out at appendices A and B.

The Committee resolved:-

- (i) in relation to the Developing the Young Workforce projects (page 35 of the report), to note that the Council was a Young Person's Guarantee employer and therefore signed up to the practices within that, but that the Chief Officer – People and Organisational Development would review the projects to ensure that fair work was embedded;

STRATEGIC COMMISSIONING COMMITTEE

1 September 2022

- (ii) in relation to pages 59/60 of the report, to note that the Chief Officer – Data and Insights would review the commissioning intentions against Stretch Outcome 2 to ascertain if they were listed against the correct stretch outcome;
- (iii) in relation to page 68, to note that the Chief Officer – Education would circulate information to Members outwith the meeting in respect of the figures relating to day nursery places and childcare provision to provide context to the data included in this section;
- (iv) in relation to page 82 and the increase in household waste compared to the drop in recycling figures for the reporting period, to request that the Chief Officer – Operations and Protective Services provide information outwith the meeting to Members on any initiatives being undertaken to address this; and
- (v) to otherwise note the report.

LOIP ANNUAL OUTCOME IMPROVEMENT REPORT 2021/22 - CUS/22/082

7. The Committee had before it a report by the Director of Commissioning which presented the Annual LOIP Outcome Improvement Report 2021/22. The report advised that the document was the sixth Annual Outcome Improvement Report since the Local Outcome Improvement Plan (LOIP) had been published in August 2016, and the first to be published since the refresh of the LOIP in July 2021.

The report recommended:-

that the Committee approve the Annual Outcome Improvement Report 2021/22 as a representation of the Council's contribution to partnership working in delivery of the Local Outcome Improvement Plan 2016-26.

The Committee resolved:-

to approve the recommendation.

CLIMATE WEIGHTING IN CONTRACTS UPDATE - COM/22/189

8. The Committee had before it a report by the Director of Commissioning which provided an update on the inclusion of a climate weighting in contracts the Council procured in financial year 1 April 2021 – 31 March 2022, in line with the instruction from Council in 2020 that an annual report be provided.

The report recommended:-

that the Committee –

- (a) note the statistics for climate weighting included within contracts in financial year 2021-2022;
- (b) note the positive outcomes achieved through procurement activity as outlined within the report; and

STRATEGIC COMMISSIONING COMMITTEE

1 September 2022

- (c) note that in future the Annual Procurement Report would include a section on Climate Reduction outcomes achieved through procurement and contracting activity.

The Committee resolved:-

to approve the recommendations.

WORKPLANS AND BUSINESS CASES - REVENUE - COM/22/188

9. The Committee had before it a report by the Director of Commissioning which presented procurement workplans where expenditure was included for the Commissioning, Customer and Operations Functions and sought approval of the total estimated expenditure for the proposed contracts as contained in the Procurement Business Cases appended to the report, as contained at item 11.1 of the agenda.

The list of procurement business cases was as follows:-

Business Case	Cluster
External Legal Services	Governance
Housing Advice and Support	Early Intervention and Community Empowerment
MDM Renewal	Data and Insights
CEMAR Contract	Operations and Protective Services

The report recommended:-

that the Committee –

- (a) note the workplans as detailed in the Appendices for the Commissioning, Customer and Operations Functions;
- (b) approve the procurement business cases, including the total estimated expenditure for the proposed contracts; and
- (c) note the content of Appendix 3 - 3.10 Memos (Exemption Urgency) and Appendix 4 4.1.3 Forms (Technical Exemption).

The Committee resolved:-

to approve the recommendations.

In accordance with the decision taken under article 1 above, the following item was considered with the press and public excluded.

STRATEGIC COMMISSIONING COMMITTEE

1 September 2022

WORKPLANS AND BUSINESS CASES - EXEMPT APPENDICES

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

The Committee resolved:-

to note the exempt appendices.

VALEDICTORY

11. The Convener noted that it was the last meeting of the Strategic Commissioning Committee, following the decision of Council in August 2022 that it be disestablished. He thanked officers and Members who had been involved with the Committee over the years and noted that scrutiny of commissioning activity would continue at Finance and Resources Committee and at Council itself.

- **COUNCILLOR IAN YUILL, Convener**

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	13 October 2022
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Interim Organisational Structure
REPORT NUMBER	CUS/22/216
DIRECTOR	Angela Scott
CHIEF OFFICER	Andy MacDonald
REPORT AUTHORS	Isla Newcombe, Lindsay MacInnes
TERMS OF REFERENCE	21

1. PURPOSE OF REPORT

- 1.1 This report follows on from the instruction at the Council meeting on 24 August 2022 to the Chief Executive to report back to the next Full Council with the recommended interim structure resulting from the recent resignation of the Chief Operating Officer, taking into consideration the longer term needs to support the changes from the 2021/22 and 2022/23 Programme of Government.
- 1.2 In addition, this report proposes changes to the way in which specific operational services are managed and delivered, as originally outlined against the Target Operating Model in 2017 and makes recommendations for new alignments as part of the overall shift towards our next iteration, TOM 1.2.

2. RECOMMENDATIONS

That Council: –

- a) Amendments to Organisational Structure
- i. Agree to make permanent the current interim realignment of clusters in the Council, as follows:
 - Operations & Protective Services Cluster within the Resources Function
 - People & Organisational Development Cluster within the Customer Function.
 - ii. Agree the creation of a role of Interim Director of Children’s and Family Services, with a fixed term duration of no later than March 2026 (leaving the Chief Operating Officer role vacant during this period).
 - iii. Agree the reporting structure, where the Chief Education Officer and Chief Officer Children’s Social Work report to the new Interim Director of Children’s and Family Services role.
 - iv. Agree the job profile for the Interim Director of Children’s and Family Services role as attached at Appendix 1.

- v. In accordance with our Workforce Plan and agreed approach to succession planning and development of our internal workforce, agree that this new role be advertised internally within the organisation, in the first instance, and for external recruitment to then take place in a situation where internal recruitment has not been successful.
- vi. Note that a meeting of the Appointment Panel will be arranged to undertake the selection process for the role on an interim basis.

b) Target Operating Model and Organisational Structure

- i. In line with the above, thereby agree the adjustment of the key functions of the Council within the Target Operating Model, with Children's and Family Services being on an interim basis, as follows:
 - Customer
 - Commissioning
 - Children's and Family Services
 - Resources
- ii. Instruct the Chief Executive to review the Scottish Government's preferred structural model for Children's Services when it is published (anticipated to be later in 2023) and report back to Council, providing advice on the implications for the Council, and specific proposals in relation to the requirements for the Council's organisational structure going forward; including the impact on the Interim Director of Children's and Family Services role.

3. CURRENT SITUATION

3.1 Environment

This report sets out the case for an organisational structure change resulting from the Council's operating environment. The background to this environment is as follows:

- 3.2 The original Target Operating Model 1.1 created a functional organisational structure of 4 Functions, as follows:
- Customer
 - Commissioning
 - Operations
 - Resources

Each function is led by a Director role and supported by a range of Chief Officer roles, responsible for leading each Cluster of the Council. In addition, the structure includes the Integration Joint Board (IJB) (established jointly with NHS Grampian) led by a Chief Officer role. This leadership capacity has ensured the delivery of TOM 1.1, alongside ongoing "business as usual" operations and some exceptional elements, including the Covid-19 pandemic.

- 3.3 Within the TOM 1.1's organisational structure, the Operations Function is led by the Chief Operating Officer role. This portfolio initially included 1 Chief

Officer - Integrated Children and Family Services, which was subsequently disaggregated to create 2 Chief Officers: Chief Education Officer and Chief Social Work Officer / Chief Officer - Children's Social Work. (Alongside this, the IJB created additional leadership capacity for Adult Social Work appointing a Lead Social Work Officer. The CSWO provides professional support to the LSWO). The structure also contains 1 Chief Officer - Operations and Protective Services.

3.4 The Chief Operating Officer role is currently vacant, following a resignation. This provides an opportunity to review the function's remit, as it will be significantly affected by the structural proposals set out in the draft National Care Service (Scotland) Bill and further proposals expected from the Scottish Government relating to Children's Services, as detailed within this report.

3.5 Alongside this, the local journey has been pursuing the establishment of a multi-agency programme to establish a new Target Operating Model for Children's Services. This has included:

- incorporating the programme of work identified within "The Promise" (the work of change demanded by the findings of the Independent Care Review)
- the commitment to work towards achieving, as a Community Planning Partnership (CPP), UN Child Friendly accreditation, which has positioned partners well for meeting the requirements of the UNCRC adoption into Scots Law
- the delivery of the Integrated Children's Services Plan (20/21-22/23) and work underway for the refresh for (23/24-25/26)
- the city's Chief Officer's Group has been driving the alignment of policies and practices between Adult Support and Protection and Child Protection and used COVID-19 to embed the links between the Alcohol & Drugs Partnership, Violence Against Women Partnership, Homelessness
- the Local Child Poverty Plan – driven through the Community Planning Partnership's Integrated Children's Services group and further bolstered by the recent establishment of the anti-poverty group within the Community Planning Partnership
- the refresh of the IJB Strategic Plan (22/23 – 24/25)

3.6 When considering the Education and Children's Services portfolios and forthcoming changes, it is particularly necessary to include:

3.6.1 The incorporation of UNCRC into Scots Law

3.6.2 The refresh of GIRFEC Guidance

3.6.3 The National Care Service (NCS) Bill /explanatory notes, which place a requirement on Scottish government to undertake public consultation on its proposals to transfer children's social work and justice social work and indicates Ministers will carry out a review of evidence and further consultation with stakeholders and then make a final decision on inclusion of Child and Adolescent Mental Health Services (CAMHS) in NCS. The Scottish

Government has subsequently appointed Professor Daniels to undertake a research programme over 2 years, with the output expected to inform the Government's preferred structural model for children services. This review is expected to report some time in 2023. The financial memorandum to the Bill restates the government's commitment to establishing the NCS by the end of this parliamentary term i.e. 2025/26. It is unclear whether the government expects its preferred model for children's services to be implemented within the go live timeline for NCS in 2025/26.

3.6.4 Reforms on Education

In 2020, Scottish Government invited the Organisation for Economic Co-operation and Development Organisation (OECD) to assess the implementation of Curriculum for Excellence in primary and secondary schools. The assessment was undertaken by the OECD Implementing Education Policies team, which conducts comparative analysis of education policy implementation and offers tailored support to help countries in the design and effective implementation of their education policies. Professor Ken Muir was asked to consider elements of the OECD report and make recommendations to the Scottish Government about the new national education bodies, the scope of his work and his subsequent report can be viewed here, with the link also providing the Scottish Government response to his recommendations. <https://www.gov.scot/news/new-national-education-bodies/>.

- 3.6.5 Professor Louise Hayward has been tasked with leading work on qualifications and assessment. This work has commenced and is helping schools to facilitate short, small group discussions with pupils, teachers and parents on the vision and principles which should underpin assessments and qualifications, options for change and views of a proposed direction of travel. The implications of Professor Ken Muir and Professor Louise Hayward will have implications for all local education systems.

3.7 Operations and Protective Services

When considering the Operations and Protective Services portfolio there are natural linkages that the cluster has with the Corporate Landlord and Capital clusters. At present there are clear synergies and close interactions between the overall Corporate Landlord portfolio with Building Services and Facilities within Operations. Similarly, there are synergies and close interactions between roads construction and maintenance teams within the Capital and Operations clusters respectively.

- 3.8 Given these already frequent interactions, the opportunity is timeous to develop and enhance these synergies going forward within the overall Resources function. It is therefore proposed that the Operations and Protective Services cluster moves permanently into the Resources function.

4. TARGET OPERATING MODEL

- 4.1 Against the above contexts and challenges, organisationally this brings us to particular drivers for change in approaching these:
 - 4.1.2 The organisation looks to the next chapter of our transformation journey and the next phase of our Target Operating Model as detailed within the TOM 1.2 report.
 - 4.1.3 The need to enhance the integration across the cluster portfolios of Capital and Corporate Landlord alongside Operations and Protective Services; to explore various models and synergies for these as brought together permanently within the Resources Function as described above (as well as the opportunity to explore wider opportunities across functions in light of the emerging net zero agenda).
 - 4.1.4 As part of fulfilling TOM 1.2 and the requirement for organisational culture to be strategically oriented towards a focus on outcomes, People & Organisational Development's ongoing alignment within the Customer function is key in achieving this. By ensuring our employees have the culture, training and resources accessible to them to do the right thing by our customers, they can have increased focus on building relationships with citizens and supporting community capacity building. As the transformation programme is being led by the Director of Customer, and workforce being a key element within this programme, this alignment supports this ongoing work.
 - 4.1.5 The necessity for ACC to be equipped with the required agile leadership capacity to respond to the Scottish Government's proposed structural model for children services. Proposals are expected to be consulted on by the end of 2023. Members will be aware that the government is committed to having the National Care Service live before the end of parliamentary term. As a result, our planning assumption for the moment is that NCS will be live during 2025/26 with detail of children's services structural model being clear during 2023/24 with possible implementation in 2024/25 or 2025/2026. The requirements within the proposed role of Director Children's and Family Services (see job profile at Appendix 1) will provide the resilience, focus and expertise throughout these challenging timelines.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no direct financial implications arising from the recommendations of this report, as the Chief Operating Officer role will remain vacant in the organisational structure and be replaced by the creation of the Interim Director of Children's and Family Services during the period in question.

6. LEGAL IMPLICATIONS

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

7. ENVIRONMENTAL IMPLICATIONS

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

8. 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?
Strategic Risk	This proposal is in place to mitigate against the risk of: failure to focus/prepare adequately for NCS would result in disjointed services and missed collaboration opportunities. Additionally, a risk if the existing structure of Chief Operating Officer was to remain. This vacancy would carry a risk of no appointment due to the resulting uncertainty associated with the Children's and Family Services part of the portfolio against the context of changes in this	Approval of the recommendations contained within the report will help to achieve the target risk level	L	Yes

	area, detailed within the report.			
Compliance	Failure to deliver the programme resulting in a failure to balance the budget	Robust governance arrangements and programme of work are in place to ensure delivery of the transformation programme.	L	Yes
Operational	Services/clusters not aligning or preparing successfully to achieve desired outcomes set out.	Robust people support to be in place to ensure full engagement of and with the affected teams.	L	Yes
Financial	None			
Reputational	None			
Environment / Climate	None			

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2022-2023</u>	
Impact of Report	
<p>Aberdeen City Council Policy Statement</p> <p><u>Working in Partnership for Aberdeen</u></p>	<p>These proposals take forward the enabling strategies and transformation programme articulated within the TOM 1.2, and form part of the next steps for delivery of the outcomes and commitments.</p>
<u>Aberdeen City Local Outcome Improvement Plan</u>	
<p>Prosperous Economy Stretch Outcomes</p> <p>Prosperous People Stretch Outcomes</p> <p>Prosperous Place Stretch Outcomes</p>	<p>These proposals take forward the enabling strategies and transformation programme articulated within the TOM 1.2, and form part of the next steps for delivery of the outcomes and commitments.</p>
<p>Regional and City Strategies</p>	<p>These proposals take forward the enabling strategies and transformation programme articulated within the TOM 1.2, and form part of the next steps for delivery of the outcomes and commitments.</p>

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Stage 1 completed.
Data Protection Impact Assessment	Not required at this stage
Other	None

10. BACKGROUND PAPERS

10.1 *Putting Learners at the Centre: Towards a Future Vision for Scottish Education* Dr Ken Muir, also the Scottish Government response to these recommendations. <https://www.gov.scot/news/new-national-education-bodies/>

10.2 TOM 1.2 [report.](#)

11. APPENDICES

11.1 Job Profile – Interim Director of Children’s and Family Services

11.2 Consultation and Engagement, including Trade Union responses

12. REPORT AUTHOR CONTACT DETAILS

Name	Isla Newcombe/ Lindsay MacInnes
Title	Chief Officer – People & Organisational Development/ People & OD Manager, Organisational Change & Design
Email Address	inewcombe@aberdeencity.gov.uk/ lmacinnnes@aberdeencity.gov.uk
Tel	



Aberdeen City Council
Job Profile

Interim Director of Children's and Family Services

About Aberdeen City Council

Our purpose is to ensure the People and Place of Aberdeen prosper and to protect the People and Place from harm.

The [Local Outcome Improvement Plan 2016 – 2026](#) (LOIP) identifies how Aberdeen City Council, together with our [Community Planning Partners](#), will tackle the key issues facing our city to ensure Aberdeen is a place where all people prosper. The LOIP sets out our shared promises to the people of Aberdeen:

- **Prosperous Economy** - Aberdeen has a flourishing, thriving and successful local economy.
- **Prosperous People** - People in Aberdeen are happy, healthy and enjoy positive life outcomes.
- **Prosperous Place** - People experience Aberdeen as the best place to invest, live and visit.
- **Enabling Technology** - Innovative, integrated and transformed public services.

To deliver our promises to the city of Aberdeen, our focus is on:

- Empowering staff to meet priority outcomes
- Empowering the communities we serve to be self-sufficient
- Early intervention and prevention of harm to the people, place and economy of Aberdeen
- Connecting with citizens, customers and partners through our use of digital
- Using data and information to help us understand the demand on the Council and how we can better meet our outcomes
- Being entrepreneurial - creative and innovative in how we do our business.

We count on our employees to be enthusiastic and proactive public servants, who are committed to our purpose and motivated to make a positive and lasting difference to the city and its people.

Aberdeen City Council is arranged into four functions. Each function is divided into clusters, and within each cluster are service areas/teams.

About the **Children's and Family Services** Function

This Function provides vision, leadership, strategic direction and professional advice which will ensure effective management in order to deliver the Council's and Community Planning Partnership's priorities for children and young people.

The Function comprises Education, Children & Families, Justice, Youth and Support services which will be delivered in an integrated manner to achieve better outcomes for all children and young people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

This Interim Director of Children's and Family Services will have a key responsibility in leading the transformation required to ensure readiness for the changes associated with the implementation of the National Care Service and delivery of The Promise.

About the **Clusters** within the Children's and Family Services Function

Children's Social Work Cluster - Responsible for the delivery of frontline services related to Children's Social Work.

Education Cluster - Responsible for the delivery of frontline services related to education.

About the Role

The Interim Director of Children’s and Family Services manages a significant amount of Council employees but is ‘commissioned’ through the function of the Director of Commissioning. In practice this means they need to agree the contribution they are making to the outcome the commissioner is charged with delivering and agree a budget, specification and target performance against which they are held to account.

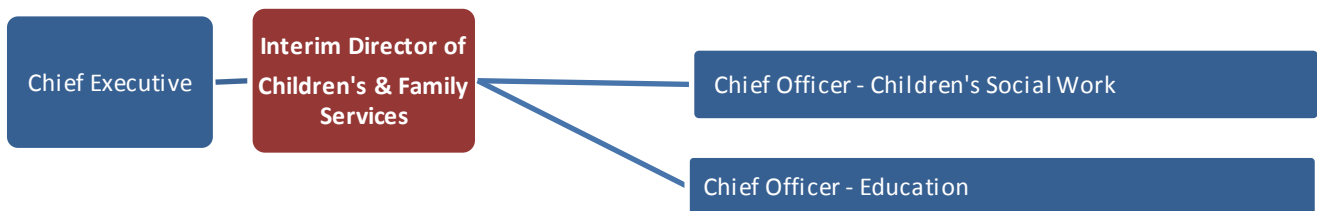
Subject to the Scottish Government’s preferred model for children’s services, against the backdrop of the establishment of the new National Care Service- this function will change as more of our services are delivered through partnerships and community self-help, or negated through improved demand management, and/or are delivered by other parties within and outside of the ACC group.

Whilst many aspects of this role profile were previously undertaken by the role of Chief Operating Officer, these aspects now need to be undertaken against the backdrop of preparing the function for the expected structural changes arising from the creation of the National Care Service.

Reporting directly to the Chief Executive, the Interim Director Children’s and Family Services will be an intrinsic part of the Corporate Management Team and the success of this role will be interdependent on relationships with the Directors of Commissioning, Customer and Resources.

Each Director in the CMT acts as the formal Deputy for the Chief Executive, and as Head of the Paid Service in their absence, to provide strategic leadership as well as direction to deliver the policies and priorities of the Council - in accordance with its Guiding Principles.

Job Title	Interim Director of Children’s and Family Services
Pay Grade	Chief Officer Salary Scale Point 53
Location	Marischal College



Key Outcomes and Task Examples

The post holder will deliver:	Examples of related tasks:
Further develop and embed an updated blueprint for Version 2 of the council’s Operating Model	<ul style="list-style-type: none"> Developing the next blueprint for continuing to evolve the council’s new operating model Within this, leading ACC’s development of a new target operating model for children which reflects the requirements of a range of Scottish Government policies As a member of CMT, providing the appropriate direction and oversight of the implementation of the next blueprint Navigating the impact of the National Care Service on services in Aberdeen City with a particular focus on children and families. Ensuring that the work of the Children’s and Family Services function helps support the economic recovery of the city

<p>Being a Digitally Led Organisation</p>	<ul style="list-style-type: none"> • Working with Customer, Resources, and Commissioning Directors to deliver the council's digital agenda • Working alongside Customer, Resources and Commissioning Directors and our digital partner to use business intelligence and continue to re-design the delivery of services using digital solutions where appropriate
<p>On a recurring basis, analyse and understand the needs of people, place and economy of Aberdeen</p>	<ul style="list-style-type: none"> • Utilising Data and Insights from within ACC and across the whole system to understand current, changing, and emerging needs of customers • From the understanding of needs, consider scope to prevent these needs and/or to take a community empowered approach to addressing needs • Maximising needs and preferences through assessment analysis, work with local stakeholders and partner organisations to determine priorities for developing and transforming services, ensuring effective provision and real customer choice • Ensure effective mechanisms are in place to ensure that the lived experience of children and families helps inform the design and delivery of services • Ensure that children's rights inform the work of the function
<p>To lead, direct change and manage an efficient and effective service</p>	<ul style="list-style-type: none"> • Lead the integration of services, to ensure integrated children's service planning and performance management arrangements are in place. This will include the delivery, co-ordination, the preparation, and the application of key strategic documents including Children's Service Plans and Joint Commissioning Plans with Community Planning partners • Ensuring that a comprehensive and equitable range of efficient services are commissioned within allocated resources, across services and sectors which result in high quality responses which reduce risk/longer term demand • Promoting an environment of customer-focussed development and delivery, continuous improvement and innovation that will support the Council's ambitions for providing high quality services, to be developed for external trading where appropriate • Providing the Council with professional advice on the provision and development of education and children's services and to ensure that, in terms of the appropriate legislation, the Council's responsibilities are carried out • Appraising, reviewing, and ensuring the Council is responsive to the social needs of children and their families, in the context of an inclusive society, enabling accurate forecasting of developing need and the preparation of policy reviews and proposals • Leading, managing, and directing the provision of a comprehensive and efficient Children's and Family Service to the community, to ensure that these services achieve the highest possible standards, represent value for money and are responsive to the unique needs of the community • Leading and managing child protection services • Overseeing and ensuring the professional registration and fitness to practise of social workers and those working in Early Learning and Childcare with the SSSC and of teaching staff with the GTCS • Ensuring that effective systems are in place to develop, manage, monitor, evaluate and review performance at strategic, corporate, and service levels and be accountable to the Council for delivering agreed actions, service standards and budgets • Holding accountability over the specific responsibilities of the Chief Education Officer to drive raising attainment for all and promoting equity in education and wider aspects of their role; including school estate planning, parental engagement, headteacher recruitment, HMIE

This job profile provides indicative information about outcomes, tasks and activities that may be undertaken as part of this role. It is not intended to be an exhaustive list due to the need for agility and flexibility in our workforce and to be responsive to change and meet business needs.

	<p>inspections, Gaelic education, additional support needs, devolved school management, Named Person Service, and the National Improvement Framework</p> <ul style="list-style-type: none"> • In addition, holding accountability over the specific responsibilities of the Chief Social Work Officer as set out in Section 5(1) of the Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government etc. (Scotland) Act 1994 and the Joint Public Bodies (Scotland) Act, 2014 as part of providing the strategic lead and evidence-based approach for improving outcomes for children and their families through the development and delivery of universal, targeted and specialist services for children and their families and the specialist functions of the post including, but not limited to: Secure Accommodation decisions, Supervision Orders and Children's Hearings
<p>To lead and manage change and contribute to develop the culture of the organisation</p>	<ul style="list-style-type: none"> • Leading by example and supporting the development of our organisational culture by promoting new ways of working and thinking, a risk positive approach, collaborative working, sharing of skills and knowledge, innovation and improvement and a commercial focus • Lead the cultural shift required to achieve true integration, through personal commitment to the values of collaborative leadership, strengthening partnership arrangements, through facilitation and active support to merge very different cultures, ensuring staff are supported to achieve transformational change that will foster a supportive, learning, outcome-focused organisation • Promoting innovation, enterprise and entrepreneurship at all levels and engaging staff in the redesign and development of services • Supporting staff through corporate change and developing talent at all levels • Promoting diversity and ensure equality of access and treatment in employment and service delivery
<p>To work corporately and collaboratively</p>	<ul style="list-style-type: none"> • Promoting corporate working within C&FS and across the Council with service managers, corporate support colleagues recognising inter-dependencies and synergies from working collaboratively in pursuit of Council aims and objectives • Leading and extending collaborative approaches involving Education & Children's Services working in close partnership with a range of partners represented on the Integrated Children Services Board • Working collaboratively with partner organisations to ensure Getting It Right For Every Child is at the heart of policies and practice including within the integrated children services plan and proactively planning the interface between GIRFEC and GIRFEE
<p>To develop effective external relationships</p>	<ul style="list-style-type: none"> • In pursuit of children and young people's interests, promoting positive external relations with other local authorities, government departments, other public agencies including the third sector, community bodies, the media, the private sector, and the public; including bodies such as the Wood Foundation, Hunter Foundation and Columba 1400 • Promoting effective community engagement and developing locality management arrangements, such as with Incorporated Trades • Liaising with, and advising, all Services of the Council, Parent Councils, the Health Service, the Reporter to the Children's Panel, Scottish Social Services Council, Care Inspectorate, Community Justice Authority and any other relevant organisations on matters relating to the functions within Children's & Family Services

This job profile provides indicative information about outcomes, tasks and activities that may be undertaken as part of this role. It is not intended to be an exhaustive list due to the need for agility and flexibility in our workforce and to be responsive to change and meet business needs.

Role Requirements	
This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.	
Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"> • Degree level qualification or equivalent and extensive leadership experience relating to the role
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> • Proven extensive experience in: <ul style="list-style-type: none"> ○ Strategic policy development and implementation ○ Developing/Managing strategic partnerships ○ Service transformation and improvement ○ Developing integrated services ○ Managing consultation forums and relationships with trades unions ○ Successful budgetary management and control ○ Performance Management ○ Managing and understanding a demanding client base ○ Risk analysis, risk awareness, monitoring and management of risk ○ Practical knowledge of negotiating and influencing in a complex environment ○ Practical knowledge of setting strategy in a complex organisation ○ Operational and strategic management of education, children’s and family services ○ Reporting to Committees and engaging with Elected Members
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> • Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery • GIRFEC • Children and Young People (Scotland) Act 2014 • Education (Scotland) Act 1980 and 2016 • Education (Additional Support for Learning) (Scotland) Act 2004, as amended • Standards in Scotland’s Schools Act 2000 • Teachers’ terms and conditions of employment as agreed by the Scottish Negotiating Committee for Teachers • National Improvement Framework • Scottish Attainment Challenge 2.0 • Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government etc. (Scotland) Act 1994 and the Joint Public Bodies (Scotland) Act, 2014
Demonstrate commitment to	<ul style="list-style-type: none"> • The Guiding Principles and aims of Aberdeen City Council • The Aberdeen City Council Target Operating Model • The Local Outcome Improvement Plan
Other requirements	<ul style="list-style-type: none"> • Flexibility to work out-with normal office hours if necessary • Flexibility to travel to other locations within and out-with the City when required

Our Guiding Principles

We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:

This job profile provides indicative information about outcomes, tasks and activities that may be undertaken as part of this role. It is not intended to be an exhaustive list due to the need for agility and flexibility in our workforce and to be responsive to change and meet business needs.

Purpose	We care about our purpose, our people and our city
Pride	We take pride in what we do and work to make things better
Team	One team, one council, one city
Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

Function	Children's & Family Services	Version Date	21 September 2022		
		JE Number		Capability Framework Level	4

This job profile provides indicative information about outcomes, tasks and activities that may be undertaken as part of this role. It is not intended to be an exhaustive list due to the need for agility and flexibility in our workforce and to be responsive to change and meet business needs.

This page is intentionally left blank

Appendix 2

Consultation and engagement, including Trade Union responses

Alongside the consultation required for full council, engagement took place with stakeholders, including consultation with those staff members directly affected by the proposals and whose comment and feedback has been encompassed within the final report.

Trade Union consultation commenced on 15th September 2022 and concluded on 30th September 2022. During these dates there was discussion of the committee report at the weekly People & Organisational Development meeting with Trade Unions, to receive feedback and give clarification, as well as time with the Chief Executive to discuss further at the weekly Director Union Engagement meeting. Trade Union colleagues were invited to submit written responses (please see below table for these).

<u>Trade Union</u>	<u>Trade Union's Response</u>	<u>Author Reply/ Clarification</u>
<u>Unison</u>	<p>– Item 2ii – writing in clarification ‘leaving the Chief Operating Officer role vacant during this period’, does just mean the current vacancy of the Director of Operations?</p> <p>Item v – Workforce Plan – seeking agreement for a new role – we assume that this is a criteria of all Heads of Service and Managers and is already in place as part of the CR&D for Heads of Service role for annual CR&D? (might be worth teasing this out a little more)</p>	<p>The role previously held by Rob Polkinghorne is at Director level and the job title was Chief Operating Officer</p> <p>Our initial approach is always to promote and seek for internal development wherever we can- including senior roles- where internal recruitment is unsuccessful and/or there is a specialised specific requirement within the role, we will conduct external recruitment. This is managed by our Talent team on a case by case basis. In terms of individuals' personal development into our senior roles to be discussed as part of their CR&D and development plan , we have a range of leadership and management development in place- including streams for those who wish to</p>

	<p>8) Risk – We wondered if Risk ought to be High on failures to comply if the recommendation in the report are not followed therefore giving more brevity to the ‘ask’ for approval rather than them itemised as Low.</p> <p>No Integrated Impact Assessment – Our understanding was that a Stage 1 report must accompany all Council Reports - to enable everyone reading to understand the journey and engagement undertaken (internally and externally) on the ideas and recommendations within. We would like to see it please.</p>	<p>progress to senior manager level and for those who aspire to be a Chief Officer.</p> <p>Noted – with thanks</p> <p>As per the report, this has been carried out at Stage 1 and the link attached here for your information Integrated Impact Assessment - Interim Organisational Structure.docx.</p>
<p><u>GMB</u></p>	<p>Will the creation of this post result in any changes to the role and responsibilities of either the Chief Officer of Children’s Social Work or Education? Also, given that this is to be an interim role, if the successful applicant is recruited from within ACC, would their position be</p>	<p>I can confirm that the proposed Director post does not represent a change to the roles and responsibilities of either the Chief Officer of Children’s Social Work or Education and that, yes, if the successful candidate is recruited internally, there</p>

	replaced on an interim basis?	would be a backfill to this post to cover the interim period.
<u>Unite</u>	(No written feedback provided, discussion took place at P&OD weekly Trade Union meeting, to clarify roles and responsibilities with Unite and other TU colleagues.)	
<u>EIS</u>	<p>As before, we would restate our view that there should be a Director of Education. This post has a considerable budget and the incumbent has responsibility for a large amount of staff. This is entirely consistent with a Directors role. We are one of very few Local Authorities who do not have this role and it has always been the view of the EIS that such a structure is not advantageous to the Education Service in Aberdeen.</p> <p>We would like our comments to be appended to the proposal as it goes forward to full Council on 13th October.</p>	<p>Thank you for the response, your comments are noted and will be appended to the report.</p> <p>In terms of the points that your response raises, similar Director roles to that which the report proposes- i.e. which combine Education with Children’s Social Work Services -can be found within structures of Local Authorities including Fife, Aberdeenshire, Perth and Kinross and Shetland. These Director level posts – including the role proposed by the report- are required to oversee, rather than perform, various elements including the statutorily required remit of Chief Education Officer (Education (Scotland) Act 2016). The Chief Education Officer role is therefore fulfilled by a Chief Officer/Head of Service level post within the Directors’ management team structures; with the Director level posts themselves having a wider, strategic remit across a range of services.</p>

		<p>As the paper outlines, our 2 chief officer posts of Chief Officer Education and Chief Officer Children's Social Work are united under the proposed Director post, with the focus on integration and a whole family approach to supporting children and young people. Your restatement regarding the large remit of the Education element, and that it needs significant onus within our structure, is appreciated and this proposal carries this through by giving a further enhanced level of focus on Education at Director level whilst, at the same time, ensuring that an integrated approach is also in place for the benefit of our city.</p>
--	--	---

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	13 th October 2022
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Appointment of External Advisers to the Anti-Poverty and Inequality Committee
REPORT NUMBER	CUS/22/235
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Derek McGowan
REPORT AUTHOR	Derek McGowan
TERMS OF REFERENCE	7 and 21

1. PURPOSE OF REPORT

- 1.1 At its meeting on 25 August 2022, the Council delegated authority to the Chief Officer - Early Intervention and Community Empowerment, following consultation with the Chief Officer - Governance and the Convener of the Anti-Poverty and Inequality Committee, to determine the process for the selection and appointment of the external advisers to the Anti-Poverty and Inequality Committee and report back to the next Council meeting to seek approval of the appointments.

2. RECOMMENDATIONS

That the Council:-

- 2.1 Agree the following non remunerated appointments:
- a) 1 resident of Aberdeen with lived experience of poverty – Evan Adamson
 - b) Up to 2 people representing the charitable sector in Aberdeen –
 - a. Maggie Hepburn, Chief Executive of Aberdeen Council of Voluntary Organisations
 - b. Sophy Green, Chief Executive of Instant Neighbour
 - c) 1 person representing higher and further education in Aberdeen
 - a. Dr John Bone, University of Aberdeen
 - d) 1 person representing key interest groups in Aberdeen (that may be appointed for a defined period of time)
 - a. To be appointed on a cyclical basis after the first meeting to ensure the person identified has the expertise required to advise the Committee on the issues under discussion

e) 1 public health professional/practitioner who works in Aberdeen

a. Phil Mackie, Public Health consultant, NHS Grampian.

2.2 Agree the formation of a Working Group of partner agencies and lived experience to support the ongoing work of the Committee.

3. SELECTION PROCESS

3.1 1 RESIDENT OF ABERDEEN WITH LIVED EXPERIENCE OF POVERTY

Those experiencing poverty can experience and perceive stigma, and it was important to work with trusted local partners to identify someone with this experience, who would be confident and comfortable being an external adviser to this Committee.

The nominee for this role, Evan Adamson, helps run a foodbank in the city and is a vocal advocate for those experiencing poverty.

3.2 UP TO 2 PEOPLE REPRESENTING THE CHARITABLE SECTOR IN ABERDEEN

Given the wide range of charities involved in anti-poverty and inequality work across the city, it was felt important to ensure this was represented as effectively as possible, and advice was sought from Aberdeen Council of Voluntary Organisations as to how to best achieve this.

Following discussion and review of the Terms of Reference, Maggie Hepburn, Chief Executive of Aberdeen Council of Voluntary Organisations, and Sophy Green, Chief Executive of Instant Neighbour are nominated for these roles.

Aberdeen Council of Voluntary Organisations, as the Third Sector Interface for the city, is the independent voice of the third sector in Aberdeen. Maggie Hepburn will be able to support the Committee through the role of external adviser in gathering views from member organisations, and through their expertise across the sector.

Instant Neighbour are a prominent local charity supporting people on low incomes to set up home by providing access to low-cost reuse furniture, white goods and home comforts. Instant neighbour also provides access to food bank facilities and advice, and each year runs a Festive Giving Tree appeal which supports families experiencing poverty to give children and young people a happy Christmas.

Through both of these nominees, we are confident that the Committee will benefit from an excellent level of advice and experience to tackle both the issues identified in the Committee Terms of Reference, and issues that may emerge as the work of the Committee progresses.

3.3 1 PERSON REPRESENTING HIGHER AND FURTHER EDUCATION IN ABERDEEN

Professor Pete Edwards, the Higher Education representative on the Community Planning Aberdeen Board, was contacted and requested to discuss with colleagues across the sector and identify an appropriate nominee. Following these discussions, Dr John Bone has been nominated for this role.

Dr Bone is a Senior Lecturer in Sociology and a Coordinator of the Just Transitions Lab at the University of Aberdeen. His work broadly focuses on the various ways in which individuals and communities are affected by aspects of contemporary socio-economic organisation, and particularly the operation of financial, housing and labour markets, welfare and associated government policy. Dr Bone is a former Chair of the British Sociological Association and past Member of the British Academy Strategic Forum for the Social Sciences.

3.4 1 PERSON REPRESENTING KEY INTEREST GROUPS IN ABERDEEN (THAT MAY BE APPOINTED FOR A DEFINED PERIOD OF TIME)

As the Committee Terms of Reference cover both poverty and inequality stemming from poverty, this is naturally a wide ranging remit. The proposal here is to nominate a colleague from the working group proposed at 3.7 below – excluding any external adviser already nominated here - on a cyclical basis, to ensure both appropriate representation, and that topics under discussion at each committee meeting benefit from the relevant and appropriate experience.

3.5 1 PUBLIC HEALTH PROFESSIONAL/PRACTITIONER WHO WORKS IN ABERDEEN

The Chief Officer for Aberdeen City Health and Social Care Partnership was contacted requesting a nominee for this Committee. Phil Mackie was subsequently identified and has agreed to fulfil this role subject to agreement by the Council.

Phil Mackie is a Consultant in Public Health working with NHS Grampian. Before this, he was the lead consultant for Scottish Public Health Network; the national managed public health network in Scotland. A member of the initial Ministerial Drug Death Taskforce, he has also led national collaborations focusing on areas such as adverse childhood experiences, violence prevention, fuel poverty, gambling harms, and offender health.

3.6 TERM OF APPOINTMENT

It is proposed that the appointments are made for an initial period of twelve months, and reviewed on an annual basis thereafter.

3.7 FORMATION OF WORKING GROUP TO SUPPORT THE COMMITTEE

To develop the work of the Committee, Officers are proposing to establish a working group of citywide partners, to progress the items on the Business Planner and ensure the Committee aims are achieved. With a wider level of stakeholder engagement and involvement across the city, this will provide a platform to share ideas and input to committee reports to ensure that Committee have a range and balance of views. It is proposed that the external advisers to the Committee participate in this working group, supported by Council officers as appropriate. Councillors may be invited to participate in this working group as considered appropriate.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct cost implication arising from this report.

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 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?
Strategic Risk	There is a risk that failing to support people experiencing poverty and inequality could lead to longer term economic harm.	The formation of this Committee, supported by appropriate external advisers allows the Council to focus on these issues.	L	Yes
Compliance	There is a risk of failing to comply with legal requirements such as the agreement of statutory poverty and equality reports.	The Committee Terms of Reference set out these responsibilities.	L	Yes

Operational	The recommendations in this report require minimal additional resource from the Council.		L	Yes
Financial	The recommendations in this report require minimal additional resource from the Council.	Any resource implications identified through this Committee will be referred to the appropriate Committee.	L	Yes
Reputational	There is a risk that failing to support people experiencing poverty and inequality could lead to reputational damage.	The appointment of external advisers to this Committee, along with the agreed Terms of Reference, provide the appropriate platform for consideration of poverty and inequality issues.	L	Yes

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Council Policy Statement	The recommendations in this report align with the Partnership agreement with regard to the mitigation of poverty and inequality.
<u>Aberdeen City Local Outcome Improvement Plan</u>	
Local Outcome Improvement Plan	The proposals in this paper impact on the four pillars of the Local Outcome Improvement Plan: Economy People (Children and Young People) People (Adults) Place

Regional and City Strategies	Children's Services Plan Regional Economic Strategy Regional Skills Strategy Local Housing Strategy Customer, Digital and Data Strategy Prevention and Early Intervention Strategy
-------------------------------------	---

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Stage 1 IIA completed.
Data Protection Impact Assessment	Not required

10. BACKGROUND PAPERS

None.

11. APPENDICES

None.

12. REPORT AUTHOR CONTACT DETAILS

Name	Derek McGowan
Title	Chief Officer – Early Intervention and Community Empowerment
Email Address	demcgowan@aberdeencity.gov.uk
Tel	

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	13 October 2022
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Aberdeen Performing Arts - Annual Report 2021/2022
REPORT NUMBER	COM/22/229
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	24.15

1. PURPOSE OF REPORT

- 1.1 This report presents the annual reporting of Aberdeen Performance Arts (APA) covering financial year 2021/2022.

2. RECOMMENDATIONS

- 2.1 That the Council notes the Aberdeen Performing Arts Annual Report appended to this report for the Council's interests.

3. CURRENT SITUATION

- 3.1 APA is a company limited by guarantee with charitable status established as an Arm's Length External Organisation ("ALEO") of the Council in 2004. APA operates the Music Hall, His Majesty's Theatre and The Lemon Tree, as well as managing the Box Office for 20+ venues in the region.
- 3.2 APA operations were hit hard due to the pandemic and this is still impacting the programme of events that APA would normally deliver. During a 'normal year' APA delivers a diverse programme of performing arts at small, mid and large scale including touring drama, musical theatre, children's theatre, opera, ballet, dance, comedy and music across the venues. Alongside this programme, APA produces and commissions new work under the banner of Freshly Squeezed Productions, supports and provides a platform for emerging talent in the North-east, runs an associate artist programme in schools and communities, curates two festivals, runs a youth theatre and youth music programme, offers creative learning activity for all ages and abilities and supports the local amateur arts scene. APA is an active member of 'Culture Aberdeen', the city's cultural network and a leading partner in the development of the ten-year cultural strategy and action plan for the city which was endorsed by the Council in 2018. APA also deliver 3 festivals; True North music festival, crime writing festival Granite Noir and Light the Blue, a youth arts festival celebrating the talent and creativity of young people across the region.

- 3.3 The revised performance template provides an overview of Key Performance Indicators (KPIs) and what has been achieved against these targets for the financial year 2021/2022. The report provides evidence of APA's delivery against their business plan objectives and also contributions to the City's cultural strategy, the Regional Economic Strategy, the Regional Tourism Destination Strategy and drivers around culture end events and the LOIP.
- 3.4 APA started the current reporting period under a period of national lockdown and the resultant uncertainty around the duration of restrictions arising from the COVID-19 pandemic meant that venues were closed to the public until September 2021, that audience numbers were incredibly unpredictable and venues were closed again for a further month in December/January, with further cancellations in programmes. It was therefore felt inappropriate to set a realistic set of targets for the year, other than relatively low risk financial targets, for cash flow and budgeting purposes.
- 3.5 Jane Spiers, Chief Executive of APA retired on the 1st July 2022 after ten years in the role. A recruitment exercise for the Chief Executive post was undertaken by the Board of APA with Andy Eagle starting in the role on 8th August 2022.
- 3.6 Separately, the ALEO Assurance Hub continues to seek assurance from Aberdeen Performing Arts on its financial stewardship, governance, and risk arrangements. This includes oversight that medium term financial plans are in place and aligned to business planning. This is reported on twice a year to the Audit, Risk and Scrutiny Committee along with the Hub's risk ratings, which reflect the level of risk presented to the Council by each ALEO.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from this report. For 2021/2022 the Council provided core funding of £985,000 to APA.
- 4.2 The Council continued to provide 100% of the grant funding that had been approved for APA despite the interruption to services and with continued closures of parts of the cultural estate, this amounted to £985,000 (as per 4.1) which was the same level as approved the previous year. The Council also provided a guarantee of additional funding, up to a maximum of £356,000, for financial year 2021/22.
- 4.3 APA is a regular funded organisation of Creative Scotland for 2018-21, bringing in £1m over the 3 years of the funding agreement.
- 4.4 APA has a turnover of over £10m per year, and as one of Scotland's biggest performing arts companies, manages some of the city's most iconic buildings. However the turnover has been significantly impacted during a year when operations were forced to close.

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 of this report.

7. RISK

7.1 The risks reflect the 21/22 reporting period covered and there is ongoing monitoring of the current position through the ALEO Assurance Hub.

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 Risk					
Compliance					
Operational	APA staff not being supported.	The annual report and ALEO hub monitoring process ensures and demonstrates good practice.		L	Yes
	APA providing poor services to customers.	The annual report demonstrates to the Council APA's commitment to customer service.		L	Yes
	Box office services failure, APA provides service to a number of organisations.	Any risk is mitigated by effective maintenance of the system.		L	Yes
Financial	None				
Reputational	None				
Environment / Climate	None				

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2022-2023</u>	
	Impact of Report

<p>Aberdeen City Council Policy Statement</p> <p><u>Working in Partnership for Aberdeen</u></p>	<p>APA aligns to the transformation programme articulated within the TOM 1.2, and forms part of the next steps for delivery of the outcomes and commitments. The proposals in this report support the delivery of the Partnership’s Policy Statement for a Vibrant City and the Arts Matter:</p> <ul style="list-style-type: none"> - Aim to make Aberdeen a premier destination for festivals, productions, conferences, bands and events. - Support Aberdeen Performing Arts and other cultural providers to offer the widest possible arts programme for all across our communities - Work with Aberdeen Performing Arts to address their funding issues and to allow them to progress their Covid-safe upgrades
<p><u>Aberdeen City Local Outcome Improvement Plan</u></p>	
<p>Prosperous Economy Stretch Outcomes</p>	<p>APA contributes significantly to the Economy of the North East of Scotland and this is articulated in the Business Plan.</p>
<p>Prosperous People Stretch Outcomes</p>	<p>Audience development, talent development, succession planning and staff development are articulated in the business plan. APA strives to increase the diversity of its board members. APA will contribute to the Child Friendly City Improvement Project aim to achieve a UNICEF badge in Culture.</p>
<p>Prosperous Place Stretch Outcomes</p>	<p>The Music Hall redevelopment is a key deliverable of the CCMP (City Centre Masterplan) and APA manages three of the city’s most iconic venues, and festivals with a growing reputation enhancing the perception of the city. APA are represented on the 365 Events group and the Culture network.</p>
<p>Regional and City Strategies</p>	<p>APA aligns to the transformation programme articulated within the TOM 1.2, and forms part of the next steps for delivery of the outcomes and commitments. The proposals support the new and emerging Regional Economic Strategy for Aberdeen to be a key tourism destination; the regional Tourism Destination Strategy; and the City Centre Masterplan.</p>

9. IMPACT ASSESSMENTS

Assessment	Outcome
------------	---------

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

10. BACKGROUND PAPERS

None.

11. APPENDICES

- **Appendix 1** – Aberdeen Performing Arts ALEO Annual Report 2021/22

12. REPORT AUTHOR CONTACT DETAILS

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

This page is intentionally left blank

Organisation: Aberdeen Performing Arts	
Year Covered:	2021-2022
Report completed by:	Faye Barron / Leah Hodder / Ben Torrie
Position:	Director of People / Director of Marketing and Communications / Director of Programming and Creative Projects

About the organisation

A brief description of the organisation and its vision

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

Our vision - Placing creativity and culture at the heart of inclusive transformational change in the North-east.

Organisation Information	
Organisation legal structure	Company limited by guarantee with charitable status
Number of years operating	17
Name of Director/ Chief Executive	Jane Spiers (to July 2022) Andy Eagle (from August 2022)
Number of venues operated	3
Number of festivals operated	3
Number of Board Members	13
Number of Full time staff	44 full-time (average head count for year)
Number of part time/casual staff	203 part-time/casual (average headcount for year)

SECTION 1 - Outcomes and outputs

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

Key Achievements

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

Within this ambition we have included reporting on COVID-19 recovery and achievements in terms of people, venues, communications and delivering business critical projects. Projects and activities that have kept our charity solvent, our people safe and secure and our business in the best possible shape for re-opening and recovering.

Continued COVID-19 Survival and Recovery

The Global pandemic continued to have significant impact on our organisation in 2021/22. Our venues remained closed to the public for 5 months at the start of the reporting period, and after reopening on a phased basis in September, and beginning to build back, we had to reclose our doors again in December for a further month due to the impact of the Omicron variant and Government restrictions on large-scale events. This resulted in a total closure for 6 months without any earned income (accounting for approximately 88% of our Total Turnover) which made fundraising and seeking grant funding imperative to ensure survival.

We continued to maximise use of the Coronavirus Job Retention scheme to ensure that we safeguarded employment for our workforce and ensuring no redundancies as a result of the pandemic. Our talented team at Aberdeen Performing Arts are pivotal to our success - had we not been able to retain our teams this would have had a devastating impact on the future success of our organisation and our ability to build back post-pandemic.

Cashflow remained a significant and key challenge. Whilst we exercised tight control, 2021/22 posed a higher reliance on spend within our venues in preparation for welcoming back audiences, including maintenance costs, the introduction of enhanced cleaning regimes and safety provisions (e.g. hand sanitiser, face masks), and marketing to promote our programme and increase customer confidence.

In addition to working tirelessly to secure the necessary funding to maintain solvency, our team worked hard with promoters to ensure that wherever possible performances were rescheduled to later in the year or the following year as opposed to cancelling. By doing so we have attempted to mitigate against cancellations where possible, and this has resulted in a positive start to 2022/23.

Advocacy & Funding

We have continued to be a strong voice within the city, region and nation, in relation to securing the necessary funding to keep our charity going, as well as ensuring the importance that the role of the arts and culture plays within our society, especially as we recover. We did this through national industry networks, including our membership and active role in the Scottish Theatre Producing Consortium, the UK Touring Partnership, Federation of Scottish Theatre, Culture Aberdeen, BECTU, Aberdeen and Grampian Chamber of Commerce and Visit Aberdeenshire.

A primary focus for 2021/22 has been to ensure the continued solvency of the organisation and safeguarding employment of our workforce. As a result of restrictions due to the COVID-19 pandemic our venues remained closed to the public for 6 months of 2021/22 resulting in no earned income during these months, additionally the months in which venues were reopened resulted in lower ticket sales than in a conventional year, which placed a real emphasis on achieving as much funding as possible. In what is an extremely challenging and highly competitive environment across the two years impacted by the pandemic we have successfully applied to, and been awarded funding from, 12 different funds across a number of different funding segments resulting in a total funding award over the last two years of over £5 million. It should be noted that each application resulted in a significant undertaking ensuring it is tailored specifically to the funding call and was extremely hard fought. In addition to the funding applications, a public giving and donation campaign raised over £150,000. We are incredibly grateful for all the funds received, which have safeguarded the future of our organisation.

The funding awarded specifically for the purposes of COVID-19 support and recovery can be summarised as follows:

Adapt and Thrive	25,000
Business Support Scheme	108,500
Third Sector Resilience Fund	80,000
Scottish Government Stabilisation Funding	1,400,000
Creative Scotland COVID-19 Grant	444,199
Heritage Emergency Fund	150,000
Job Retention Scheme (JRS)	1,727,443

Performing Arts Venues Relief Fund	750,000
Performing Arts Venues Relief Fund 2	500,000
Pivotal Enterprise Resilience Fund	150,000
Place Based Investment Fund	164,680
Strategic Framework Business Fund	27,000
COVID-19 Specific Funding 2020 to 2022	5,526,822
Public Giving Donations	154,500
Total COVID-19 Funding 2020 to 2022	5,681,322

Business Critical Projects

In addition to the work undertaken to secure the future of the organisation financially, a number of key and strategic projects were progressed to ensure we are able to recover, reopen and rebuild. Some of these key projects have included:

Recover, Reopen, Rebuild Strategy

Hello and Keeping You Safe Campaigns

In the lead up to reopening our venues, we launched our Hello marketing campaign aimed at welcoming our audiences back to our venues and increasing customer confidence whilst incorporating COVID-19 safety messaging. The “hello” message also allowed us to widen our audience, targeting not only returning audiences but new attendees as well. The campaign was key to successfully encouraging our audiences safely back into our venues after 18 months of closure. Alongside this, we delivered our ‘Keeping You Safe in our Venues’ campaign which detailed the safety and hygiene measures in place in our buildings, and details of how we were complying with both legal requirements around delivering events but also the expectations of our customers and artists. We produced online guidance for customers and issued guidance documents to all performers presenting work in our venues. We were successfully awarded See it Safely accreditation, which was a national ‘kitemark’ scheme delivered by UK Theatre and SOLT.

Ticket Scanning

The successful implementation of an e-ticketing platform allowed us to move from manual ticket checking at venue entrances to electronic scanning. Customer flow has been greatly improved, allowing quicker access to buildings and allowing us to be more flexible in the deployment of our staff, particularly at His Majesty’s Theatre. Electronic scanning has the added security benefit of ensuring that the valid ticketholder is accessing our events. E-tickets and scanning improves our sustainability credentials, reducing printing of paper tickets.

Covid-19 Vaccination Certification

Just as our venues reopened, the Scottish Government announced the requirement for checking and scanning of vaccination certificates at indoor unseated events with over 500 attendees. We quickly sourced the required equipment, provided training for staff, identified the affected shows across our venues and embarked on a communication plan to our customers. The quick and successful implementation of this additional requirement is testament to the flexibility and commitment of our team.

Customer Service Excellence

Despite the challenging period during closure and reopening we successfully retained our Customer Service Excellence (CSE) Government Standard, which requires to be annually, independently assessed on the basis of continuous improvement. We were compliant in all criteria and achieved compliance plus in 22 criteria, which was an increase of 2 on the previous year. We were specifically commended on our approach to customer engagement throughout the challenges of the pandemic.

"You have faced significant challenge following lockdown, but have fulfilled customer expectations at every step. You have explored fresh ways to engage and communicate with customers... Throughout the pandemic you have established yourselves as a flagship for the arts industry" - CSE Assessor feedback

Food and Beverage

Following on from our updated 3-year food and beverage plan, reviewed and approved by our Board in 2021, work has now commenced on the cohesion of our food and beverage offering across our venues. We successfully secured Scottish Enterprise funding to support a capital project to redevelop foyer and café bar space at His Majesty's Theatre, primarily to provide more space for customer flow and improve the customer journey. Matched funding from Aberdeen City Council was also committed for this project. The redevelopment will relocate the previous Café/Bar space and refresh the layout of the existing restaurant, creating a welcoming and contemporary dining/bar area, catering to pre-theatre diners as well as the wider community throughout the day. Capital Work has now commenced on this project, and alongside the physical work on the area, the operational planning is underway to recruit the hospitality team. 'The Terrace' brand, identity and offering is in development. An operational restructure and review of offering has also been undertaken at our Café Coda in the Music Hall to maximise income.

Energy

Significant efforts have been focused on our Green Action Plan, and particularly around the source of our Electricity. We have now signed up to an energy provider which supplies 100% renewable electricity across all our venues.

People

Employee Engagement and Reorientation

Our focus in 21/22 has been the continued wellbeing and engagement of our team, particularly, but not limited to, the early part of the year while the majority of our workforce was still furloughed. Using our Recover, Reopen, Rebuild strategy, we supported our teams to return to work on a phased basis, undertaking reorientation, re-induction, and training over July and August, ready for our phased reopening in September 2021. In addition to reorientation and training, all teams held team meetings, and all staff were invited to small meetings with the Chief Executive and members of the leadership team to discuss plans for reopening, ask questions, and raise any issues. These sessions were incredibly valuable and appreciated by all.

We bolstered our team with phases of recruitment for key roles/departments and, following some restructuring around existing vacancies, invested in new roles within our Leadership Team – Head of Finance and Sustainability, Head of Creative Engagement and Head of Technical and Operations, as well as our new roles in Creative Engagement.

Staff Restructure and Review

We continued to support the implementation of changes in our structure to ensure our teams are fit for purpose. Our integrated Customer Experience Team is now established and we have begun to implement further new ways of working and integration across other areas such as Technical and Operations, to improve teamworking, make efficiencies, and improve the customer experience backstage. We implemented the Real Living Wage in September 2021, with formal accreditation achieved in 2022. This showed our commitment to tackling low pay in our industry. In addition to this, reviews of teams and contracts has begun in a number of departments in an effort, as part of our commitment to the Fair Work Framework, to move towards more guaranteed and minimum hours contracts within our structure.

During the Scottish Trade Union Conference, which was hosted at the Music Hall and live streamed to online audiences, Aberdeen Performing Arts was held up as a best practice example of how to treat employees, due to our safeguarding of all jobs during the pandemic.

Equalities, Diversity and Inclusion

Essential Companion Scheme

To ensure everyone can participate and enjoy our venues equally, we have successfully launched a scheme that allows one free essential companion ticket for those who need someone to be with them in order to come to an event. This scheme has been well received and resulted in extremely positive feedback from those taking advantage to date.

Improving Access

We set up a new scheme to improve the booking procedure for our customers with additional access needs, allowing wheelchair bookers to book selected seats on our website directly. The process allows us to tag customers on request on our ticketing system which will open up the selected seats that are held off to general public for booking. We trialed this with volunteer wheelchair bookers and then rolled out to all wheelchair bookers with an e flyer and form available on the website. We have received 100% positive feedback.

Creative Change Makers

We have created two new roles focussed on our engagement work within the community, a Creative Change Maker for Climate Action and Creative Change Maker for Inclusion and Relevance. Our Creative Change Maker for Inclusion and Relevance role focuses on supporting the diversity of the programme on our stages, and in our commissioned and produced work, as well as building relationships with key groups in the North-East. Our Creative Change Maker for Climate Action is focussed on our outward facing engagement with communities and audiences around the climate crisis, and also supports the development and implementation of our sustainability action plan.

Programme – Rise Up

As part of the reopening of our venues, we introduced a theme of ‘Rise Up’ and curated a number of projects and performance in response to this theme. The theme was inspired by both the response to and recovery from the pandemic, but crucially a need for our work to better reflect the diverse communities that we serve, to showcase work by artists from under-represented and marginalised groups, and to increase the relevance of our work to a greater range of audiences.

We have successfully ensured programming and producing decisions consider areas such as gender balance, representation of Black and People of Colour, and LGBTQ communities as well as other under-represented or marginalised groups. This is a journey for us as an organisation, and with the investment in our programming and creative engagement teams, we have made significant progress, and will continue to do so as part of our EDI action plan.

Workforce

We have further implemented and embedded changes in our recruitment processes, based on learnings from participation in the Organisational Development programme of the Weston Jerwood Creative Bursaries programme last year, focussing on reaching a more diverse range of candidates and supporting those candidates through the recruitment process. All staff, freelancers, and volunteers are encouraged, although not obligated, to complete an Equal Opportunities Monitoring form to help us understand the demographics of our workforce. We have added questions around socio-economic background to understand these demographics of our workforce, as it is proven that those from lower socio-economic backgrounds are more likely to face barriers to entering the arts as an industry/employment.

80% of our workforce have completed Equal Opportunities monitoring forms, an increase from circa 75% in 2019/2020. We have also seen an increase in individuals from under-represented and/or marginalised groups joining Team Aberdeen Performing Arts, and we are working to ensure all our employees regardless of background feel supported, included and that they have a sense of belonging in our organisation.

Venues

We used the 5-month closure period at the start of 2021/22 to carry out essential maintenance and repairs to all three venues to ensure that we were best placed to welcome our audiences back. Additionally, we have used this time to progress strategic capital projects at both His Majesty's Theatre and The Lemon Tree to ensure their future success.

Our key achievements in relation to venues are as follows:

The Music Hall

We completed a programme of minor works to improve operational capabilities across the venue and ensure that it is ready to receive audiences again. Works undertaken include the replacement of barriers around the stage lift and the refreshing of backstage areas. The final, delayed snagging works from the multi-million pound redevelopment project were also completed during this time and we were able to successfully certify the completion of the defects period with no ongoing claims or contested items.

His Majesty's Theatre

We commenced a £675,000 redevelopment of the Café/Bar and Box Office/Foyer areas within the extension of His Majesty's Theatre. The works will provide significantly increased foyer and circulation space on the ground floor due to the removal of the staircase and the relocation of all café facilities to the floor above. This project opens and enhances the space previously occupied by the 1906 restaurant and Corporate Suite to encompass a brand-new Café / Bar offering which will greatly improve the space available particularly during busy pre-show and interval periods, as well as allowing for a revised offering to enhance the customer experience. The redevelopment will provide unrivalled views of the new Union Terrace Gardens for a wide range of customers visiting the theatre, from morning through lunchtime and into the evening.

The Lemon Tree

The feasibility study for the redevelopment of The Lemon Tree, part-funded by Aberdeen City Council and Scottish Enterprise was successfully completed in March 2022, with an impressive scheme, which has received an incredibly positive response from audiences, stakeholders, staff and board members. We have now progressed to the next stage of design development where work is progressing to fully understand and establish the technical, operational and sustainability requirements of the scheme and develop a design within the established budgetary constraints to deliver a best-in-class venue. This is an exciting project which will play a pivotal part in the wider Aberdeen City Queen Street Masterplan which seeks to establish an urban park and cultural quarter within the heart of Aberdeen.

City vision and Cultural Leadership

On behalf of Culture Aberdeen, Aberdeen Performing Arts led a successful bid to the UK Government's Community Renewal Fund. This was one of several proposals submitted from Aberdeen, but the only bid that was successfully funded. The fund supported two strands of work: Making all the City a Stage: a series of commissions for artists to create artworks in any artform to reimagine and reinvigorate the city centre. We appointed a producer to lead this project, with a call out for artists in early January. A total of 35 applications were received, and 5 established artists and 7 early career artists were selected. Early career artists were mentored by established artists and Culture Aberdeen members. The artworks were created and presented in a successful festival *Wonderland* in September 2022. The second strand of the Community Renewal Fund supported the development of our Light the Blue Youth Arts Festival into a youth festival for the city and supported the development of a youth arts action plan to sit alongside the cultural strategy. Additional funds were awarded from Aberdeen City Council via the City Centre Recovery Fund allowing us to further develop the *Wonderland* festival with a pop-up city centre venue, *Wonder Hoose*, in Marischal Quad. This magical temporary venue provides a wonderful and other-worldly performance space for a variety of performances every day in September and bridges the weeks between *Wonderland* at the beginning of September and our True North festival at the end of September.

We continue to work in partnership with fellow cultural partners in the city, supporting the work of other organisations through programming and commissioning partnerships, support with resources, venue provision and box office services. Partnerships included Spectra, Look Again, Citymoves, Sound, Aberdeen Jazz Festival, Nuart, Tivoli Theatre, Aberdeen Arts Centre, and more.

Members of the Aberdeen Performing Arts leadership team were represented on local and national boards and committees during this time including Culture Aberdeen Executive, boards of Visit Aberdeenshire, Arts and Business Scotland, Federation of Scottish Theatre, Theatres Trust, Scottish Theatre Producing Consortium, UK Touring Partnership, Scottish CIPD Policy Forum, and membership of the Adoption and Permanence Panel and Children's Hearing Panel.

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

Cultural Programme

The first 4 months of 2021-2022 were focussed on ensuring our programme was in place and strong for reopening in September. Over the previous two years, we had cancelled and rescheduled over 700 shows, working hard to renegotiate with producers to retain and reschedule as many shows as possible into 2022 and 2023.

Prior to reopening we presented two outdoor performances in the city centre. The first, in partnership with Puppet Animation Scotland/Manipulate Festival, called *Restless Worlds* installed a number of newly commissioned 'kinetic sculptures' in windows in both active and vacant premises. These pieces were viewed externally and accompanied by a soundtrack delivered digitally. The second piece was an audio drama experienced via headphones whilst walking a route in the city centre encountering street artworks depicting the story – the piece *Niqabi Ninja* by Sara Sharaawi was inspired by the uprising in Egypt and spoke to themes of reclaiming the streets and male violence.

Our venues successfully reopened in September with a curated programme of performances including the centenary staging of the Student Show, an exclusive signature concert with Nick Cave, a North-East production of *A Play, A Pie and A Pint*, and our own True North music festival.

The theme for our reopening season was "Rise Up", reflecting both the recovery from the pandemic, but also spotlighting under-represented groups and responding to pressing societal issues. We commissioned and curated a programme of work over the course of the Autumn and Spring seasons around this theme (see below).

We implemented a phased approach to reopening, with a reduced programme through September and October, increasing to "normal" levels of programming from November onwards. We took a low-risk approach to predicting attendance levels and ticket sales income to reflect uncertainty about audience confidence and to account for any ongoing impacts on our programme due to COVID-19. The majority of shows at His Majesty's Theatre in our opening six months hit or exceeded our reduced targets, with sales across all venues as, or better than, expected in the same time period.

Our 2021 pantomime, *Beauty and the Beast*, sold very well and was on target to exceed £1million in income. However, with the advent of the Omicron variant, and Scottish Government restricting indoor public events to less than 200 people, we were forced to close our venues once again on 24 December 2021. All performances (63 in total) at our venues were cancelled until we could reopen at the end of January 2022. We have continued to feel the impact of the pandemic on our programme, with some performances being rescheduled or cancelled throughout 2022 due to the ongoing financial pressures on producers and touring companies. This was an industry-wide issue across the country, with some UK tours being cancelled due to lower than anticipated sales in other locations. Overall, however, our programme was strong, with audience numbers and ticket sales performing well against target and anecdotally we performed well during this period in relation to other parts of the country.

Our programme across all our venues was strong, both in terms of sales and artistically, with a wide range of performances such as popular west-end musicals *Everybody's Talking About Jamie*, *Waitress*, *School of Rock*, *Mamma Mia* and *Bat Out of Hell* at His Majesty's Theatre, and the return of Scottish Ballet. At the Music Hall, we welcomed back the three Scottish orchestras, superstar comedians Katherine Ryan, John Bishop, Sarah Millican and Jimmy Carr, rock gigs from Paul Weller, Shed Seven, the Snuts and Level 42, and shows from the likes of Nathan Carter, Tim Peake, Scottish National Jazz Orchestra and Daniel O'Donnell. At the Lemon Tree, we welcomed legendary acts and contemporary artists alike, including The Skids, The Undertones, Sleaford Mods, The Lathums and Nouvelle Vague. Our festivals were able to return to their home venues and be enjoyed by audiences in person.

Our Festivals

True North Music Festival

Following our virtual True North festival in 2020, we were delighted to be able to stage True North in person and on our stages in September 2021. With Rise Up as the programming theme for the festival, we produced a majority female line-up, and featured many Black and people of colour artists. The festival included a celebration of the work of Stevie Wonder by Corinne Bailey Rae, a headline gig from singer-songwriter and LGBT activist John Grant, a hip hop night led by Aberdeen's Ransom FA, a newly commissioned film featuring Ayanna Witter Johnson performing her song 'Rise Up' on location at Greyhope Bay and on Aberdeen Beach, an expanded fringe programme in several city centre locations featuring local musicians, and a spoken word event featuring local poets who produced new work inspired by Rise Up. 65 acts and artists participated over the weekend across 8 venues. Visitors attended from Edinburgh, Glasgow, London and as far away as Brussels, with 98% of attendees stating they would return to True North again. We received excellent press coverage in the run up to and over the course of the festival weekend, averaging 4 press articles per week from the on-sale to the festival weekend.

"A brilliant celebration of live music after a long time away!"

"So good to be back listening to live music again, and what a return!"

"Good, diverse and entertaining line-up"

Granite Noir International Crime Writing Festival

Our sixth outing for Granite Noir crime writing festival returned in-person following the entirely digital festival in 2021. In addition to in-person events, we live streamed a small number of events allowing us to continue to connect with our global audience, as well as offer opportunities to participate for those who might still have been reluctant to attend in-person. The festival programme was a diverse mix of Scottish and international authors, new and emerging names as well as new commissions and a curated programme of work across the performing arts. More than 70 writers and chairs participated in a programme of in conversation events, panel discussions and workshops, including leading Scottish and UK writers Dame Sue Black, Ann Cleeves, Louise Welsh and Oyinkan Braithwaite; Nordic Noir writers Anders de la Motte, Kjell Ola Dahl, Silje Ulstein and Heidi Amsinck; experienced chairs including Sally Magnusson, Fiona Stalker, Bryan Burnett and Alex Clark; and emerging talent such as Farida Abike Iyamide, Hannah King and Leela Soma. The wider programme included a recording of the BBC podcast *Bad People*, a Bond-themed cocktail event, and a new Locked Room Escape Game. We commissioned a brand new site-specific play by Ten Feet Tall Theatre, *Witch Hunt*, staged at the historic Mither Kirk, programmed a selection of classic noir films at the Belmont, *The Grit in the Granite* exhibition and talk about the darker side of Victorian Aberdeen by archivist Phil Astley and researcher Dr Dee Poole, and programmed an adaptation of *The Hound of the Baskervilles* at His Majesty's Theatre. The weekend's finale was a specially created performance, 'Criminal Tunes' by the BBC Big Band at the Music Hall, featuring music connected with or inspired by crime.

Total sales for the festival were almost 7,000 tickets, plus an estimated 3,500 attendances at the exhibition, giving us attendance figures of more than 10,000. This made it the second highest attended Granite Noir in its history. We had a total of 35 events across seven venues, 60 speakers with nationalities from across the world, including Norway, Sweden, Denmark and India, with 130 livestream attendees and 400,000 impressions across social media. 100% of our attendees indicated they would like to return to Granite Noir in the future.

"Great programme, well presented and thoroughly enjoyable."

"I loved the storytelling event as much as my 7-year old!"

"The staff were wonderful."

Rise Up festival

As part of our Rise Up theme, we staged a two-day festival in partnership with We Are Here Scotland, which celebrated and showcased the work of Black and People of Colour artists and creatives from Aberdeen and across Scotland. The festival, the first of its kind in Scotland, featured three performances including an evening of spoken

word and song, a theatre performance, *One Mississippi*, which explored how childhood experiences across different ethnic communities affects men's adult lives, and a final gig by leading emerging musicians, songwriters and DJs. The festival hosted several panel discussions and workshops covering a range of topics across the weekend. The festival was well attended and well received, and we have built a strong partnership with the WAHS team. We continue to develop new and interesting work with them now and for the future.

Conference and Events

The Scottish Trade Union Conference was our first post-pandemic large conference, a 3-day event with additional get-in day. 300 delegates and 60 exhibitors attended, and it was live streamed throughout. Speakers included First Minister, Nicola Sturgeon, and Scottish Labour Leader Anas Sarwar. As part of the event, we hosted a Civic Reception and 4 fringe events at the Lemon Tree, as well as several breakout meetings around the Music Hall. STV delivered a live broadcast and a 5-minute feature on STV 6pm news. The Music Hall was set up in a tabled format not previously used which proved ideal for the conference. Coda Café benefitted from the conference delegates with daily sales of over £1000. The success of the event was down to a strong team effort, resulting in positive feedback on both the venue and the staff from organisers, exhibitors and delegates. We were mentioned by one of the Disability unions, championing the Music Hall as an example of true accessibility in a listed building.

We hosted the Aberdeen Music Festival with its first visit since 2015, involving local choirs/ school groups as part of a wider event held in various venues across the city. Traditionally held at the Music Hall, Aberdeen Music Festival offers children and young people the chance to perform onstage and introduces many young people to the venue for this first time - next year is the 150th year anniversary of the festival and planning is underway for a special event in 2023.

Other conference and events included Lochside Academy Prize Giving (1000 delegates), Aberdeen Harbour AGM, Friends of the Earth Election Hustings, and the Robert Gordon's College (RGC) Juniors. The Music Hall also hosted the Robert Gordon University Winter Graduations, which included a very special ceremony, during which our chief executive Jane Spiers was awarded an honorary doctorate.

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

During 2021–2022 we repositioned and restructured our creative learning offering and team into a Creative Engagement team. We introduced a new leadership team post of Head of Creative Engagement and rebuilt our offering to one more focussed on communities and areas of interest such as climate action, diversity, inclusion and relevance, rather than our previous focus on artistic genre (such as music and drama). On that basis we restructured the team with several new roles including *Producer – Participation*, *Creative Change Maker – Climate Action*, and *Creative Change Maker – Inclusion and Relevance*.

Prior to our venues reopening, our youth theatre participants took part in two exciting projects which were delivered both online and in person in line with ongoing Covid restrictions. Participants from our three youth theatre groups (Junior, Intermediate and Senior) participated in the Positive Stories for Negative Times delivered by Glasgow based theatre company Wonder Fools. The company commissioned several new scripts for the project from a range of leading Scottish playwrights. Our groups created online productions filmed on Zoom which were presented alongside pieces by other youth groups from across the country. Members of our Young Company also delivered a project in partnership with the Grampian Hospitals Arts Trust commemorating the centenary of the Foresterhill Hospital Campus. They worked with a film-maker, composer and writer using archive material with the resulting work displayed in an installation at the Suttie Art Space at ARI and later transferred to the Big Sky Studio at the Music Hall.

Our youth theatre and early years music workshops restarted in September, with a strong start in terms of participant numbers in the Autumn and Winter/Spring terms, albeit working to reduced capacities in line with COVID guidance. In addition, we have been working with local schools and relevant council services to offer an increased number of free/subsidised spaces to children and young people who would otherwise not be able to attend these sessions. Between September 2021 and April 2022, we had 14 young people taking up our offer of

free spaces in our Creative Engagement workshops. We aim to ensure our workshops are inclusive and our sessions included 5 young Black and people of colour participants and 14 young people with identified ADHD, Asperger's, autism and dyspraxia. A number of young participants identify as trans and non-binary. We continue to work with partners to expand the use of these subsidised class places.

For the first time, we launched a new programme of workshops in the Easter holidays, including hip hop sessions and a week-long technical theatre programme. We worked specifically with Barnardo's, to offer places to young carers and care experienced young people to participate in these projects, which was funded by Creative Scotland's YMI Access to Music Making fund. The hip hop programme was delivered by locally based artists, and the technical theatre programme devised and delivered by our in-house teams across His Majesty's Theatre, the Lemon Tree, and the Music Hall. The holiday programme was very successful, and we plan to deliver an ongoing programme in these areas in 2022-2023.

Our Light the Blue youth arts festival took place in June 2022. Our new Creative Producer for Light the Blue devised and delivered a larger and more curated programme, building on the festival pre-Covid, and engaged with Culture Aberdeen partners, further education institutions, local schools and youth groups to devise a programme for and by young people. This year's programme will be a starting point for further development as the festival grows for 2023 and beyond.

We have begun a process of engagement with Afghan asylum seekers, working in partnership with GREC and a group of 14 parents and children attended a concert of Wonderland Children's Classics at the Music Hall. Our Creative Change Maker for Inclusion and Relevance has also begun to engage with Ukrainian refugees and this work will be developed over the coming months, working in consultation with the groups to identify how we can meaningfully offer relevant and engaging creative opportunities which can also facilitate integration with the local community.

AMBITION 4: Talent: Be an incubator for artists and talent development in the North-east

This year we produced and presented two shows on the theme of Climate Justice. During Climate Week North East, *Jam for Climate Justice* was a plastic free, unplugged music event in the Lemon Tree featuring young Aberdeen based musicians and the premiere of a new collaborative song especially commissioned for the event (plus toast and jam from local suppliers!). *Eat the Rich! Climate Justice Cabaret* was an intimate, alternative and subversive evening of art and activism featuring a diverse line up of artists and produced in collaboration with Sanctuary Queer Arts. Both were incredibly well received, and our intention is for this cabaret theme to be developed over the coming year.

We have provided 70 opportunities for local and early career artists to perform, exhibit, or develop their practice. Working with Eden Court, Inverness and Captial Theatres, Edinburgh we co-commissioned three early years festive productions, with the first, Unicorn Christmas Party, performed at the Lemon Tree in December 2021. The second of the three productions, the Enormous Christmas Turnip, will be hosted at the Lemon Tree in December 2022. Our Wonderland festival provided established and early career artists, based in the North-east, opportunities to develop and showcase their practice in a large city-centre festival. We have commissioned, with the support of our Digital Art curator, a number of digital artworks for 2021-2022 for our Stepping In Screen at the Music Hall. The reopening season from September featured three new pieces, including a beautiful floral piece by Daniel Brown, a live generation of data collected from the Music Hall by Aberdeenshire-based *Silent Chaos*, and a collection of pieces by local artists called *What our Winter Feels like* created by local agency Design and Code. One of our previous commissions was returned to coincide with the cosmic theme of the Spectra Festival, and a new commission by Aberdeen-based Nina Stanger took pride of place in April. Further new works have been selected and will be presented over the course of 2022-2023.

In addition to digital pieces, a programme of visual arts exhibitions have been hosted in the gallery spaces at the Music Hall. Pieces from Gray's School of Art Degree Shows in 2020 and 2021, which were staged virtually, and produced in partnership with Look Again was exhibited for the first time in person, followed by the Granite Noir archive exhibition. *Boundaries* by Esther Woolfson and Gill Russell premiered at the Music Hall, inspired by Aberdeen and its relationship with the sea, delivered in partnership with Lesley Thompson and Peacock Visual Arts. We also displayed the digital exhibition created by Grampian Hospital Arts Trust with members of our Young Company called *All About People*. This was created to celebrate the centenary of the Foresterhill Hospital Campus and featured archive footage and new films created by our young people.

Our Rise Up theme throughout our opening season provided opportunities for spoken word commissions, with four Aberdeen artists creating a new piece of spoken word in response to the theme. These were performed at True North and then subsequently created into short films which were premiered at the Belmont Filmhouse. Our Climate Action cabarets featured performances and responses to the theme of climate justice, and even served jam and toast from local makers and bakers! We hosted *Blurring Boundaries* at the Lemon Tree, a selection of readings by the Scottish BPOC (Black and People of Colour) Writers Network, in honour of LGBT History Month.

We continued to support our Weston Jerwood Creative Bursaries fellow in their role as Associate Producer. This bursary programme allowed us to fund this role for 1 year, as an opportunity from an early career individual from lower socio-economic background. The role began in May 2021, and the individual played a key role in some of our talent development activities and diverse programming/produced work in that year. We are pleased to say that our fellow has now secured a permanent role with us as our Creative Change Maker – Inclusion and Relevance and continues to develop our work with under-represented and marginalised groups and communities.

INDICATOR	TARGET 21/22	ACHIEVED 21/22
Programme: Delivering a distinctive and diverse artistic programme		
Number of Performances (Aberdeen Performing Arts programme):		
Number of performances across venues (total) / digital		445
Number of performances at His Majesty's Theatre		176
Number of performances at Music Hall		115
Number of performances at The Lemon Tree		154
Number of performances at other venues / online		15
Number of performances at True North Festival		27
Number of performances at Granite Noir Festival		53
Number of performances/events at Rise Up Festival		11
Attendances at Aberdeen Performing Arts programme:		
Audience numbers across venues (total) / digital		185,843
Audience numbers at His Majesty's Theatre		95,361
Audience numbers at Music Hall		62,776
Audience numbers at The Lemon Tree		13,981
Audience at other venues / online		1,000
True North Festival Attendance		2,000
Granite Noir Festival Attendance. (In person event with some streamed events)		c.10,500
Rise Up Festival Attendance		225
Tickets Sales for Aberdeen Performing Arts programme:		
Ticket Sales: His Majesty's Theatre		3,272,142
Ticket Sales: Music Hall		1,159,725

Ticket sales: The Lemon Tree		190,712
Talent: an incubator for artists and talent development in the North-east		
Number of artists participating in talent initiatives (produced, curated, commissioned and festivals development)		70
Number of Associate Artists (in residence in the city)		0
Number of local, emerging artists participating in talent initiatives		37
Number of new works commissioned		46
Number of exhibitions commissioned		4
Number of sharings		2
Creative Engagement:		
Providing inspirational community engagement & participation		
Number of participants in music making & youth theatre engagement projects		102
Number of participants in youth theatre digital engagement projects		39
Number of subsidised/free places provided to children/young people in our creative engagement workshops		7
Number of subsidised/free tickets provided to community groups, charities to attend Aberdeen Performing Arts events/performances		47,561
Equality, Diversity and Inclusion:		
Number of BSL signed performances		22
Number of captioned performances		5
Number of audio described performances		7
Number of Touch Tours		0
Number of relaxed performances for people on autism spectrum		2
City Vision: provide cultural leadership to shape city vision and a creative Scotland		
Accreditations		
Customer Service Excellence Standard accreditation		57 compliance 22 compliance plus
Volume of customer service interactions		
Volume of customer service email interactions		23,062
Customer service calls answered		32,645
Environmental		
Reduce electricity consumption by 5% year-on-year	-5%	-25%
Reduce gas consumption by 5% year-on-year	-5%	-6%
Reduce overall energy consumption by 5% year-on-year	-5%	-39%
Reduce waste to landfill by 5% year-on-year	-5%	-52%

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

This section is an opportunity to provide context and reflect on particular challenges, what learning has come from the experience which will feed into future planning. This section should really demonstrate your organisation's commitment to continuous improvement.

We started the current reporting period under a period of national lockdown and the resultant uncertainty around the duration of restrictions arising from the COVID-19 pandemic meant that our venues were closed to the public until September 2021, that audience numbers were incredibly unpredictable and that our venues were closed again for a further month in December/January, and we faced further cancellations in our programme. It was therefore inappropriate to set a realistic set of targets for the year, other than relatively low risk financial targets, for cash flow and budgeting purposes. Our entire team worked tirelessly to keep the organisation in a stable position, ensuring that the necessary financial support and fundraising activity was

maintained and to enable us to retain our workforce throughout the pandemic, ready for reopening when it was possible. Subsequently, this ensured our venues were adequately prepared to welcome our audiences through the doors when it was safe and ready to do so.

As an organisation, we have demonstrated resilience in unprecedented and challenging times. Despite the incredibly challenging times, we did not mothball our organisation, but continued to focus on business-critical projects to support our reopening in the best possible way. Our ticket sales and audience numbers were generally strong on reopening and our focus on not just retaining previous audiences, but welcoming new audiences, and building back confidence in returning to live events has been key to ensuring progress and continuous improvement/development of our audience. Our reviews of organisational structure, and investment in new key roles, has ensured we have the support in place to ensure we continue to develop and improve in our key priority areas such as audience development, customer engagement, community engagement, environmental sustainability and EDI.

* Our reduction figures quoted against our Environmental goals are comparisons based on the period Sep-21 to Mar-22 v Sep-19 to Mar-20 to provide a like for like comparison over periods where our venues were fully open and operational.

Please provide a summary of particular successes or case studies:

Case Study One: Hello Reopening Campaign

The main aim of the Hello communications plan was to aid and maximise our recovery from closure. This has been in the form of a strong visual campaign and a data driven segmentation project. From June to December 2021, there has been 39 outdoor sites booked across billboards, roadside digital screens, shopping centre digital screens, shopping centre posters and two shop fronts. Outdoor advertising had an estimated 1.4 million views every two weeks. This is across 28 separate sites including billboards, roadside digital screens, shopping centre digital screens, shopping centre poster sites, two shop fronts, bus sides, bus rears. Between June to September, the segmented emails have resulted in over £270,000 of ticket revenue. With £554 being spent on the emails in total this has resulted in a return on investment of almost 50,000%. We worked in partnership with Indigo Ltd to implement a national audience segmentation plan across Family, Mainstream, Contemporary, Classical and Traditional customer segmentation profiles, ensuring targeted communications.

Case Study Two: COVID-19 Keeping You Safe Campaign

The Keeping You Safe campaign and activity supported operational reopening plans in September 2021 for the venues after the extended period of closure since March 2020. Guidance on staying Covid-secure was created for staff, artists and audiences and a phased induction programme was rolled out for staff, both our retained team and staff who had been furloughed for almost 18 months, to support their safety, wellbeing and re-introduction to the workplace. This included phased and staggered shifts for those returning, sanitiser stations throughout the venues, supply of face masks for those who needed, enhanced cleaning regimes including regular anti-microbial misting. We were awarded the industry-wide See It Safely mark launched by UK Theatre and SOLT, for implementation of best practice, and compliance with the latest government guidelines, such as introducing mobile ticket scanning, Covid-19 precautions to socially distance in circulation spaces, vaccination certification where required, a reminder for audiences to respect other's space, encouraging use of facemasks at all times by our Front of House team and ensuring readily available sanitiser stations throughout the venues. Pre- and post-show emails were used to set out detailed information of what to expect on our venues on arrival, to minimise queue times, ease apprehension of audiences, and gather feedback on the customer experience when exiting the venues. We had excellent feedback from customers who indicated they felt safe in our venues during the reopening period and gave confidence for returning to live events in the city, with survey results demonstrating a significant increase in confidence levels post-visit compared to pre-visit, with confidence levels increasing from 52% prior to attendance to 70% afterwards.

Case Study Three: Rise Up Festival

The Rise Up festival delivered in partnership with We Are Here Scotland was successful in celebrating and showcasing the work of Black and People of Colour artists and creatives, shining a light on key issues and

topics affecting marginalised artists, and developing new audiences. The weekend comprised of performances, panel discussions, workshops and community spaces celebrating Black and People of Colour Creatives in Aberdeen and Scotland. Curated by We Are Here Scotland and commissioned by Aberdeen Performing Arts, it is the first festival of its kind in Scotland, and has formed the foundation of a strong partnership between the two organisations. Legacy events are planned with a panel discussion at True North, a gig at the Lemon Tree in December as part of the INCUBATA project, and programming partnerships for Granite Noir.

Feedback included:

"I believe Rise Up! succeeded to do that [celebrate Black and People of Colour creatives], and it is imperative that we make these creative spaces a regular gig all across Scotland, especially in Aberdeen."

"The Aberdeen creative scene can pride itself to be diverse, and to offer a wonderful array of people who dare reinventing the scene by doing their own thing...and doing it awfully well."

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

The single and most significant challenge to our organisation in 2021/2022 continued to be the impact of the COVID-19 pandemic. Our venues remained closed for the five months of the reporting period, having closed at short notice in March 2020. With this closure came the immediate loss of all earned income (accounting for 88% of our total turnover) for 18 months. We have been able to mitigate against this reduced income with support from the Job Retention Scheme (which we utilised fully until its termination in Sep-22), significant fundraising efforts and tight cost control ensuring no non-essential expenditure. In doing so we have achieved this as an ALEO without putting any additional financial burden on Aberdeen City Council.

Upon reopening our venues in September 2021, we experienced a strong and reassuring response from our audiences with initial attendances across most programming at our venues exceeding expectations. Unfortunately, we had to close our doors again for just over 1 month as a result of the Omicron variant and the subsequent reintroduction of restrictions by the Scottish Government. This resulted in a further 63 performances being cancelled across our venues. We did, however, successfully claim compensation from the Covid Cancellation Fund via Creative Scotland to offset the income lost.

There is cause for optimism as 2021/2022 ended with our venues fully reopened and a full programme for the year ahead, however, there are still some challenges we continue to face as a result of the ongoing impacts of the COVID-19 pandemic and the emerging cost of living crisis. The pandemic brought a significant period of uncertainty for people and as a result we are seeing shifting trends from our audiences which we continue to monitor closely and adapt towards. The legacy of the unpredictable nature of restrictions and the cost of living crisis means we are seeing our audiences choose to book tickets within a few weeks or even days of a performance rather than the longer lead time pre-pandemic. We have also seen a lower risk approach from touring producers, meaning producers are less willing or able to sustain tours which are not consistently selling well across all venues on the tour. We continue to work hard through targeted marketing campaigns and strong messaging to encourage the segment of our audiences who still have concerns attending an event in amongst a large crowd. We are reassured however that where we were able to open with performances in 2021/2022, the participation was much more positive than expected, and this has continued to be seen as we return to some normality in this first quarter of 2022/2023, although we are monitoring sales closely over the coming weeks and months.

The Energy Market volatility has been and continues to be a real challenge and has the potential to be a threat to our organisation if there is no targeted support provided or reduction in the prevailing rates in the near future. We have already seen a significant uplift in our electricity and gas costs in the current year and based on the current outlook these could continue to grow substantially. Significant work has been undertaken to ensure that we have contracts in place at the most competitive rate available, in addition to the existing work towards sustainability we have undertaken already which closely monitors our consumption.



Delivering on Key Strategic Priorities			
Please provide a summary of how your activities have delivered against key local (and national) strategic priorities relevant to your organisation			
Culture Aberdeen 2018-2028 Action Plan Ambitions	Regional Economic Strategy 2018-2023 Action Plan	Creative Scotland Priorities 'Unlocking potential, embracing ambition'	Aberdeen Performing Arts Delivered Actions (a summary of achievements – more detail is located elsewhere in this report)
<p>Releasing our Creativity - <i>Our vision for Aberdeen is a city opening doors, where everyone can be transformed and inspired through engagement in the arts and culture.</i></p>		<p>Everyone can access and enjoy artistic and creative experiences</p>	<p>Despite periods of venue closure, we were able to deliver a number of creative and accessible projects :</p> <ul style="list-style-type: none"> • True North music festival • Unicorn Christmas Dance Party– festive production – as one of three commissioned productions nationally, led by Aberdeen Performing Arts • Granite Noir crime fiction festival • Several participatory projects – Positive Stories for Negative Times, All About People with GHAT (youth participants), • Music Hall Stepping In Digital Screen series of commissioned artworks • Rise Up thematic programming and showcase festival • Revised approach to accessible ticket purchasing including essential companions and online wheelchair purchasing
<p>Becoming Scotland's Creative Lab - <i>Our vision for Aberdeen is a city to experiment in, a home, a place, a destination and testing ground for artists, creative enterprises and new ideas</i></p>		<p>Excellence and experimentation across the arts, screen and creative industries is recognised and valued</p>	<ul style="list-style-type: none"> • Developed new digital art commissions for Stepping In screen and exhibitions for the Music Hall gallery spaces. • Led the development and delivery of a multi-venue, multi-year commission for early years festive productions with Capital Theatres in Edinburgh and Eden Court Highlands. • Developed partnership approach to Rise Up Aberdeen commissions to mark reopening and recovery from the pandemic, with the culmination at Rise Up! Festival in partnership with We Are Here Scotland • Produced and commissioned spoken word pieces and performances • Produced Climate Cabaret, and Jam for Justice nights to showcase new and emerging talent with specific climate action themes

<p>Making All the City a Stage - <i>Our vision for Aberdeen is a city which inspires, where exciting cultural experiences are around each and every corner and where there are no creative boundaries.</i></p>	<p>Delivery & marketing of cultural, heritage and tourism attractions of national significance, and of international standard (existing and new assets) and maximising tourism potential of accredited archives.</p> <p>Support and attract events that will be of international and national significance as part of the delivery of the Aberdeen 365 events and festivals plan.</p>	<p>Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity</p>	<ul style="list-style-type: none"> • Staged large scale west-end productions at His Majesty's Theatre, attracting strong audiences from across the region and beyond. • Produced True North and Granite Noir – featuring events, workshops and exhibitions in various locations and venues across the city • Led, on behalf of Culture Aberdeen, successful bid to UK Government fund, to produce Wonderland festival (Making all the city a stage) and create Wonder Hoose venue. This festival aimed to commission experienced and early career artists, to exhibit across all artforms in locations across the city centre, and encourage people back into the city to enjoy arts and culture • Hosted a number of conferences and events in our venues, including Scottish Trade Union Conference, which was live streamed to online audiences as well as those attending, and LNER staff conference (also live streamed).
<p>Connecting Us to the World- <i>Our vision for Aberdeen is a city like no other, where we celebrate and promote our culture and heritage, the things we make and create.</i></p>	<p>Support and promote the arts and cultural venues of the North East to attract and promote national and international exhibitions and programmes.</p>	<p>Scotland is a distinctive creative nation connected to the world.</p>	<ul style="list-style-type: none"> • Granite Noir featured 11 international writers from across the world, including Norway, Sweden, Denmark, Nigeria, USA, Germany and India, and was a platform to showcase Aberdeen and Scotland on a regional, national and international stage, while also featuring a number of North East early career authors through our Locals in the Limelight programme. • True North celebrated homegrown talent with an expanded fringe programme providing opportunities for local artists, while attracting audience members not only from the North East but further afield including Edinburgh, Glasgow, London and Brussels. • Retained all the programming of national and international significance at our venues by carefully rescheduling and avoiding cancellations wherever possible.
<p>Shaping our Future- <i>Our vision for Aberdeen is a city whose cultural sector is growing in ambition and confidence with a</i></p>	<p>Support development of projects and delivery of Culture Aberdeen Plan and the Aberdeen Culture Strategy.</p>	<p>Ideas are brought to life by a diverse, skilled and connected leadership and workforce</p>	<p>Active participation in city-wide initiatives; development of the cultural strategy for the city:</p> <ul style="list-style-type: none"> • Significant contribution to the delivery of the cultural strategy for the city

<p><i>strong collective of cultural leaders collaborating to realise the city's potential.</i></p>			<ul style="list-style-type: none">• Membership of city-wide groups including Culture Aberdeen, Events 365, AGCC Policy Council, Visit Aberdeenshire Tourism group, Aberdeen Youth Music Partnership.• Led successful bid, on behalf of Culture Aberdeen, for UK Government funding• Staff learning and development programmes; cross-departmental working groups:• Participation in Aberdeen Inspired Umbrella Project raising awareness for neuro-diversity <p>Future proofing:</p> <ul style="list-style-type: none">• Strong, immediate and effective governance and leadership in response to the global pandemic• Continually review and update business readiness including business continuity, infrastructure, information and data security, GDPR adherence, cyber security audit, environmental impacts, Equalities, Diversity and Inclusion
--	--	--	--

Local Priorities:

Please highlight where your outcomes, outputs or activities align against the priorities of the Local Outcome Improvement Plan and or Council Delivery plan. <https://communityplanningaberdeen.org.uk/aberdeen-city102-local-outcome-improvement-plan-2016-26/>

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

Aberdeen Performing Arts is also a member of Culture Aberdeen, who currently sit on the Outcome Improvement Group 'Aberdeen Prospers'.

LOIP Stretch Outcome	Key Driver	Aberdeen Performing Art Actions
Aberdeen Prospers		
<p>Investment in Infrastructure Aberdeen City is a robust and resilient economy providing a vibrant built environment and attractive place for residents, students, business and tourists</p>	<p>We will regenerate our city centre to become a vibrant and attractive place to live, work and invest in</p>	<p>We continued to invest in our buildings during the pandemic and in our first year of operation following reopening. We continued to programme a diverse cultural programme with local and international reach and impact.</p> <p>Throughout the pandemic we worked hard to retain as much programming as possible for when we reopened. Our venues are award winning and contribute to footfall in the city centre boosting the evening economy, bringing people into the city centre at weekends, impacting positively on local business and having a positive impact on tourism development and place making.</p> <p>We have invested in redevelopment of the foyer/box office and café Bar at His Majesty's Theatre which will bring customers to the venue, with unrivalled views of the newly redeveloped Union Terrace Gardens. We completed feasibility study and first design stages for an exciting redevelopment of the Lemon Tree which will play a pivotal role in the City's Queen Street Masterplan.</p>
<p>Innovation</p>	<p>We will accelerate the transition to a more balanced economy</p>	<p>Accelerating, balancing, growing and diversifying the economy through the cultural and creative</p>

<p>Aberdeen City has a reputation for enterprise, innovation and world class solutions</p>		<p>industries. We currently make a major contribution to the cultural and creative industries in the city generating pre-pandemic turnover of £12m and employing over 250 permanent and casual staff in the last year.</p> <p>Bringing in funding to the city from a wider range of sources inc £1m over three years we receive from Creative Scotland, during the pandemic we have raised £5M externally to keep Aberdeen Performing Arts solvent and avoid wholesale redundancies, and the successful bid to the UK Government on behalf of Culture Aberdeen for Wonderland festival.</p>
<p>Inclusive economic growth A skilled workforce for the future that provides opportunities for all our people</p>	<p>We will develop the people and skills necessary to deliver economic development and, as a result, support diversification of businesses and economy</p>	<p>Talent development programme. We provided work opportunities to 70 artists through our commissioned, curated and produced work. We supported, developed and provided permanent employment for a young creative as part of the Weston Jerwood Creative Bursary programme and subsequently as part of our Creative Change Makers programme.</p> <p>We provided training and professional development opportunities for all staff as they prepared for returning to work</p> <p>Supporting the creative and cultural sector in Aberdeen – we currently play a significant role as a creative hub and strategic partner including providing a box office service for 30+ venues in the region. During the pandemic we have supported partner venues in a number of ways – helping to programme, helping to manage the rescheduling of external venues events, and partnering with local and national festivals/events. We also supported other cultural organisations through partnering on produced and commissioned work e.g. We Are Here Scotland.</p>

<p>Internationalisation Aberdeen City is a location of choice for investment, high value business activity and skills</p>	<p>We will attract the best possible range of incoming exhibitions and events and showcase the city's internationally recognised sports, arts and culture offer</p>	<p>We programme and curate signature events, festivals and unique programmes of work that play a major part in the promotion and marketing of place bringing visitors to the region, contributing to quality of life, attracting a skilled workforce and attracting inward investment.</p> <p>We have managed to save almost all events in the diary over two years affected by the pandemic, and certainly all the significant and most impactful events.</p> <p>Our internationally recognised festivals Granite Noir and True North – attracts regional, national and international audiences and artists, and provides an excellent showcase of the city, with both festivals receiving very positive feedback from both audiences and artists.</p> <p>Our restructure and refocus for our Creative Engagement team has begun to develop and rebuild our activities supporting creative engagement activities for children and young people, as well as targeted groups who may not have the opportunity to participate, or who maybe underrepresented in the participation of the arts, or from marginalised groups. We provided opportunities and supported the development of 37 emerging/early career artists.</p> <p>We continue to contribute to city-wide partnerships, place making projects and destination marketing for the North East of Scotland</p> <p>We continue to attract regional, and national conferences and events in our venues</p>
<p>Prosperous People – Children are our future</p>		
<p>Children are our future and people are resilient, included and supported when in need</p>	<p>Children have the best start in life – children in Aberdeen City are healthy, happy and safe, and enjoy the best possible childhood</p>	<p>We provide free and subsidised places in our workshop programme including for early years, children, young people and</p>

		families from lower socio-economic backgrounds. Our creative engagement programme has a strong focus on deep engagement with communities and under-represented and marginalised groups. We've worked with local council services and charities to support young carers, care experienced young people, and refugee communities.
	Children are safe and responsible – from all forms of harm	We collaborate with others through a multi-agency approach to offer support for vulnerable children and young people through opportunities to take part in our creative engagement programme, providing positive destinations and inspiring, diversionary activity.
	Children are respected, included and achieving – children and young people are listened to, respected, valued and involved in the decision-making process	Our inclusive and accessible creative engagement programme targets young people who may not otherwise have opportunities to engage in the arts. Our workshops encourage positive engagement, supporting young people to contribute to session content, direction and outcomes. Participation develops confidence and skills in teamwork and decision making and contributes to wellbeing and improved mental health. Young people are given opportunities which can shape their future and provide career pathways
Prosperous People – People Are Resilient, Included and supported when in need		
People and communities are protected from harm – Individuals and communities are made aware of the risk of harm and supported appropriately to reduce this risk.	We will develop systems and approaches that raise awareness of harm	Cultural programmes aimed at young people from lower socio-economic backgrounds, and marginalised groups, that improve resilience, health and wellbeing and empowerment. Our Equalities, diversity and Inclusion Working Group In 21/22 we reviewed our child protection and safeguarding policy

		<p>Our Producer – Participation and Director of People undertook training in relation to supporting young people with adverse childhood experiences. The Producer – Participation also completed training in how to support young LGBTQ+ people.</p> <p>We provided training in conflict management, as well as first aid, including some employees completing mental health first aid training. Our programme for mental health first aid training will be further expanded in 2022/2023.</p>
<p>People are supported to live as independently as possible – able to sustain an independent quality of life for as long as possible, take responsibility for their own health and wellbeing</p>	<p>We will empower citizens to feel they have real and meaningful choice and control over their own lives.</p>	<p>Supporting, growing and developing as a healthy, supportive and engaging workplace/culture for our employees, with opportunities for development and promotion.</p> <p>We are an accredited Real Living Wage employer.</p> <p>The embedding of our Open House access scheme to enable better access and booking processes for customers with a range of access needs.</p> <p>Continue to be a Disability Confident Committed accredited employer, working towards being Disability Confident accreditation in 2023.</p> <p>Providing regular performances which as BSL signed, audio described, captioned and relaxed performances. We’ve reviewed our accessible ticketing provision including essential companion and online wheelchair purchasing.</p> <p>Ensuring our venues and events are as welcoming and open to all through training of staff, accessible buildings, inclusive language and</p>

		marketing, and working with relevant groups to review and sense check our processes.
Prosperous People - EMPOWERED, RESILIENT AND SUSTAINABLE COMMUNITIES		
People friendly city – a city where people to choose to invest, live and visit	Build a child friendly city to ensure that the best interests of the child is a primary consideration	<p>We provide a child and family friendly programme in all our venues.</p> <p>We are continually reviewing our offer and looking at ways to make our programme more relevant to children and families.</p> <p>We offer subsidised and free opportunities where possible. We have recently reviewed our child protection and safeguarding policy and all practitioners working with children, young people and vulnerable adults are fully disclosed.</p> <p>Signed up to breastfeeding friendly Scotland scheme.</p>
	We will be a city whose built environment is fit for keeping an ageing population safe and healthy and puts the child at the centre of design	<p>We have played a sector leading role in raising awareness around sustainable development which has resulted in us winning various awards pre-pandemic.</p> <p>We have invested in two roles in the last year which have specific focus on sustainability, and this means not just looking at the here and now, but also the future for the sustainability of our buildings and our city (Head of Finance and Sustainability, Creative Change Maker Climate Action).</p>

Education:

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

Self-explanatory but helpful to highlight any links with specific schools, further education institutions, geographic areas.

To avoid repeating what has been said previously you can highlight in depth some example of particularly successful projects/programmes, feedback from participants or schools or provide context for longer term vision and partnerships.

Hip Hop Workshops and Introduction to Technical Skills – in depth example

Working in partnership with Barnardos, we delivered a series of hip hop sessions to two different groups of young carers over the Easter holidays. We continued with weekly hip hop sessions to the older group of young carers after the Easter break until the last week of term. We delivered a one-week introduction to technical skills course during the Easter holidays to a group of young people, some of whom were neuro diverse, or care experienced or identifying as LGBTQ. Our partnership with Barnardos is new and we are working to develop a better understanding of what we both can offer. Some of the young carers had chaotic home lives and on occasion this meant attendance at the hip hop workshops was erratic. Some young people needed extra support from the tutors and other members of staff to build confidence and to help them feel comfortable in the venue. This group began the sessions feeling anxious and lacking in confidence. By the end of the project, they had created new music and written raps which they were proud of. After taking part in and enjoying the Easter holiday Hip Hop workshops, one young participant was very keen to continue and attend the weekly term time sessions. Ongoing participation was on the condition (set by her mother) that her behaviour at school showed improvement, most specifically in Expressive Arts where her participation was poor. This approach proved to be successful, and she was able to attend the weekly sessions with her confidence growing to the point where she took part in the hip hop dance workshop – something that would not have been possible for her to participate in at the start of the sessions – and her engagement at school also improved.

One young participant said of taking part in Hip Hop workshops ‘it’s the reason I don’t stutter anymore’.

Our introduction to technical skills brought together a group of young people who developed friendships as the week progressed and became visibly more confident and animated. The young people worked with a mentor and the technical team across our three venues, each of which stages different productions and has its own, unique technical set up. As well as learning about the uses of lighting, sound and technical effects in theatre, they were introduced to the importance of health and safety in the workplace. Young people worked with a technically trained mentor and the technical staff to rig lighting, sound and technical equipment. This was used at the end of the week where they created a short scenario making use of their skills and understanding to create appropriate mood and atmosphere within the scene. One participant of the ‘Introduction to Technical Skills’ course came to us through a link with ‘Action for Children’. He made an active choice not to stay in his bed over the Easter holidays as ‘I’ve done quite a lot of that’ and decided to ‘give it a go’. By the end of the week, he was operating the lighting desk for the short lighting and sound sequence created by the group. Within our organisation, our Technical and Creative Engagement teams worked together, ensuring the most up to date technical information was delivered to the young people in the best way to meet their needs. Our organisation worked with Barnardos and Action for Children to ensure that young people were able to access the venues and workshops and to begin to break down barriers to access, to develop an understanding of what our organisation does and how this can benefit young people from all walks of life. Our practitioners have gained skills and confidence by working with young people from a variety of backgrounds and ages. Practitioners have adapted and developed the way in which they deliver workshops, learning to best meet the needs of the young people with whom they work. Our Technical Team have learned how to break down their work practice to make it accessible and easily understood and how to share it successfully with the young people.

Employment

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

What roles do your volunteers undertake within the organisation

Fundraising, advocacy, legal advice, tour guides, archiving, board membership.

Training and Policy in action

Due to closure during the pandemic, and a focus on reopening in the latter half of the year we were unable to engage with our volunteer base, other than to keep them informed of our progress in keeping the organisation solvent and ready for reopening. The majority of our volunteers outside of our Board are tour guides (which is only a small group) and due to continuing concern for the spread of Covid, no backstage tours took place this

year. The only volunteer who actively contributed, outside of our Board members, was our volunteer archivist who has continued to update our extensive archives a day a week.

Artists/ Creative practitioners Opportunities:

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

Through our produced work, curated projects and commissions we have created employment opportunities for 70 artists/creative practitioners. We've ensured that each of our festivals includes performance opportunities for locally based artists and creative practitioners, for example, musicians at the True North Fringe and writers in the Locals in the Limelight strand at Granite Noir. We've maintained, and increased, the numbers of performance opportunities for local residents through amateur and community productions on our stages – we reopened HMT with the annual student show in September 2021, we added additional local casting to the annual panto, we prioritised the return of local groups and schools to the Music Hall programme, and expanded Light the Blue to become a festival for the city.

SECTION 2 – Audiences, Participants and Investment

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

Participants	Target	Total 2021/22
Total number of participatory opportunities created throughout programme		236
Number of participatory opportunities targeted for priority groups		
Children and Young People 0-25		215
Adults 26yrs+		21
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)		22 BSL performances 5 captioned performances 7 audio described performances 2 relaxed performances 2 performances specifically for young people with profound and multiple disabilities
Ethnic minority communities		25

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

Audiences	Target	Total 2021/22
Total Audience Numbers		174,232
Total Visitor Numbers (note this is footfall ie non paying visitors)		520,000
Audience number from Aberdeen City		74,357
Audiences who are residents of regeneration areas within Aberdeen City		26,122
Audience number from the wider region or further		99,875
% of audience survey rating experience as 'excellent' or 'good'		94%
<i>The above may not be relevant to your organisation or known – however if you use ticket/box office analysis, visitor books, audience surveys, event impacts studies etc. it should be fairly straight forward to complete.</i>		

We are keen to evidence the added economic value and social return of investment in culture, as such we request that you please complete the Cultural Impact tool kit as well as the table below.

Income 2021/22	Total £
Value of Grant(s) from Aberdeen City Council	1,347,250
External Grant funding	777,532
Sponsorship	0
Earned income	5,123,089
Other (incl. Job Retention Scheme and other COVID related grants)	2,836,680
Total add income	10,084,551

Section 3 – Support Material

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

Please note that any material submitted may be included within an annual Cultural Investment report and/or material promoting the Creative Funding programme. By submitting this you are providing permission for each item to be used for publication. You should ensure you have the creators consent and accreditation is provided where necessary.

Support Material 1:	<u>Upcoming venue brochure</u> Brochures (aberdeenperformingarts.com)
Support Material 2:	<u>Granite Noir 2022</u> Granite Noir (aberdeenperformingarts.com)
Support Material 3:	<u>Light the Blue 2022</u> Light the Blue (aberdeenperformingarts.com)
Support Material 4:	<u>Rise Up 2022</u> Rise Up Film commissioned by Aberdeen Performing Arts (youtube.com)
Support Material 5:	<u>Access Register</u> Access Register (aberdeenperformingarts.com)
Support Material 6:	<u>Technical Theatre/Hip Hop workshops</u> Hip Hop workshops outputs (dropbox) Technical Theatre outup (dropbox)

Section 4- Declaration on use of information

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

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

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

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

Name: Ben Torrie
Date: 21 September 2022

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	13 October 2022
REPORT TITLE	Aberdeen Sports Village - Annual Report 2021/2022
REPORT NUMBER	COM/22/230
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	24.15

1. PURPOSE OF REPORT

- 1.1 This report presents the Aberdeen Sports Village (ASV) annual review in order to provide the Council with an overview of performance of service delivery by ASV during the financial year 2021/2022 (1st August 2021 to 31st July 2022).

2. RECOMMENDATION(S)

- 2.1 That the Council notes the Aberdeen Sports Village Annual Report appended to this report for the Council's interests.

3. CURRENT SITUATION

- 3.1 Aberdeen Sports Village Limited is a company limited by guarantee with charitable status. Established in 2009, ASV is a joint venture with Aberdeen City Council and the University of Aberdeen.
- 3.2 Although a joint venture, ASV is considered a Tier 1, Arm's Length External Organisation ("ALEO") of the Council.
- 3.3 ASV was the first joint venture of its kind in the United Kingdom and remains an example of best practice in the Sport and Physical Activity sector. Aberdeen Sports Village is Scotland's premier sports, fitness and lifestyle venue managing both performance level activities and all-inclusive programmes. It hosts international sports event and offers multiple sports facilities, including an IAAF accredited 400m athletics track and UKA indoor athletics facility, an Olympic standard aquatics centre, a state of the art gym, exercise and lifestyle classes.
- 3.4 An annual review report on ASV's business plan is appended to this report. It includes a qualitative summary of outcomes, outputs and activities undertaken by ASV, how these align against the priorities of the Local Outcome Improvement Plan and progress made to-date. The annual report also details

how ASV's activities have delivered against ACC strategies and action plan priorities and provides details of user numbers, other income received and any challenges faced.

- 3.5 The revised performance template provides an overview of Key Performance Indicators (KPIs) and what has been achieved against these targets for the financial year 2021/2022. It should be noted that ASV aligns to the Further Education academic year for financial reporting which is between 1st August through to 31st July each year.
- 3.6 ASV has progressed with their phased return of sport, health and fitness services in line with guidance. The University Sport's clubs returned as permitted, with all 46 clubs who train within ASV's facilities returning to some form of activity, as well as the full range of Community Clubs. ASV worked collaboratively with other pool operators across the city to ensure that all Aberdeen swimming clubs were offered equitable access to the city pools that had been able to open.
- 3.7 Within the appended report, Section 2 – Users, Participants and Investments provides an overview of ASV user numbers within 6 regeneration areas of the city.
- 3.8 Separately, the ALEO Assurance Hub continues to seek assurance from Aberdeen Sports Village on its financial stewardship, governance, and risk arrangements. This includes oversight that medium term financial plans are in place and aligned to business planning. This is reported on twice a year to the Audit, Risk and Scrutiny Committee along with the Hub's risk ratings, which reflect the level of risk presented to the Council by each ALEO.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from this report. The Council currently provides £853,083 of annual revenue funding to ASV toward the operation of the Sports Centre and Aquatics Centre. In addition, the Council makes an annual contribution of £ 94,153 toward the delivery of the City's performance swimming programme.
- 4.2 ACC continued to provide 100% of the grant funding that had been approved for ASV despite the interruption to services and with continued closures of parts of the leisure estate, which was the same level as approved the previous year.
- 4.3 As per the terms of the Joint Venture Agreement, the University of Aberdeen provides the same level of revenue funding to ASV toward the operation of the Sports Centre and Aquatics Centre.
- 4.4 It should be noted that ASV's financial year is different to the Council. It runs from 1st August to the 31st July and is referred to as the "contract" year.

4.5 For 2021/2022 ASV had a trading income of £1,104,261 with sponsorships and donations accounting for a further £610,068.

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 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?
Strategic Risk				
Compliance				
Operational	Poor service to customers.	The annual report enables the Council to review the performance of the service delivery by ASV.	L	Yes
Financial	No risk arising from this report as annual budget is set by the Council as part of the budget setting process.	Managed on a regular basis through the ALEO Assurance Hub and the Strategic ALEO meetings with Council Chief Officers.	N/A	Yes
Reputational	Poor performance by Sport Aberdeen could impact on the Council's reputation.	The annual report enables the Council to review the performance of the service delivery by ASV.	L	Yes
Environment / Climate	None			

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2022-2023</u>	
	Impact of Report
Aberdeen City Council Policy Statement <u>Working in Partnership for Aberdeen</u>	ASV aligns to the transformation programme articulated within the TOM 1.2, and forms part of the next steps for delivery of the outcomes and commitments.
<u>Aberdeen City Local Outcome Improvement Plan</u>	
Prosperous Economy Stretch Outcomes	The annual report evidences contribution by ASV towards the LOIP theme of prosperous economy.
Prosperous People Stretch Outcomes	The annual report evidences contribution by ASV towards the LOIP theme of prosperous people.
Prosperous Place Stretch Outcomes	The annual report evidences contribution by ASV towards the LOIP theme of a prosperous place.
Regional and City Strategies	ASV aligns to the transformation programme articulated within the TOM 1.2, and forms part of the next steps for delivery of the outcomes and commitments.

9. IMPACT ASSESSMENTS

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

10. BACKGROUND PAPERS

None.

11. APPENDICES

- Aberdeen Sports Village – ALEO Annual Report 2021/2022

12. REPORT AUTHOR CONTACT DETAILS

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

This page is intentionally left blank

ABERDEEN CITY COUNCIL

ALEO – ANNUAL REPORT

ORGANISATION:	Aberdeen Sports Village <i>Important note – ASV’s financial year (referred to as the <u>contract year</u> in the Joint Venture Agreement) starts on the 1st August and ends on the 31st July. The information provided in this report is for contract year 2021 - 2022</i>
REPORT COMPLETED BY:	The ASV Executive Team
DATE:	27 th September 2022

SECTION 1 - Outcomes and outputs

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

Contract year 2021/22 was Aberdeen Sports Village’s first full trading year with no delivery interruptions since the Global Pandemic started. This again presents a number of challenges in providing this report, not least of all comparing progress and trends from previous years but also the delivery of performance targets detailed in the ASV strategy and supporting Business Plan. The majority of ASV targets, outcomes and outputs have now changed as ASV adapts to the new environment it finds itself in. The Strategic Commissioning Committee will appreciate that key performance indicators for 21/22 are fluid and flexible as we transition to a new strategy with new KPI’s, but this report will highlight the successes and progress made in this year and highlight ASV’s contribution to the Local Outcome Improvement Plan.

This summer Aberdeen Sports Village launched a new strategy, ‘Feel Better’ to drive the organisation forward to 2030. At the heart of it ASV will encourage as many people as possible, regardless of age or ability to use our exceptional facilities by promoting the message that belonging to a sporting club or group, or exercising regularly in whatever way you choose, will always leave you feeling better.

<https://www.aberdeensportsvillage.com/about/our-strategy>.

Full information on ASV outcomes and outputs for the period 2021-22 are included in further sections of the report.

Performance indicators:

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

INDICATOR

21-22

Providing an outstanding customer experience, always	Measure
Attaining an annual average score of 80% or above from the quarterly mystery visit reports	65%
Have less than 0.5 complaints per 1000 customers	0.5
Conduct annual customer surveys with an average satisfaction rating of 80% or above	85%
To have an annual net promoter score of 8 or above	8
Having the highest standard of <i>safety</i> and <i>quality</i> in our facilities	Measure
Quest internal auditing programme - IV assessments	4 per year performed
Meet all HASAW targets detailed in the quarterly report	Achieved
Asset Plan (Lifecycle reserve) Report to the ASV Board every six months	Achieved
Achieve Pool water management best practice - Quality standard	Achieved
Encouraging healthy and active lifestyle choices	Measure
Increase participation across all structured activity programmes by 5%	Circa 150%
Increase general participation by 3% (linked to 1m visits per year)	Circa 150%
Deliver two sustainable health initiatives in partnership	Achieved
Improve the performance of the membership offer as identified in supporting KPI's	
<i>Total number of members</i>	5,418
<i>Yield (Average member income)</i>	£19
<i>Average length of member</i>	12
<i>Total income</i>	£1,309,848
Loving sport and promoting as a force for good	Measure
Establish reporting measures for focus sports and establish the return on investment	Achieved
Establish a clear understanding and agreement with University Sports strategy	New strategy being created
Provide all Aberdeen primary school children with the opportunity to experience ASV, creating an entire Aberdeen generation who have used our facilities (rolling target and objective)	Ongoing
Encourage the use of ASV from hard to reach communities	Ongoing
Investing in the development of our people	Measure
Create a resource for training Academy and invest in the training and development of our people	3%
Deliver a staff recognition event, recognising the contribution of our people	Not achieved
Establish and improve levels of staff engagement at ASV	New baseline established
Grow volunteer workforce by 2%	2%
Developing and nurturing athletes at all levels	Measure
Install underwater cameras in partnership with sportscotland, British Swimming, Scottish Swimming and cement ASV's and the city's place as a centre of excellence	Achieved
Establish performance pathways across each focus sport	Ongoing
To have a partnership agreement with each focus sport NGB/association and/or strong club	Achieved
Attracting and retaining international, national and regional sporting events	Measure
Host 1 International event per annum	2
Host 8 National events per annum	21

Host 5 University events per annum	4
Delivering best value for our shareholders	Measure
Produce and develop an annual investment statement (annual report) for the shareholders	Achieved
Grow student participation at ASV	140% (due to covid)
Produce an options appraisal and supporting business case for a fourth phase in ASV's development	Not achieved
Continually growing our business in a responsible and sustainable way	Measure
Reduce our reliance on partner funding	37%
<i>Become more efficient as a company as identified in supporting KPI's</i>	
<i>Recovery rate (Net income/expenditure)</i>	63%
<i>Staff costs as a % of gross income</i>	59%
<i>Staff costs as a % of gross expenditure</i>	59%
<i>Annual Operating Costs (£/82,401m2)</i>	£55.99
Produce an Environmental strategy for ASV	Achieved
Generate a surplus of 3% of net income for reinvestment in the business	0%
<i>Improve financial performance across identified KPI's</i>	
<i>Income per marketing spend</i>	£16.28
<i>Marketing expenditure ratio</i>	4%
<i>Spend per admission (net income/admission)</i>	£6.59

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

The Coronavirus pandemic and the subsequent national lockdown have impacted the ASV recovery and return to previous performance levels.

Please provide a summary of particular successes or case studies:

1. HOLIDAY PROGRAMMES

- **ASV Children's Sports Camps:** multi-sport, full week camps, historically very popular at ASV.
- **ASV Sports Specific Camps:** a number of focussed camps for all pathway levels in swimming, diving and athletics
- **ASV Family Camps:** delivered in partnership with local agencies, providing free family activity, with a free meal, aimed at families in the local SIMD areas who have at least one child in primary school. The parents or guardians and other siblings all attended, to promote healthy and fun activity as a family, whilst also supporting the physical and mental wellbeing of families during the holiday period.
- **Partnership Camps:** collaborative delivery with other partner organisations and professional sports bodies, including free football in partnership with the SFA and the Russell Anderson Foundation, whereby children from the SIMD areas in ASV's locale were offered free sport's coaching, with food provided by ASV; plus ASV co-ordinated the Denis Law Legacy Trust Community Festival, providing free opportunities for 1,500 people to participate.
- **Summer/Easter of Play:** The Scottish Government provided sportscotland and local authorities with significant funding to deliver Summer/Easter of Play, to help improve the wellbeing of children and young people over the summer holiday period. As a participating partner, and through accessing the government

funding via Aberdeen City Council, ASV provided the activities with a key focus on family activity to further promote healthy and fun activity as a family, whilst also supporting the physical and mental wellbeing of families during the summer holiday period.

“It’s a great initiative and one I would like to see continuing. It gave the children opportunities to experience sports they wouldn’t otherwise get to. The lunches were substantial as well which is positive.”
(Parent from a Family Camp)

Between Summer 2021, Easter 2022 and Summer 2022, ASV provided over **50,000 hours of physical activity** for **5,000 local children & families**, including over **2,000 free meals**.

	Participants	Participation Hours	Meals
ASV Sports Camps	1,338	35,618	0
ASV Sports Specific Camps	632	3,956	0
Summer/Easter of Play @ ASV (free)	600	5,941	700
Partner Camps (free)	2,430	5,100	1,500
TOTAL:	5,000	50,615	2,200



2. PERFORMANCE SPORT

Athletes across all performance programmes based at ASV are now enjoying the opportunity to train and compete again at the highest levels.

- 3 ASV supported athletes completed at the **Tokyo Olympic and Paralympic Games** (Zoey Clark, Toni Shaw and Connor Morrison), with ASV coach Gregor McMillan part of the GB coaching team.



- **ASV Table Tennis Academy** had a very successful season, with numerous Scottish age group and team champions, including 8 players representing Scotland at British Schools Championships (50% of the entire Scottish team). The **sportscotland** “SportFirst” online publication showcased the Academy as an example of “re-building a community”, a “hub for diversity and inclusion” and “community spirit”.

“Our open and inclusive policy has without question enhanced the experience for all players and coaches, and has created a culture that supports and encourage all those involved to reach the highest level they aspire to within the sport.”

(ASV head table tennis academy coach)



- Amongst fantastic performances by Team Scotland at the **Birmingham 2022 Games**, ASV particularly championed a number of athletes who began their performance career in Aberdeen and were developed and supported at ASV, with particular congratulations to medal winners Zoey Clark, Neil Fachie and Toni Shaw.
- The **University of Aberdeen Performance Swimming (financially supported by Aberdeen City Council)** programme had a secure season, with strong performances at the Scottish and British Championships, with 4 swimmers now in the Scottish Senior Team and 20 swimmers selected onto Scottish National Teams and Academies.
- **Aberdeen Diving Club** also continues to thrive, boasting a new National Junior Champion (platform) this season, 4 divers on the Scottish Youth Academy Diving programme and 1 young diver recently invited to the British Diving pathway.

3. ASV AQUATICS ACADEMY (Employability Project)

In partnership with St Machar Academy, ASV delivered a free aquatics academy specifically aimed at dive coaching. 6 candidates attended the academy, achieved qualifications in dive coaching and child protection, and are now

finalising their work experience before becoming ASV dive coaches to assist with the delivery of the ASV diving programme.

"I found the Aquatics Academy experience brilliant - it was very enjoyable and informative and has allowed me to improve as a coach while also giving me an amazing SQA qualification for it!"

(Academy candidate)

4. INCLUSIVE PROGRAMMES

All of the ASV sports programmes are inclusive, with additional teachers and coaches being deployed for activities where one or more participants require additional support. In addition, there are a number of activities specifically tailored to individuals with disabilities including:

- **Disability table tennis:** a shared session with ASV's adult table tennis group, this is open to all ages, including family members, with 10 participants attending each week
- **Disability football:** run in partnership with Hermes football club, the current initiative supports 16 adult participants each week, with additional junior sessions now being piloted
- ASV hosts the local **Parasport Festivals** and sports-specific disability tasters and competitions, in conjunction with Scottish Disability Sport
- ASV has been working with the local charity '**Finding your Feet**', supporting individuals affected by amputation; with free weekly sessions with a personal trainer and swim teacher.

"We all took time to get to know the whole group, and it was the most rewarding session I think we have ever had at ASV!"

(ASV senior swimming teacher)



5. EVENTS

ASV hosted a total of **127 events** across the year 2021-2022, a significant increase of 91 from the previous year, highlighting the dramatic return to events following the pandemic.

- Local 26
- Regional 74
- National 21
- International 2
- University 4

ASV hosted the **World Para Swimming Series** event, which incorporated the British Para Swimming Championships in February 2022.

- 9 days of International para swimming
- 110 competitors from 15 nations including Canada, Germany, Iceland and Spain
- A number of Paralympians, world champions and world record holders
- During the event Aberdeen was privileged to witness one World record, one European record and multiple British records being broken
- The feedback received from British Swimming, officials, swimmers and coaches was remarkable and demonstrated how the ASV team came together to ensure the effective delivery of this event



"I just wanted to follow up with a huge thank you for your support and assistance in both the build up and delivery of the Para Swimming World Series event. We have been getting continued positive feedback from the athletes, teams and volunteers about their event experience with them all speaking very highly of the venue. I also want to note the support from your staff who could not have done enough for us throughout the whole week, they were always on hand and very approachable, it was an absolute pleasure to work with you and the team."

(British Swimming team manager)

The **Strathclyde Sirens** (the Scottish-based Superleague team) played their 4 match pre-season tournament at ASV; this event took place in January 2022 under performance exemptions, with just a limited number of spectators allowed.



The **British Masters Swimming Championships** returned to Scotland after 5 years: 3 days of competition; 613 swimmers; 2,614 individual swims; 226 relays – with the Aquatics Centre witnessing 7 World records; 15 European records; and 35 British records.



ASV hosted the **North District Swimming Championships** 3 times in 2021-2022, each weekend with over 500 participants, 70 officials and 300 spectators.

The **Scottish Athletics National Age Group Championships** took place at ASV this year with a record number of entries, over 900 athletes plus spectators across the 2 day event.

ASV had the honour of hosting the **Team Scotland Aquatics Training Camps** prior to the Commonwealth Games in Birmingham. With 50 swimmers, divers, coaches and management, ASV had the responsibility of ensuring they had the best possible preparation before the Games. The Swimming Performance Analysis System was used throughout, as well as the new Performance Studio, demonstrating the impact that these new initiatives will have on future successful camps for Aberdeen city.



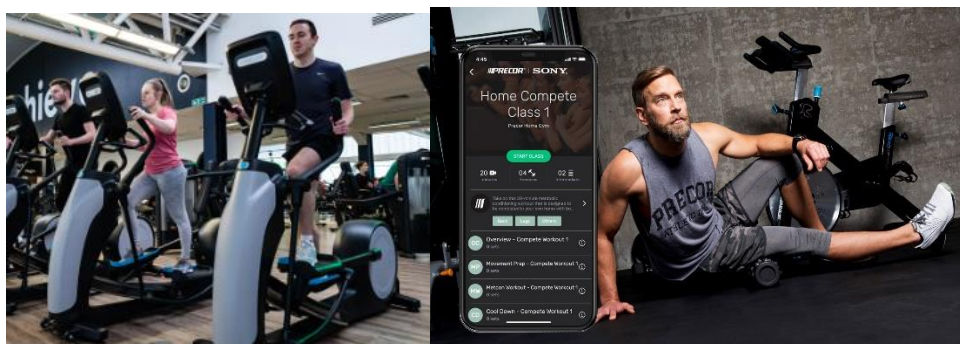
“Just a note to say a big thank you for the use of the facilities and all the support from you all, the camp has been a great success. The athletes and staff have thoroughly enjoyed the week.”

(Commonwealth Games aquatics team, Birmingham 2022)

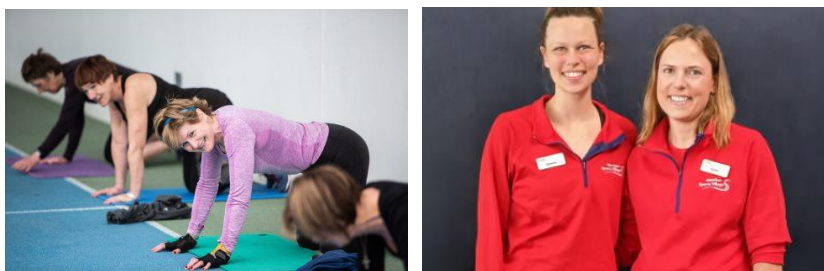
6. HEALTH & FITNESS OVERVIEW

Gym

- Cardio Kit - Over 27,000 hours completed and 94,101 workouts
- Strength Equipment – Over 4,451,311 reps completed on the Precor Strength
- Myzone – Over 4.4 million calories burned throughout our ASV Challenges, and 1,038,146 MEPS achieved!
- Advagym & Workouts – Over 150+ actively using our online platform with 29 workouts available, 101 classes from the ASV home workouts and 12 different categories available including family fitness, teen gym & beginner workouts
- Personal Training delivery of over 2,600+ hours across the year
- Teen Programme – delivered 7 sessions per week including teen fitness classes such as HIT and Weightlifting.



Group Exercise & Fitness Courses at ASV



Aberdeen Sports Village delivered over **100+** classes per week and over **5200+** classes annually.

The average occupancy of the classes throughout the year was **64%** across all classes.

We are now delivering additional courses such as Menopause, Pre & Postnatal, Beginner Pilates & Learn to Lift courses were delivered throughout 2021.

The timetable is inclusive and accessible and includes classes such as:

- High intensity classes such as Total Fitness, HIT, Queenax, Studio Cycle etc
- Aquatics classes Monday-Friday which are at full capacity
- Cardiac Rehabilitation & Stable & Able for individuals returning to basic levels of exercise
- Expanding Evergreen Programme including Weightlifting, Walking Groups, Energise, Yoga and Zumba
- Majority of Les Mills programmes including Pump, Combat, Attack and Balance
- Virtual Les Mills delivery in our Cycle Studio out with instructor led classes

Corporate Games 2022



Aberdeen Sports Village delivered the Corporate Games 2022 which consisted of 7 key events which included Fitness Challenge, Touch Rugby, Badminton, Diving, Table Tennis, Football & Swimming.

The events were delivered from May – July including training sessions for each event.

The 12 companies involved were the main sponsors Enquest, Enermech, Baker Hughes, ATRA Centurion Group, University of Aberdeen, Xodus, TechnipFMC, Itacha, Subsea 7, Wood, NHS and Aberdeen Sports Village.

We had over 650+ participants over the duration of the games and turn, our Corporate membership has doubled.

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

The Coronavirus pandemic and the subsequent national lockdown have impacted the ASV recovery and return to previous performance levels.

ACC Strategies and Action Plan Priorities:

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

See LOIP information included in next section of annual report.

Local Priorities:

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

LOCAL OUTCOME IMPROVEMENT PLAN THEMES

1. People (Children and Young People)

Directly linked to targets relating to increasing physical, mental, emotional health and wellbeing, ASV delivers a suite of activities, specifically tailored for children and young people, including:

- Activities for **pre-school children**: to allow very young children to play and learn; with 65 aquatics lessons each week specifically for early learners, plus innovative 'gym, jump & dive sessions'
- Activities and sports for **school-age children**: introducing children and young people to healthy and fun regular activity; working with key partner clubs to offer a seamless pathway to a club environment; with 136

swimming and diving lessons and 10 sporting activity sessions (athletics, table tennis, badminton, squash and girls' football) each week, specifically for children

- Sports and supervised gym sessions for **teenagers**: providing an opportunity to socialise with peers whilst enjoying being active; with 7 sessions each week specifically for young people
- Children's **aquatics programme**: the well-established programme was the first programme in Scotland to return after the pandemic, and has been building up steadily since the relaxation of the strict Covid guidelines – 1,300 children and adults enrolled in the whole aquatics programme, with 1,000 children in the learn to swim programme
- A **holiday sports camp programme** for all ages and abilities: the multi-activity camps have always been popular, but this year ASV added a number sports-specific camps, in partnership with clubs and governing bodies, and camps which offer more flexible hours for working families (see section above for more details)

In relation to improving **post-school learning and employment opportunities**, ASV is committed to offering opportunities for vocational learning and work experience, with a view to supporting a well trained and prepared future workforce in the city.

- With a high proportion of the ASV workforce under the age of 25, with many still in further or higher education, ASV provides mentoring support, and on-going training to its young people
- ASV provides part-time and flexible employment opportunities for University and College students, and invaluable first steps and experience in the industry to senior school pupils
- The partnership with DYW North East (Developing the Young Workforce) has been positive for our youngest employees, and we fully aim to work with the group in the future year to facilitate modern apprenticeships and professional development
- ASV has supported a number of staff to become qualified in their field to deliver high quality, governing body recognised training courses; the short-term aim is to expand its delivery in relation to such courses, with a view to building a nationally recognised Training Academy, which will continually provide education and training
- Secured funding for delivery of training to young people free of charge to enhance their employment potential will continue to be pursued and delivered

2. People (Adults)

The key areas where ASV will continue to evidence support in this area include building resilience within communities and supporting families, and increasing healthy life expectancies.

- Through enhanced customer engagement, ASV provides flexible and affordable opportunities for adults to participate in a variety of activities, via the Lifestyle Membership, or Lifestyle Day Pass
 - 701,808 visits to ASV (Aug21– Jul22)
 - On average there were 5,107 individuals with membership at ASV with a closing count of 5,418
- For senior members (over 60s) the Evergreens Lifestyle Membership lies at the core of the programme; a heavily discounted membership giving access to over 30 specialised sessions of sport and physical activity each week
 - Evergreens membership increased this year by 23.8%, with 888 Evergreens members
 - 35+ specialised sessions of sport and physical activity each week for Evergreens
 - Over 22,000 Evergreens participations (Aug21-Jul22)
- ASV will continue to support the integration and health and wellbeing of our local population, working to deliver in partnership with the relevant bodies
 - 600 health referral participations (Aug21-Jul22)
 - 2 Cardiac Rehabilitation and 1 Stable & Able class each week in conjunction with the NHS

3. Place

Contributing to the city, and enhancing the positive environment in which people can live, work, study and visit, is very important to ASV.

- As a community sports facility, we aim to continue to evolve our ASV ‘family’ and make the facility as welcoming as possible for all people
- We will continue to support our very local communities, by utilising funding opportunities and volunteers to deliver activities, food and education, through community projects (as per information above)
- We are committed to reducing our carbon emissions – our aim is to be carbon neutral by 2030
- We aim to improve our cycle and sustainable travel schemes for our staff and customers
- We are committed to reducing our landfill waste by increasing recycling
- We support our ASV Team with their own voluntary community-based projects, such as collecting presents or raising money for local charities, or collecting food for local distribution; ASV will encourage and champion such individual and team efforts in light of current and on-going challenges
- Utilise our green spaces for the community
- Community clubs have now fully returned to sport, and provide not only physical benefits, but also enhance social and emotional wellbeing and contribute to more positive mental health.
- ASV remains in close engagement with the University of Aberdeen to ensure continued support for the health and wellbeing of their community, and providing a ‘home of sport’ for 46 of their student sports clubs.
- We will remain available as an emergency refuse centre for the people of Aberdeen.

4. Economy

The past two years have been exceptionally challenging to the sport and leisure industry, but ASV continued to operate efficiently and effectively, where permitted within the guidelines, and contributed to the city’s economy in a variety of ways, including:

- **Development of the skilled workforce:** With the majority of ASV’s workforce being young people under the age of 25, ASV invests in significant in-house training each year. Through on-going Continued Professional Development and investment in professional members of the team, ASV offers a comprehensive suite of vocational training courses.
 - ASV employ 220 individuals, with over half the workforce being young people under 25 years of age
 - Up to 3% of staff costs were invested into training and development; with numerous in-house training opportunities for the ASV team
 - ASV Training Academy: 130 people gained qualifications, from 15 accredited courses
 - ASV supported 3 modern apprenticeships
 - 30 ASV staff are NHS Scotland accredited ‘Mental Health First aid’ qualified
 - Managers are developed to hold the IOSH Managing safely qualification
 - The Management team undertook a training session on ‘emotional intelligence’ to understand, use and manage their own emotions in a positive way.
 - 75 staff are members of CIMSPA (Chartered Institute for the Management of Sport and Physical Activity)
 - Frontline staff all attend the ‘Worldhost’ customer service course
 - Entry level Managers have achieved the level 3 ILM Leadership & Management qualification
 - 20 staff attended Data management/GDPR awareness training
 - The Management team and support staff attended Finance training at the Chamber of Commerce
 - 4 Lifeguards have achieved the RLSS royal lifesaving society Trainer/Assessor qualification so they can develop lifesaving skills within the community
 - Human resource training for line managers on various topics
 - Net zero – environment awareness training hosted at the chamber of commerce
 - Health and fitness qualifications and CPD
- **Investment in infrastructure:** ASV has a substantial life-cycle reserve of £2.6 million which will be reinvested in ASV facilities over the 10 year investment programme. In the financial year 2021-2022, ASV invested in the following:

- £222,000 invested in operational facility maintenance
 - £30,000 investment in a new training room
 - £65,000 investment in new Leisure Management System
 - £250,000 investment in an upgraded outdoor hockey pitch
- **Contributing to the city's tourism:** Please refer to previous section for summary of events held.

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

Please refer to previous section above

Employment

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

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

ASV volunteers help greatly in the delivery of Sports Camps, Evergreens and kids programmes.

- ASV has 15 regular volunteers, with many more temporary and casual volunteers
- Each week on average there were over 20 hours of volunteer coaching
- The volunteers who support the performance programmes and events at ASV are invaluable; coaches, officials, committees, etc.
- ASV supports a volunteer package, whereby regular volunteers are offered training courses to further enhance their skills

SECTION 2 – Users, Participants and Investment

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

Participants	Target	Total 21-22
Number of participatory opportunities targeted for priority groups		
Older People (65+) <i>*Note: Recorded 60+ customer participations in the Evergreens programme</i>		22,225
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people) <i>* Note: Recorded participations in targeted activities only</i>		504
Ethnic minority communities including Gypsy/ Travellers	This data is not collected nor recorded	
Sexual orientation (LGBTQ)	This data is not collected nor recorded	
Residents of regeneration areas within Aberdeen City	See below table:	

SIMD Area	Members 2020-21	2021-22	% Total
1 Torry	27	71	1%
2 Middlefield, Mastrick, Northfield, Sheddocksley	241	480	5%
3 Seaton	748	2478	27%
4 Tillydrone	188	267	3%

5	Woodside	199	284	3%
6	George Street	305	434	5%

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

Customer participation/user	Target	Total 21-22
Total participations		701,808
User number from Aberdeen City		84%
User number from the wider region or further		16%
% of customers rating experience as 'excellent' or 'good'		80%

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

Income 2021-22	Total £
Value of Grant(s) from Aberdeen City Council:	
ASV – Sports Centre and Aquatics Centre	£844,550
ASV – Performance Swimming	£94,000
Grant funding - University of Aberdeen	£844,550
Sponsorship & Donations	£10,000
Trading income	£2,828,863
Other (please specify)	
Total add income	£4,621,963

Section 3 – Support Material

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

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

Support Material 1:	Aberdeen Sports Village Strategy Launch: Video: https://vimeo.com/750269440/f2189b7f6e Website: https://www.aberdeensportsvillage.com/about/our-strategy
Support Material 2:	
Support Material 3:	
Support Material 4:	
Support Material 5:	

Section 4- Declaration on use of information

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

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

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

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

Name:

Date:

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	13 October 2022
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Bon Accord Care Business Plan – Annual Report 2021/2022
REPORT NUMBER	COM/22/231
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	24.15

1. PURPOSE OF REPORT

- 1.1 This report presents the annual reporting of the Bon Accord Care Business Plan covering financial year 2021/2022.

2. RECOMMENDATIONS

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

3. CURRENT SITUATION

- 3.1 Bon Accord Support Services (BASS) and Bon Accord Care (BAC) are Arm's Length External Organisations (ALEOs) owned by Aberdeen City Council (ACC). For operational purposes Bon Accord Care is used as a collective term to refer to both companies.
- 3.2 The Integrated Joint Board directed the Council to put in place arrangements for BAC to provide a range of services which are currently being delivered by them for a period of 6 years from 1 August 2018 until 31 July 2024.
- 3.3 Bon Accord Care is led by a board of non-executive and executive directors. The directors are accountable to the shareholder (Aberdeen City Council) for the operations of the company and are responsible for setting the strategic direction and taking the policy decisions that meet the company objectives.
- 3.4 A summary of the annual performance report which is appended to this report shows performance metrics in relation to efficiency and quality of service delivery. The Bon Accord Annual Performance Report 2021/22 also appended provides a comprehensive breakdown of core business, efficiency and quality, innovation and early intervention.
- 3.5 Separately, the ALEO Assurance Hub continues to seek assurance from BAC on its financial stewardship, governance, and risk arrangements. This includes oversight that medium term financial plans are in place and aligned

to business planning. This is reported on twice a year to the Audit, Risk and Scrutiny Committee along with the Hub's risk ratings, which reflect the level of risk presented to the Council by each ALEO.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising directly from the recommendations of this report. Core funding to Bon Accord Care for 2021/2022 paid under direction from the Integration Joint Board was £30,424,000.
- 4.2 Other services may be directly commissioned from Bon Accord Care, both under Direction from the Integration Joint Board or other Council Services and would be met from within the appropriate existing budgets. Such purchases would remain outside the SLA that governs use of the Core funding.
- 4.3 The information from the annual report will be considered by officers in the budget setting process.

5. LEGAL IMPLICATIONS

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

6. ENVIRONMENTAL IMPLICATIONS

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

7. RISK

- 7.1 The risks reflect the 2021/22 reporting period covered and there is ongoing monitoring of the current position through the ALEO Assurance Hub..

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 Risk	N/A			
Compliance	N/A			
Operational	Risk of poor service provided to customers.	The amendment of the BAC SLA with revised outcomes and more robust contract management should contribute to customer satisfaction by ensuring delivery of a high standard of services to the customer.	L	Yes

Financial	No risk arising from this report as annual budget is set by Council as part of the budget-setting process.	N/A	N/A	
Reputational	Poor performance by BAC/not performing in accordance with their business plan could impact on the Council's reputation.	Amendments to the BAC SLA with revised outcomes should ensure good performance by BAC.	L	Yes
Environment / Climate	None			

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2022-2023</u>				
			Impact of Report	
Aberdeen City Council Policy Statement <u>Working in Partnership for Aberdeen</u>			BAC aligns to the transformation programme articulated within the TOM 1.2, and forms part of the next steps for delivery of the outcomes and commitments	
<u>Aberdeen City Local Outcome Improvement Plan</u>				
Prosperous Economy Stretch Outcomes			The annual report evidences contribution by BAC towards the LOIP theme of prosperous economy. Existing SLA with BAC has been refreshed to ensure that it is outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for a prosperous economy.	
Prosperous People Stretch Outcomes			The annual report evidences contribution by BAC towards the LOIP theme of prosperous people. Refresh of the existing SLA with BAC to ensure that it is now outcomes-focused and contains robust contract management measures will ensure that it links directly to the LOIP outcomes for prosperous people.	
Prosperous Place Stretch Outcomes			The annual report evidences contribution by BAC towards the LOIP theme of a prosperous place. As above with the refresh of the SLA.	
Regional and City Strategies			BAC aligns to the transformation programme articulated within the TOM 1.2, and forms part of the next steps for delivery of the outcomes and commitments.	

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

10. BACKGROUND PAPERS

None.

11. APPENDICES

- Bon Accord Care Annual Report – 2021/2022

12. REPORT AUTHOR CONTACT DETAILS

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

ABERDEEN CITY COUNCIL

ALEO – ANNUAL REPORT

ORGANISATION:	Bon Accord Care
REPORT COMPLETED BY:	Pamela Mackenzie, Managing Director
DATE:	September 2022

SECTION 1 - Outcomes and outputs

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

I am delighted to be introducing the BAC Annual Report 21/22. I feel extremely privileged to have been appointed as Managing Director in August 21.

I have nothing but the utmost admiration for the dedication and commitment of our staff. Their passion and drive to do the very best for the people we support is evident. We recognise that these last two years have brought incredible pressures on our staff, the people we support and their families.

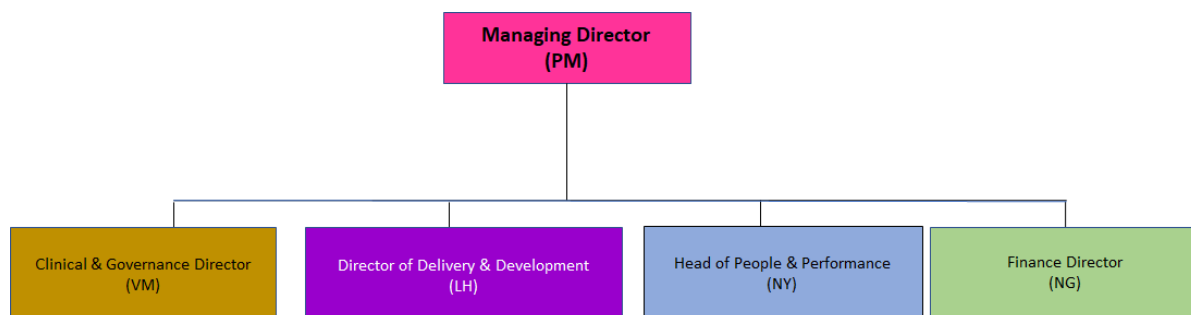
Throughout this report we will take the opportunity to showcase and celebrate the diversity of services we provide and our achievements throughout this year.

The Bon Accord Care Board and I have given a commitment to the organisation to support a positive, vibrant and inclusive culture where staff can feel valued and engaged as part of an exciting forward thinking organisation.

Whilst acknowledging the current challenges for Bon Accord Care and the wider Health and Social Care sector, I remain optimistic that there are great opportunities to grow and develop as a key partner and expert provider in the delivery of services across the city. We have worked closely with ACC and AHSCP to develop innovative solutions to flow and demand across the city, including the exciting intermediate care facility at Rosewell House, the newly commissioned intermediate Care at Home service and the increased capacity of our reablement model.

In preparation for the development of our new strategic plan, we have been working on our governance and performance management arrangements which will provide robust oversight and assurance that we continue to provide the highest quality of care to the people we support and operate efficiently and effectively demonstrating value for money for our commissioners.

In addition, a full restructure of the Executive team (see organigram below) has further strengthened the skills and knowledge within the organisation to ensure we have the ability to respond to future demands. I look forward in the coming year to working collaboratively with key stakeholders to support innovative design and development of services that truly reflect the wishes and needs of the citizens of Aberdeen.



We have completed a full overview of our Governance arrangements including the development of a corporate governance handbook and refreshed Terms of Reference for our full Board.

In addition to this we have reviewed our committee structures to further strengthen our Governance and assurance, including the formation of a new Peoples Governance committee. The purpose of these committees are demonstrated below.

Audit and Assurance Committee

The Audit and Assurance Committee has the following overall responsibilities and duties:

- To approve the annual financial reports for BAC and BASS
- Internal controls and governance arrangements
- Internal audit and external audit process
- To assure and monitor-the strategic processes for organisational risk are adequately controlled
- To provide assurances relating to corporate governance for the organisation
- To protect the shareholders' interests in relation to financial reporting and control
- To oversee and assure projects on behalf of the Board

People Governance Committee

The duties of the People Governance Committee across areas such as **Strategy, Performance, Policies, Health, Wellbeing and Safety include:**

- Provide strategic direction for the development of robust people governance within Bon Accord Care and oversee its implementation through the development and implementation of a workforce Strategy.
- Develop and promote the vision, values, and the desired workplace and people cultures across Bon Accord Care.
- Provide assurance that the development of workforce training, learning and development is in line with the evolving and future needs of Bon Accord Care.
- Scrutinise the development, deployment, and review of Equality, Diversity, and Inclusion reporting, and provide assurance on their robustness.
- Provide assurance that effective systems are in place for monitoring the health, safety, and wellbeing of employees, with particular focus on violence and aggression issues and stress management.
- Scrutinise Health and Safety in the context of health and well-being of employees
- Provide assurance that there are effective communications in place using a range of channels to ensure maximum engagement with people at all levels and across all locations of Bon Accord Care.
- Provide assurance on effective systems are in place for the development of positive employee relationships, including with recognised Tus and Staff Forum.
- Scrutinise the development, deployment and review of the whistleblowing policies and provide assurance on their robustness.

Care Clinical Care and Professional Governance Committee (CCPG)

The duties of the Clinical, Care and Professional Governance Committee, across areas such as **Quality of care, outcomes of care and strategic direction**, include:

- Provide assurance that effective processes are in place for safeguarding children and young people, safeguarding vulnerable adults, domestic violence, forced marriage and the PREVENT agenda.
- Provide assurance that there is an effective system for monitoring personal outcomes and clinical effectiveness; with particular focus on ensuring people, we support, and carers receive the best possible outcomes of care across the full range of Bon Accord Care activities.
- Provide strategic direction for development of clinical and care governance within Bon Accord Care and to oversee its implementation.

- Review and ensure that lessons are learned and implemented across the organisation from a range of relevant sources including people we support feedback, surveys, trends, service reviews, compliments, and complaints.

As part of our improvement journey, we have reviewed both our external and internal auditors, with the appointment of Anderson Anderson and Brown LLP as External Auditors and Henderson Loggie LLP as Internal Auditors, and have developed a full internal audit programme for the coming year which includes care quality standards/complaints, staff recruitment/retention and absences, key financial controls and payroll.

We have concentrated our efforts on the three pillars of our organisation, those being Quality, Finance and People.

Our vision is to deliver excellent care to the people we care for, and will continue to look at ways to develop and improve the care we offer. The people who use our services must be at the heart of everything we do.

This year we have worked hard to improve the services for those who use them and those who care for them. We continue to embed robust clinical governance structures, including a core Clinical audit programme. Working groups have been established on key areas of Clinical Risk; Falls Prevention, medication management and stress, and distress in order to embed best practice and shared learning. We have introduced Quality assurance groups across services, to demonstrate continuous and measurable improvement of the quality of services provided, through review of governance, performance and internal control systems supporting the delivery of safe high-quality person-centred care. We will be taking appropriate actions to improve data quality through increased awareness of the importance of recording, and implementation of integrated quality and improvement reporting.

Following from last year's cultural review, we have developed our People Governance Committee and employed a Head of People and Performance to ensure our employee experience is a positive one.

We have engaged with our workforce to ensure that employees are involved in continuous improvement and through our supportive processes, we are able give voice to our employees through one to one and supporting performance meetings, and team meetings where ideas and knowledge are shared. In the past 12 months, we have worked closely with our staff to understand what's important to them and as a result have developed a 'Plan on a Page' illustrating our commitment to continuously drive a supportive culture, where staff feel able to learn and develop to be the best that they can be and deliver high quality services.



In addition to this we have just commissioned an external organisation, Animate, to support the review and development of our new Vision and Values and a Behavioural framework to underpin the development of our strategy and three-year delivery plan which will be developed by March 2023.

Throughout the year we have continued to receive recognition by increasing our Armed Forces Covenant to Silver Level and are the only provider in Scotland to have achieved the Quality Standards Framework accreditation for our telecare service and our Joint Equipment stores and responders. In addition we have maintained accreditation for:

- Mindful Employer Award
- Healthy Working Lives Gold award

In addition, we have been awarded The Young Persons Guarantee award and have been awarded our Investors In People Silver award for Young People. We are also extremely proud to have been recognised as a Disability Confident employer.

Whilst this year has remained challenging we have fulfilled our contract against both operational contract and financial KPIs.

We believe we will be in a very strong position to support the health and social priorities across the city and will be developing our strategic plan collaboratively with our partners, service users and other key stakeholders to address unmet need using innovative service modelling, technology, and a highly skilled workforce.

Performance indicators:

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

Please complete all boxes

INDICATOR		TARGET 21-22	ACHIEVED 21-22
Financial Savings		£0.9m	£0.9m
<p>Compliments versus Complaints (April 2021-September 2022)</p> <p>Complaints are handled in line with company procedure which is aligned to the Scottish Public Ombudsman Service (SPSO) complaint handling best practice. All feedback is welcomed and is received direct from service users and their families and from third parties, Care Management, MP/MSP and Councillors and the Care Inspectorate.</p> <p>Compliments –Total 215, a slight decrease in previous year with highest received in October 2021 and June 2022 with the majority pertaining to Provision of Care of the service users and from their families wishing to thank us for support given across various areas of the business.</p> <p>Formally investigated complaints in comparison to compliments received still remain relatively low in relation to the number of service users supported. 28 in total for the period (April 21-22 is 16, April 22-September 22 is 12) which is lower than last year. There was an increase in the number of upheld complaints linked to provision of care which could be attributed to the challenges faced by recruitment and retention of staff.</p> <p>Complaints received directly to BAC: 4 Not Upheld, 4 Partially Upheld* and 20 upheld.</p> <p>Complaints received through the Care Inspectorate: (4) 1 Partially Upheld and 3 Upheld.</p> <p>*The SPSO has removed partially upheld from best practice with effect from 01/04/2021. (Where recent complaints have several complaint points that are both found to be upheld and not upheld, we have logged overall as ‘Partially upheld’ on our own records only. This change will be reflected in the current policy review of the complaints process)</p>		N/A	215 Compliments Versus 28 Complaints
Mandatory training for all staff		85%	91%
Delayed discharge – tenants will be home within 24 hours of being classed as fit for discharge		100%	97%
There were reduced inspections over the timeframe with CI concentrating on COVID response within the care homes in 2020 and beginning of 2021. This continued into 2021-2022. This was in		Maintain grades and	Average Grade 4.1

<p>conjunction with Care Home Assurance visits carried out by ACHSCP. There is an uptake in CI inspections recently and expect service to resume to regular inspection again.</p> <p>Care Inspectorate Grades – residential services. Balnagask House was inspected in April 2022 @ Grade 3, Kingswells was Inspected in May 2022 @Grade 3. CAH 3 was inspected in November 2021 @ grade 2- this was reinspected in January 2022 and awarded Grade 3.</p> <p>Care Inspectorate Grades – Alternative care and short breaks. Clashieknowe received Grade 5 in July 2022</p> <p>Care Inspectorate Grades – non-residential services / Responder – no inspections in timeframe.</p>		inspire to Grade 5	
Telecare and community alarm – response to high priority referrals within two working days		90%	100%
Telecare and community alarm – response to medium term referrals within five working days		90%	100%
<p>Joint Community Equipment Store</p> <p>Deliveries have been made within 1 day of order, ensuring people are receiving their equipment more quickly</p>		N/A	37% increase in deliveries made

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

All set targets as set out above have been met except for delayed discharges due to hospital readmissions. Bon Accord Care have always had capacity to welcome tenants home and have therefore not been responsible for any delayed discharges.

Please provide a summary of particular successes or case studies:

Northern Star Business Awards

The continued work with our young people, has been recognised externally for the second year running Bon Accord Care was shortlisted for the Inspiring Futures Award at the Aberdeen and Grampian Chamber of Commerce Northern Star Business Awards, which is something we are extremely proud of, having been recognised and shortlisted for our successful partnership working with St Machar Academy through the Foundation Apprenticeships in Social Services and Healthcare, and for all the positive experiences and opportunities Bon Accord Care provides for young people across the city.

Investors in Young People

Following a review in January of our Investors in Young People (IYYP) award progress, we have progressed to Silver Level. Despite a really challenging two years this achievement is a testament to all the hard work, in particular of our Young Person Lead and all the services across Bon Accord Care that help to make the workplace experience for our young employees a positive one.

The following areas in our report were highlighted as areas to be particularly proud of -

“Relationships have developed with other agencies...further supporting Young People to gain employment... focus has turned to those with significant barriers to work, and relationships have also developed with organisations including Barnardo’s and North-East Sensory Services (NESS).”

“Young People thrive in Bon Accord Care. These are highly engaged and motivated young professionals who enjoy their jobs. They each realise the valuable role they play, and they are driven to perform to their best.”

“Bon Accord Care has been supporting the Career Ready project. Through this and the various other interactions with pupils, Young People have been helped to gain skills that will support their employability prospects.”

Supporting other organisations

From time to time, Bon Accord Care provides support to other organisations, when requested by the Health and Social Care Partnership and on Christmas Eve 2021, we received a request for assistance - to be provided to a Care Home in the midst of a Covid outbreak, which had resulted in most of their senior management team being unable to attend work. We were able to provide an experienced manager to work alongside the care home assurance nurses, who attended the service, assessed the situation, and provided on-site leadership support to the team. The team were then able to implement immediate measures, including increased infection prevention and control practices to help manage the outbreak. Bon Accord Care also arranged for experienced care staff to work within the home to support safe staffing numbers and continued to provide remote management and leadership support throughout the festive period. Through this collaborative working, the care home was able to ensure their residents were still able to receive the care and support they needed over Christmas.

Care at Home

Ditya’s story

Ditya returned to Aberdeen last year, following 18 months in Nepal during lockdown. Staff were keen to review Ditya’s support plan as soon as possible, however with nobody within the organisation from the Nepalese community who could support with translation, this was proving difficult. Staff contacted ‘Grampian Racial Equality Council’ who put Ditya in touch with a member of the Nepalese community who was able to support Ditya to be fully involved in her review. Through this collaboration, other contacts from the Nepalese community have been identified by Ditya so we can have discussions with her and ensure she is fully involved in the support she receives from Bon Accord Care.

Supporting Independence through Technology and Equipment

Community Equipment and Telecare Service

Ongoing pressures on our colleagues within the acute sector have had a ripple effect on the wider community, and many of the requests to deliver equipment in emergency situations were to prevent hospital admission or facilitate discharge. Our Equipment and Telecare Services have continued to respond quickly and effectively to a huge increase in demand across the city, whilst working to support other services within Bon Accord Care, particularly the care homes. Below is just some of the feedback received about these services -

“Just want to pass on a huge thank you from the man who received a bariatric riser recliner. He has spoken very highly of all the guys who have come in to help him – said they were very helpful, kind and knowledgeable.”

“Just wanted to say thank you on behalf of the District Nurses to the equipment boys for helping us with an emergency bed delivery just before Christmas. This helped us allow a dying patient to remain at home which gave him and his family some comfort. It made our nursing role much easier too in a crisis,”

“I would like to thank you and all your team for the delivery of a hospital bed for a palliative patient who had deteriorated very suddenly. I am aware that you had already taken on other urgent deliveries and at that the

time of the request you had no capacity for other requests. I am also aware that your member of staff had kindly offered to work late in order that this very ill, end of life patient could be comfortable over the weekend. The staff are truly grateful for your dedication to patient care.”

Over the coming two years, the Telecare team will be working towards the shift to Digital and this transition period will see all service users upgraded to a new digital alarm unit, which will bring many opportunities to provide enhanced services which are tailored to meet individuals' needs. The digital switchover will also bring a once in a generation opportunity to modernise, improve and shift the sector from a reactive, to proactive delivery model.

Occupational Therapy (OT) and Reablement Facilitators (RF)

Our OTs assist individuals and their carers to live safely and independently within the community and provide interventions which improve their overall health and well-being, so they are able to meet their personal goals, here are just some of those stories –

Gordon's story

Gentleman who initially flagged up on the system due to being discharged from hospital out with “manned times within the building”. Upon further assessment it was discovered that due to being extremely tall a mattress extender and a pressure relieving cushion for bed end was required. Through conversation it was identified that the gentleman had a fear of falling from his bed. A bariatric bed was ordered not due to weight, but due to height and through multidisciplinary team working this was achieved and agreed. It is very unusual for a service user to receive bariatric equipment if they do not meet the “weight criteria.” This are now in place and he is delighted with how comfy his new bed and equipment is and how more relaxed he feels within his larger bed.

Robert's story

Robert is a single parent to two teenage children and lives with diabetes and stage four kidney disease, regularly attending outpatient dialysis. He does not use a walking aid but is extremely fatigued which limits his general ability to mobilise within his home. Outside of his home, for longer distances, he uses a wheelchair. Robert was using a commode downstairs to limit the number of times he needed to use the stairs to access his upstairs toilet, which his children emptied causing him embarrassment and distress. On occasion, Robert also slept on a chair downstairs to avoid using the stairs to get to his bedroom.

Following assessment, a stair lift was installed with additional grab rails to support him with the final two steps from the platform where the stair lift ended. Robert can now access the upper floor of his home and no longer has to use a commode. The provision of the stair lift has allowed him greater independence, dignity, has improved his general wellbeing, and has removed the need for his children to assist with his personal care. The adaptations have also given him greater independence as a parent, and he is less fatigued when carrying out household and other tasks.

Delivering Support with an Enablement Ethos

Clashieknowe

Through a small staff team Clashieknowe provides an enablement model of support, building trusting relationships to help to facilitate successful rehabilitation.

June was admitted to Clashieknowe from Hospital following a fall which resulted in a tibial fracture. She also had a recent diagnosis of macular degeneration, which was affecting her function and confidence, and an indwelling catheter was also in place. June was partially weight bearing and required further rehabilitation to improve function and compensation strategies for her sight problems.

Upon admission June required significant support with medication and support visits, four times a day. Working with OTs, the Physiotherapy Team and Enablement Support Workers, her mobility and health improved to the point that June could mobilise within her flat.

June's family were involved at every stage and helped staff to build a picture about June's history and her previous function and psychological presentation. June described herself as a previously social person getting on well with others and staff encouraged her to discuss this with her family and GP. With the right support, June's mood began to improve, she gained confidence and became independent in activities of daily living. Continual urinary tract infections were also seen to have an impact on June's mental health and staff liaised with her family and district nurses to have the indwelling catheter removed. This was achieved successfully and a commode to promote independent toileting at night was introduced. June's support was regularly reviewed, throughout her stay and she now requires minimal support with medication and was even able to order her own repeat prescriptions in preparation for going home.

A discharge review was carried out and June's support was reviewed after a few weeks, which found June able to successfully maintain her independence at home in all areas.

Helena's Story

Helena was diagnosed with Metastatic Rectal Cancer and was receiving palliative care, but she had one milestone she wanted to be able to achieve, which was to watch her son graduate.

Helena's limited function and mobility, as well as some ongoing Covid restrictions, meant that she would be unable to attend the ceremony in person, but with the provision of a 'comfort chair' and use of technology, our Support Staff were able to support Helena to get out of bed and engage with her family and friends throughout the graduation celebrations. Helena's family were so grateful to have had this support which enabled her to feel included in the celebrations, and to feel some sense of "normality".

Davie's story

Davie moved into one of Aberdeen's very sheltered housing complexes - Kingswood Court - which is staffed by Bon Accord Care, in 2021. Upon moving in staff were having to use a full body hoist to move him and Davie had been told that he'd 'never walk again'. Davie really wanted to improve his function and independence and with the support of staff engaged in lower limb strengthening exercises. Gradually Davie has been able to progress to a stand aid, and with further input led by Davie's needs and wishes, alongside in-house rehab, Davie is now mobilising with a Zimmer frame within his property. As he gains more and more confidence and ability, it is hoped that staff will be able to support Davie to be able to make it to the dining room for meals. The impact of this support has had a huge impact on Davie's life!

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

This year has presented multiple challenges which have posed significant operational, capacity and wellbeing issues for the organisation. In addition to the continued impacts of Covid, macro-economic challenges have arisen which has seen the organisation having to contend with both inflationary pressures and supply chain issues. These challenges have not only affected our organisation but have also had a considerable impact upon both our staff and the people we support. These burdens, first with the Covid pandemic and then the cost-of-living crises, have resulted in a prolonged period of burden and stress for our services, our staff and also for the people we support.

Bon Accord Care is an integral part of delivering Health and Social Care across the city and we have worked closely with AHSCP and ACC to ensure we have offered solutions and are responsive to the needs across the city in accordance with National Guidance. Covid is now a part of our business-as-usual activities and we continue to

embrace the new ways of working that have arisen as a result of the pandemic. The reduction in Covid restrictions has been welcomed by families with a return to traditional visiting which along with a return of our organised activities has created a real atmosphere across our services.

We have continued to maintain our infection control measures alongside our increased cleaning regimes. Any Covid outbreaks have been locally maintained and wherever possible have not affected activities. The removal of Covid funding however continues to create a financial burden upon the organisation, increased regulation, PPE and cleaning costs have not been offset by additional levels of funding. The reclaims of covid costs has, at times, been challenging and has placed a huge administrative burden across front line and support function teams.

Our well-being team have been instrumental in supporting well-being and resilience for our at times exhausted and stressed staff. Overall levels of sickness have been high throughout the period in review and our well-being team have assisted both our staff and services in supporting staff to return to work. Our staff have been working under extreme pressure for around two and a half years now, but we are seeing strong resilience amongst our dedicated staff.

Our most significant and ongoing challenge to BAC, and the wider Health and Social Care sector, is the recruitment and retention of qualified and competent staff. These recruitment challenges have been exacerbated by the cost of living crisis which has seen staff/potential staff chase higher paying roles in different sectors. We continue to work closely with AHSCP, educational institutions and other provider organisations to recruit staff. We continue to place an importance on developing our own workforce through our young peoples workforce and our learning and development function.

ACC Strategies and Action Plan Priorities:

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

Bon Accord Care continues to positively contribute by working closely with ACC on their strategic intent. We have active participation on our board from the Director of commissioning at ACC and deputy chief officer for AHSCP. This close relationship ensures BAC operates and develops plans that are aligned to the city's wider strategy.

As mentioned earlier BAC will be reviewing our strategy and three year delivery plan working closely to align our priorities with those identified in the AHSCP strategic plan.

In addition, there will be a full review of our SLA to reflect our new and future service models.

There is no greater example of that than the joint work between BAC and AHSCP. A project that was borne initially to create greater capacity and respond to the escalating needs during the pandemic, however it very quickly created an opportunity to look to the future and look at longer term gains from the joined-up venture and support the redesign of the frailty pathway.

The service model at Rosewell House is a central part of the Frailty Pathway 'jigsaw' and Bon Accord Care are well placed to be a vital part of the wider system – linking care at home, occupational therapy and reablement models.

In August 2021 Bon Accord Care launched a brand new 60 bedded integrated care facility, working in partnership with Aberdeen City Health and Social Care Partnership to deliver person-centred care with a reablement focus. The main admission routes for Rosewell House are through the Frailty or Rehabilitation pathways.

In the last year, significant work has taken place to realise this integrated care vision and develop our integrated team model, with each organisation building on strengths and learning from each other's experience. Care in Rosewell is provided to aid recovery as a 'step-down' service following hospital discharge from Aberdeen Royal Infirmary, and through partnership working we have now also developed a new 'step-up' pathway into rehabilitation. This pathway is led by therapy teams and Bon Accord Care's Reablement Facilitators (RFs) and will

enable us to shift the balance to step-up care that can help avoid unnecessary hospital admissions, providing people with the right care, at the right, in the right place.

Rosewell House recently had its first review and the feedback from stakeholders was positive, recognising the work and progress made, whilst highlighting some insightful suggested areas of work for the year ahead.

These are just some of the comments we received from service users and families –

“They were friendly, and it felt like they cared.”

“Very patient and considerate of patient needs.”

“She was never left alone when the family couldn’t be there, and they were so supportive of all the family. They made a terrible time bearable and treated my mum with respect at all times. I can’t praise the carers enough for all that they did.”

In addition to this we have developed our Interim Care at Home Service, starting as a pilot to support our external partners throughout the Covid Pandemic, our Interim Care at Home Service, is now a permanent and integral service within the city. It expands the availability of temporary care packages to individuals in the community within their own homes, until a long-term care package can be sourced, and also provides palliative care to individuals who wish to remain at home to spend their final days surrounded by their memories and those they love, which is tremendously comforting for them and their families. Below are just two such examples of how this service has supported service users and their families -

“I will be forever grateful for the calm way you organised things after my partner passed away. I’m afraid I ended up at a loss, saved by your professional approach.”

“I should like to take this opportunity to express my sincere thanks to you and to all the carers who looked after me for the past couple of months. They have all been helpful, efficient, kind, and cheerful and have been a great credit to the service. Now that I am mobile again I can no longer justify seeing them when you have so many more needy people on your books. However, if I happen to require help at some future date, I hope you will kindly consider my request. In the meantime, I send my sincere thanks and best wishes to you all.”

Local Priorities:

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

We work hard to ensure the people we support remain connected to their communities, to help maintain independence and social connections, whether it be across the local community, or within the setting in which they are supported, including care homes, sheltered and very sheltered housing, or day services. Below are just a few examples of this.

Intergenerational work has started alongside Airyhall Primary School with some lovely pen pal letters being sent in. Staff have been working with service users to establish these relationships and respond with letters and pictures. The local Brownies also visited Craigeielea and tenants enjoyed an evening of sing song with them.

Staff at Kingswood Court have worked alongside the local pharmacy to establish a process which supports ordering and delivery of medications for tenants. Staff Medication Champions were established who met with service users, families, and carers to discuss the benefits of pharmacy alignment, which has provided these staff with opportunity for professional development. This has also connected tenants with the local pharmacy and

made it possible for them and their loved ones to access medication more easily, without the worry of running out.

Links have been made with the Duthie Park Rangers, who have given talks on how Duthie Park has changed through the years across some of our services. Through this, Denmore Court was presented with an opportunity to improve their garden space and a number of trees were donated for them to plant in celebration of the Platinum Jubilee.

The Covid pandemic and resulting restrictions, meant there was very little opportunity for service users and tenants to engage in activities, which really impacted socialisation and increased loneliness, and the consensus from all was that the reintroduction of activities across sites, including very sheltered housing, would be most welcome. Tenants across sites were invited to attend a meeting to discuss the kind of activities they would like to see introduced and questionnaires were sent out to allow all service users to engage. A service user led timetable was developed and displayed in each of the buildings, and staff have been allocated time to support service users to attend these activities and continue to build further community links across the city.

Cath's Story

Cath lives in a sheltered housing complex, where staff noticed she had remained very isolated, since the Covid-19 Pandemic. With communal spaces beginning to open up, Cath was encouraged by staff to visit the common room, where a 'therapet' had been arranged for tenants. Cath attended the activity and joined her friends and neighbours to meet the friendly and gentle golden retriever. She thoroughly enjoyed the company and having been a dog owner throughout her life, she really appreciated having the opportunity to see the dog. Since then, Cath has felt confident enough to socialise with her friends and neighbours more regularly in the common room.



Bon Accord Care is strategically aligned and actively involved in the Local Outcome Improvement Plan.

Our new Head of Delivery & Development is now an active member of the Strategic Planning Group

The reablement facilitators continue to work closely with BAC staff and service users to ensure that we are maintaining and enabling service user independence. They along with our Occupational Therapy service and Joint Equipment Store are ensuring that as many Aberdeen City residents as possible are able to remain safely and as independent as possible in their own homes. We have been instrumental in the roll out of risk assessed care and training.

We have recently been working in partnership with Sports Aberdeen, and AHSCP on a Falls prevention programme across the city, called Stand Up to Falls, which has involved a series of initiatives from footcare, equipment and aids, supporting a safe environment and general health and wellbeing.

Bon Accord Care (Young Workforce Team) are working in partnership with ABZ Campus. This is the Aberdeen City Council approach to schools working together to have a common timetable structure which allow schools to work with partners to run courses. Our Young Workforce lead has been involved in the strategic group for Foundation

Apprenticeships. The group remit is to explore how all frameworks can be delivered across the city and increase the delivery model of Social Services and Healthcare by Bon Accord Care. The Foundation Apprenticeships are the classroom to career pipeline into our Modern Apprenticeships and we are committed to increasing opportunities for young people across the city.

ABZ works have commented 'the courses Bon Accord Care deliver have added so much value to our schools and are a big part of our ABZ vision moving forward.

BAC are an active member of the Joint Programme Board for the switch over from Analogue to Digital which is running over the next two years

Education:

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

Learning and Development

At Bon Accord Care we are committed to upskilling and developing our employees to meet their full potential and all staff, as a minimum receive ongoing training appropriate to their role requirements. Throughout the year the Learning & Development team has been at the forefront of developing new and innovative ways of training and supporting staff to meet the ever-changing needs of the social care landscape.

MAYBO Training

Following an increase in incident reports related to aggression and challenging behaviours the MAYBO programme, accredited through BILD (UK Positive Behaviour Standard) was identified as the most appropriate framework to further develop and enhance the skills of staff. MAYBO applies a rigorous evidence base, broad expertise, and long-standing experience to find and enable both short and long-term solutions that bring about lasting change for service users who exhibit behaviours that challenge. This year, a service specific rollout plan has been introduced, with staff and coaches being upskilled in engaging, outcome focused training programmes designed around the needs of the service users and the services being provided.

Bon Accord Care Learning Hub

In January 2021 Bon Accord Care's newly developed Learning Management System, the digital **Learning Hub** was launched across the organisation. Since its conception, the website has now grown to include over 28 different eLearning courses, as well as hosting a large and diverse range of resources, links and subject specific material, the bulk of which has been provided by Bon Accord Care. This online platform provides individual staff, managers and senior management with a live, one-stop portal to book and access eLearning and face to face training. This online Learning Hub also offers unprecedented data and trend analysis into individual staff and service training compliance and requirements, with specific attention on Category 1 Safe & Legal training. In parallel with the digital learning hub, the new Learning Hub building fully opened in early 2021 and has become the focal point for both internal and external staff development and training. As well as the hosting of a full calendar of training events 5 days a week. The Learning Hub has also seen an expansion in its use for other functions including face fit testing clinics, Adult Learning IT sessions and the re-introduction of face to face, Blue Badge assessment clinics.

L&D - Short Course Partnership with Robert Gordon university

Over the last 12 months, Learning & Development have worked in partnership with Robert Gordon University (RGU) to develop a series of fully funded, short courses for staff working in the Health & Social Care sector. These professional courses will provide staff with the very latest key learning and knowledge in specific health and social care subjects.

L&D - Scottish Vocational Qualifications

Bon Accord Care has been a Scottish Qualifications Authority (SQA) approved centre since 2014. During 2021, Bon Accord Care became the first and only accredited SVQ centre in Scotland to offer the new Professional Development Award in Technology (PDA TEC). As well as supporting our own internal staff to complete this award, many external candidates across Scotland from NHS Education Scotland, local authorities and other care providers are working with our SVQ Centre to complete their award.

This year, L&D also gained approval from the SQA to deliver the SVQ Cookery qualification. This SVQ Award will provide current and future cooks with a role-specific qualification, while enabling Learning & Development to

expand the organisation's Modern Apprenticeship framework, helping to engage, inspire and recruit young people who are interested in undertaking cooking as a career option.

During 2021 one of our L&D employees successfully completed the Level 4 Award in Learning & Development which means the Learning & Development team can now seek approval from the SQA to offer the L&D awards at levels 2, 3 and 4.

The Bon Accord Care L&D team, in partnership with Aberdeen Health and Social Care Partnership, Quarriers and Barnardo's are delivering twelve fully funded SVQs to people with caring responsibilities. Supported by a dedicated SVQ team, the delivery of the award has been adapted to fit in with candidate's caring and family responsibilities.

As an organisation, we also want to help our employees grow and develop in other areas like interpersonal and leadership skills. The L&D Team has recently carried out a 'development needs analyses to find out what additional skills and knowledge our staff need, with a view to 'future planning' the organisation and developing our future leaders. Through targeted bespoke training for individual services, we have supported and developed teams' knowledge and understanding of the changing landscape of person led, responsive, care and support.

Developing the Young Workforce

To develop their business skills, while supporting their wellbeing and engagement, all our "under 25" staff have the opportunity to meet monthly and actively participate in peer workshops. Our young workforce mentors are being offered training workshops, in areas such as self-harm awareness, coaching, mentoring and courageous conversations, to increase their skills and confidence in supporting the young people in the workplace.

In addition, Bon Accord Care continues to provide sector leading opportunities for young employees in the following ways:

Foundation Apprenticeships

The Foundation Apprenticeship is now recognised as a Higher at Level A for further education or University applications and the second year of this programme is nearing completion, with 20 senior pupils from St Machar Academy aiming to achieve their Foundation Apprenticeship in Social Services and Healthcare. This qualification has been completed in partnership with Skills Development Scotland and St Machar Academy.

Young people have had the opportunity to learn about the theory involved in healthcare and apply this knowledge into practical experience during the second year. The pupils have attended face to face placements in a range of Bon Accord Care services, putting the theory and knowledge learned in the classroom, into practice with service users.

The pupils have enjoyed building up person centred relationships with service users and in the final stages of their award, they designed activities for the service users to take part in. Young people are using these experiences to build their confidence and ensure that they have the right skills and values required for working in social care.

As part of Bon Accord Care's dynamic '**Classroom to Career Pipeline**', young people from our Foundation Apprenticeship programme have progressed to Modern Apprenticeships, College and University.

Modern Apprenticeships

Our Modern apprenticeship programme offers young people the opportunity to learn on the job gaining skills, experience and gain a qualification at SVQ level 2. Our continued approach to partnership working ensures we are promoting equality and diversity across the city by offering flexible contracts to our young people to remove all barriers to employment and support into positive destinations. This year the programme grew with 10 Modern Apprentices in Social Services and Healthcare and 1 in Business Administration.

Graduate Apprentices

Graduate Apprenticeships at Robert Gordon University are an innovative route to a degree qualification, blending academic study with work-based learning, supported by the employer. This Business Management qualification provides opportunities to develop in class and through online study of relevant theory with immediate application of practice through work-based learning activities. In partnership with Robert Gordon University, our first former Modern Apprentice has commenced their Graduate Apprenticeship award, further solidifying the '**Classroom to Career Pipeline**'.

School Engagement

To support our Foundation Apprenticeship pathway, our Young Workforce Lead visited three Aberdeen Academies, accompanied by a current Modern Apprentice to talk about the values needed to work in Social Care, what career opportunities are available to young people and engage with pupils interested in a career in care.

Career Ready

Bon Accord Care has committed to five Summer Internships for 2021/2022 pupils and look forward to welcoming these young people into the organisation. Young people will gain skills and knowledge on the expectations of employers and how these fits in with their career next steps and discussions are now underway to design their summer internships which will take place for 4 weeks during the summer break.

Building our future workforce

Student placements

In partnership with Robert Gordon University (RGU), Bon Accord Care has continued to support placements for Social Work, OT, and Nursing students providing them with hands-on experience of working in a busy social care environment and playing an active part in practice learning.

Placements have included those within a care at home setting, where students have been supported and mentored to complete clinical placements, by our professionally qualified staff and have had the opportunity to experience first-hand, working and navigating the additional challenges placed on the health and social care sector due to Covid-19. Students also have opportunities to engage with multi-disciplinary teams, service users, and the wider health & social care partnership organisations and experience the many different roles that our teams work with and has highlighted to the opportunities available to them upon graduation. One student said, *"I've definitely learned a lot in the past 16 weeks, particularly about enablement; I'm sure this is something that I will continue to put into practice."*

Supporting a change of career – Adrianna's story

Adrianna had worked for years in the old and gas sector but was attracted to the idea of health and social care. She decided to come along to and interview for a Relief Support Worker role and was open and honest about how she felt somewhat daunted by such a career change. Our staff were impressed with Adrianna, and she was offered the post.

Upon starting with us, Adrianna carried out training and was offered full support in the teams she was placed with initially to complete induction or 'shadow' shifts, and feedback questionnaires were provided to the services and to Adrianna so that any early uncertainties or training needs could be identified and fed back to recruiting staff. Through this process and our teams working together, Adrianna is now a skilled and happy employee who loves working for Bon Accord Care in one of our most complex services, in which she is thriving.

Employment

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

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

Due to the Covid restrictions, the use of volunteers has diminished, however, as part of our People's strategy we will be reviewing our volunteer policy over the next twelve months.

SECTION 2 – Users, Audiences, Participants and Investment

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

Participants	Target	Total 2019-20
Total number of participatory opportunities created throughout programme		
Number of participatory opportunities targeted for priority groups		
Young People under 16		
Young People 16-25		
Older People (65+)		

Disability (mental health physical, sensory (e.g., BSL users) and carers of disabled people)		
Ethnic minority communities including Gypsy/ Travellers		
Sexual orientation (LGBTQ)		
Residents of regeneration areas within Aberdeen City		
Other (please specify)		

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

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



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



Income 2021-2022	Total £
Value of Grant(s) from Aberdeen City Council	GBP 30,424,000
External Grant funding	
Sponsorship	
Trading income	
Other (please specify)	
Total add income	

Section 3 – Support Material

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

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

Support Material 1:	 Fergus House Supportive Visit 28.0
Support Material 2:	 BAC and BASS Audit Results Report 2022

Support Material 3:	 DRAFT Annual Plan 2022~23 (003).pdf
Support Material 4:	 Fergus House Supportive Visit 28.0
Support Material 5:	

Section 4- Declaration on use of information

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

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

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

<p>To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.</p>	
<p>Name: Pamela Mackenzie</p> <p>Date: 28 September 2022</p>	

This page is intentionally left blank

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	13 October 2022
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Sport Aberdeen - Annual Report 2021/2022
REPORT NUMBER	COM/22/232
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	24.15

1. PURPOSE OF REPORT

- 1.1 This report presents the Sport Aberdeen annual review report in order to provide the Council with an overview of performance of service delivery by Sport Aberdeen during financial year 2021/2022.

2. RECOMMENDATIONS

- 2.1 That the Council notes the Sport Aberdeen Annual Report appended to this report for the Council's interests.

3. CURRENT SITUATION

- 3.1 The current arrangement for the management and development of the city's indoor and outdoor sports facilities and for the provision of sport, physical activity and wellbeing services targeted at those most in need are delivered by the Council's Arm's Length External Organisation (ALEO), Sport Aberdeen. It commenced trading in 2010 under a Funding and Service Provision Agreement.
- 3.2 An annual review report on Sport Aberdeen's business plan is appended to this report. It includes a qualitative summary of outcomes, outputs and activities undertaken by Sport Aberdeen, how these align against the priorities of the Local Outcome Improvement Plan and progress made to-date. The annual report also details how Sport Aberdeen's activities have delivered against ACC strategies and action plan priorities and provides details of user numbers, other income received and any challenges faced.
- 3.3 The revised performance template provides an overview of Key Performance Indicators (KPIs) and what has been achieved against these targets for the financial year 2021/2022. A summary of reasons where particular targets have not been met is captured within the template and these will be proactively managed through the Council's contract management of Sport Aberdeen. Areas where data is not recorded will be addressed with Sport Aberdeen to ensure it is included in future annual reports.

- 3.4 Within Section 1 of the appended report – Outcomes and Outputs, Sport Aberdeen have extracted further key metrics and measures from their own Business Plan 2021-22 in addition to those requested by the Council. This Section summarises the key achievements under each of the listed ‘Five P’s: Participation; Places; Partnerships; People and Processes.
- 3.5 There is a further ten appendices supporting this report the content title of each is shown under paragraph 11.
- 3.6 Separately, the ALEO Assurance Hub continues to seek assurance from Sport Aberdeen on its financial stewardship, governance, and risk arrangements. This includes oversight that medium term financial plans are in place and aligned to business planning. This is reported on twice a year to the Audit, Risk and Scrutiny Committee along with the Hub’s risk ratings, which reflect the level of risk presented to the Council by each ALEO.

4. FINANCIAL IMPLICATIONS

- 4.1 The Council’s budget for Core funding for Sport Aberdeen for 2021/22 was £4,876,000 which included allocations of £255,361 for Garthdee Alpine Sports and £300,000 for Adventure Aberdeen. There was also an additional one year allocation of £19,000 for Active Family Adventures.
- 4.2 The Council continued to provide 100% of the grant funding that had been approved for Sport Aberdeen despite the interruption to services and with continued closures of parts of the leisure estate, which was the same level as approved the previous year.
- 4.3 There are no financial implications arising directly from the recommendations of this report. The information from the annual report will be considered by officers in the budget setting process.

5. LEGAL IMPLICATIONS

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

6. 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?
----------	-------	---	---	---

Strategic Risk				
Compliance				
Operational	Poor service to customers.	The annual report enables the Council to review the performance of the service delivery by Sport Aberdeen.	L	Yes
Financial	No risk arising from this report as annual budget is set by the Council as part of the budget setting process.	Managed on a regular basis through the ALEO Assurance Hub and the Strategic ALEO meetings with Council Chief Officers.	n/a	
Reputational	Poor performance by Sport Aberdeen could impact on the Council's reputation.	The annual report enables the Council to review the performance of the service delivery by Sport Aberdeen.	L	Yes
Environment / Climate	None			

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2022-2023</u>	
	Impact of Report
Aberdeen City Council Policy Statement <u>Working in Partnership for Aberdeen</u>	Sport Aberdeen aligns to the transformation programme articulated within the TOM 1.2, and forms part of the next steps for delivery of the outcomes and commitments.
<u>Aberdeen City Local Outcome Improvement Plan</u>	
Prosperous Economy Stretch Outcomes	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of prosperous economy.
Prosperous People Stretch Outcomes	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of prosperous people.
Prosperous Place Stretch Outcomes	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of a prosperous place.
Regional and City Strategies	Sport Aberdeen aligns to the transformation programme articulated within the TOM 1.2, and forms part of the next steps for delivery of the outcomes and commitments.

9. IMPACT ASSESSMENTS

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

10. BACKGROUND PAPERS

None

11. APPENDICES

- Sport Aberdeen ALEO Report 2021/2022
- Appendix A: KPIs 2019/20 to 2021/22
- Appendix C: Engaging with Customers Post Covid19 – Be Part of Something Marketing Campaign
- Appendix D: Supporting Children & Young People – Sport Aberdeen & WeToo! Partnership
- Appendix E: Impacting the Lives of Care Experienced Children and Young People – SPACE programme
- Appendix F: Outdoor Education Days for Target Families
- Appendix G: Social Value Report April 2021 - March 2022
- Appendix H: Scotland social value report
- Appendix I a) and b): Developing & Supporting Communities During Covid 19 – Summary of award win

12. REPORT AUTHOR CONTACT DETAILS

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

ORGANISATION:	Sport Aberdeen
REPORT COMPLETED BY:	Alistair Robertson, Managing Director
DATE:	September 2022

SECTION 1 - Outcomes and outputs

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

Awards and Accreditations Achieved During 2021/22

Awards Success

- **ukactive Awards 2021 – SPACE (Supported Physical Activity for Care Experienced) Project**
Winner in Developing and Supporting Communities During Covid -19 category
- **Northern Star Business Awards 2021 – Sport Aberdeen**
Highly commended in Making the Difference category
- **Northern Star Business Awards – Craig Roberts, HR Business Partner**
Finalist in Rising Star category.
- **Social Prescribing Network Awards 2022 - SPACE (Supported Physical Activity for Care Experienced) Project**
Finalist in The Best Children and Young People Social Prescribing Project

Accreditations

- Working towards gold award of Armed Forces Employer Recognition Scheme

The Five Ps

Based on the Sport Aberdeen Business Plan 2011-22, the following summarises the key achievements under each of the ‘five Ps’

Participation

“We believe that everyone is entitled to enjoy the benefits of leading an active and healthy life through participation in sport and physical activity. A key focus is placed on assisting the least active to engage in activity, resulting in an increase of participation of 1% and a growth in get active members to 10,000.”

- 1.2 million recorded visits to citywide venues (where recording is possible)
- 6,768 Get active members at 31 March 2022
- 19.1% growth in members compared to financial year 2020/2021
- 140,404 rounds of golf played on Golf Aberdeen courses
- 16,858 Tennis Aberdeen attendances
- 162,884 Aquatics Aberdeen attendances, around 665 classes per week
- 242,435 attendances throughout our range of coached programmes
- 900 coached programme classes delivered weekly
- 64,577 Adventure Aberdeen snowsports centre attendances
- 33,650 Active Lifestyles participations including in-venue and virtual classes
- 3,900 participations in Walk Aberdeen programme
- More than 2,000 primary 4 swimmers took part in swimming programme

Places

“By investing in and modernising our facilities and venues, we can have the greatest impact on the people and communities we serve. We aim to create an environment where people can easily engage in sport and physical activity and enjoy leading a healthy lifestyle.”

- £4.8 million redevelopment of Get Active @ Northfield underway
- 3 fitness venues refreshed with new equipment and gym floor layouts
- £0.6million investment in improvements across all venues, notable schemes:
 - Over £125,000 invested in improvements to the ‘Great White’ slope and Adventure Aberdeen
 - Over £140,000 invested in golf course improvements at Hazlehead and Kings Links

Partnerships

“Through effective partnerships working with a wide range of people, organisations and agencies, we can broaden our reach and create opportunities for more people to lead active lifestyles.”

- 11 years of highly successful partnership working with Aberdeen City Council
- 1 year extension on partnership with Action for Children
- 105 x asylum seekers supported to access gym and swim activities in partnership with Aberdeen City Council.
- 6 discounted ‘Get active’ memberships provided to Aberdeen Seafarers Centre for visiting seafarers’ membership scheme
- 12-week pilot programme delivered with Parkinson’s UK, leading to the creation of an established Parkinson’s Exercise Pathway
- 20 primary schools in Aberdeen accessing Bike ability lessons and learning new bike skills from Adventure Aberdeen staff
- 120 physical activity packs issued to older adults in partnership with Bon Accord Care and AHSCP
- 20 Step Out September walks delivered in partnership with ACHSCP Stay Well Stay Connected programme

People

“Through investing in the personal and professional development of our employees and volunteers we can enhance the scope of services offered to local participants, customers and communities. We aspire to be the employer of choice for those seeking a career in sport and physical activity in Aberdeen, strengthening our presence across multiple platforms with one core aim: to get more people more active.”

- 1,852 hours volunteered at Hazlehead Golf Course for additional course maintenance
- 10 emerging young managers undertaking management development programme (at SVQ level 7)
- 12 employees attended young person mental health first aid training courses
- 29 internal staff promotions
- 4 new personal trainers in our fitness venues
- 3 employees completed the level 3 diploma in exercise referral
- 1 new trustee director appointed to the board of directors
- 1 RGU student completed marketing and communication internship
- 1,395 staff training sessions

Process

“By investing in the continuous improvement of processes across the company, delivering quality, excellence, efficiency and effectiveness in our capacity as a charitable organisation, allows us to have the greatest impact on the people and communities we serve.”

- Roll out of digital HR platform, YouManage
- Roll out of new £880,000 five-year ICT managed infrastructure and support contract incorporating various service and security enhancements
- Revised enhanced cyber security training delivered to all staff with regular testing through random test phishing emails sent to all staff at varying times throughout the year. In the last two quarters of 2021/22, 1857 phishing emails were sent with only 4% of staff failing to identify the email as suspicious. In these cases, the training is to be repeated.
- 434,629 users on the Sport Aberdeen website - 100% increase since 20/21
- 2,223,426 Sport Aberdeen website page views
- Interim concessionary discount leisure access scheme introduced in November 2021

Performance indicators:

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

Please complete all boxes

INDICATOR	ACHIEVED 2020-21	TARGET 21-22	ACHIEVED 21-22
VENUE PARTICIPATION			
Participation – total visits (Usually based on a 1% increase year on year. Please see Appendix A – KPIs 2019/20 to 2021/22 for further breakdown.)	354,649	N/A Covid-19	1,194,662
Active Lifestyles			
Training (Instructors)			
Level 4 Cancer Rehabilitation Training	N/A	N/A	1
Level 3 Exercise Referral	N/A	N/A	5
Nordic Walking for Parkinson’s Disease	N/A	N/A	4
NHS Grampian Healthy Helpings	N/A	N/A	3
Walk Leader Training (Volunteers)	1	N/A	16
Walk Aberdeen			
Social walking groups	8	N/A	9
Social walking sessions	91	N/A	378
Social walking participations	1,174	N/A	4,672
Average number of walkers per session	12	N/A	13

Active Lifestyles Programme (previously Move More Aberdeen)			
Long-term health conditions with specific activity programmes	8	N/A	7
Number of referrals received	65	N/A	193
Number of opportunities	13	N/A	17
Number of sessions	156	N/A	637
Number of participations	484	N/A	3,490
Average participants per session	3	N/A	5.5
Active Lifestyles Participation			
Number of opportunities	45	N/A	45
Number of sessions	424	N/A	2,400
Number of participations	3,331	N/A	24,338
Average participants per session	8	N/A	10
Total Healthy Communities Participation			
Number of opportunities	6	N/A	77
Number of sessions	671	N/A	3,415
Number of participations	4,989	N/A	32,500
Average participants per session	7.4	N/A	9.5
Active Schools			
Number of visits	N/A	N/A	70771
Number of blocks	N/A	N/A	476
Distinct participants in extracurricular programme	N/A	N/A	4343
% distinct participants in extracurricular programme by school roll	N/A	N/A	22%
Distinct volunteers delivering extracurricular programme	N/A	N/A	367
Distinct qualified / certified adult volunteers delivering extracurricular programme	N/A	N/A	75
Distinct secondary pupils delivering extracurricular programme	N/A	N/A	77
Distinct qualified / certified secondary pupils delivering extracurricular programme	N/A	N/A	5
Distinct female participants	N/A	N/A	1879
Adventure Aberdeen			
Total number of sessions delivered (school groups)	605	N/A	1,690
Number of sessions –secondary	0	N/A	11

Number of sessions – primary	216	N/A	733
Number of sessions – ASN	47	N/A	170
Total number of participants	4,723	N/A	18,782
Total number – secondary	2,048	N/A	60
Total number – primary	422	N/A	10,725
Total number – ASN	189	N/A	470
Attendance at public events	128	N/A	331
Total number of participants at public events	1,241	N/A	3,309
School holiday peter – total sessions	39	N/A	140
Total number of sessions age 3-8 years	13	N/A	36
Total number of participants age 3-8 years	53	N/A	443
Total number of sessions age 9-16 years	26	N/A	104
Total number of participants age 9-16 years	210	N/A	1,496
Community projects – total sessions	142	N/A	101
Community projects – total participants	793	N/A	569
Bikeability schemes – training sessions	22	N/A	80
Bikeability schemes – training participants	334	N/A	969
Adventure Aberdeen Snowsports			
Total participants	17,919	N/A	65,861
Coached Programmes			
	2020-21	2021-22	Difference
Aquatics	1423	4451	3028
Gymnastics	284	437	153
Tennis	270	386	116
Skating	343	533	190
Snowsports	520	584	64
Total	2840	6391	3551
	2020-21	2021-22	Difference
Aquatics	24	140	116
Gymnastics	0	0	0
Tennis	0	24	24
Skating	21	60	39
Snowsports	26	45	19
Total	71	269	198
	2020-21	2021-22	Difference
TOTALS	2911	6660	Page 177

Community Sports Hubs			
Number of community sports hubs across the city	5	N/A	6
Number of clubs	24	N/A	31

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

Most of the targets set for the year were achieved as these were based on the company's gradual recovery from covid 19. This was also due to the continued uncertainty about speed and scale of recovery, therefore a conservative approach was adopted when setting the business plan targets and key priorities.

The few targets that were not met were a direct consequence of workforce capacity, with several key posts being vacant and projects having to be put on hold or deferred until recruitment had been completed.

In general terms, the company remains pleased with the rate and growth of recovery (72% of pre-covid 19 levels) and the contribution it has made to communities also faced with life post covid 19. Not all of this is covered by the standard KPIs requested for this proforma, so this report helps to set out the contribution that the company has made on a wider basis.

Please provide a summary of particular successes or case studies:

The following case studies and success studies are appended to this report as follows:

Appendix B: Reflections on a Pandemic

Appendix C: Engaging with Customers Post Covid19 – Be Part of Something Marketing Campaign

Appendix D: Supporting Children & Young People – Sport Aberdeen & WeToo! Partnership

Appendix E: Impacting the Lives of Care Experienced Children and Young People –SPACE programme

Appendix F: Outdoor Education Days for Target Families - partnership working with key children's services across Aberdeen City

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

i. Recovery from Covid-19

The internal cross-company group continued to meet during the year to respond to the fluctuating nature of restrictions being both eased and reinstated. This was particularly challenging heading towards December 2021 with the uncertainty that was created at an important time for our sector ahead of January fitness pledges.

There was unprecedented demand for children's programmed activity (classes, coached activity, lessons) and we had to overhaul our booking and communication strategy to cope with this. In response, a review was undertaken of the structure of the small support team to add capacity with additional people employed to cope with the backlog and demand pressures.

ii. Adapt business to behaviour change

We had to build renewed confidence across many of our user groups and individuals in order to encourage them to return to services. This was particularly the case for those that are more vulnerable, for example, people with long-term conditions who were nervous about coming back to public venues. We also had to win back customers who had found other ways and places to be active, as well as those who had just let their weekly activities and programmes slip out of their normal routine.

iii. Return to HQ

It was very evident that effectiveness and productivity were affected by home working. In September 2021, all HQ based staff were encouraged to return to the office to help build the recovery of the business. Flexible working arrangements were put in place to allow a gradual return for those who needed more time to adjust. Without doubt, by returning to HQ, the company recovered much faster than most of our peer organisations in Scotland and many employees felt the better for the experience of being back at the heartbeat of the company.

iv. Recruitment

The recruitment and retention of staff was a real challenge during the year with acute shortages in the frontline leisure operations roles within facilities, especially lifeguards. This was not confined to Aberdeen with the leisure sector across Scotland facing similar challenges, which initially lead to some revision to opening and operating times.

v. Restricted access to school base venues

Due to restrictions, not all school venues were accessible (mainly swimming pools) and this, in turn, caused some challenges with meeting demand expressed by clubs who had been based at school swimming pools pre-pandemic. There was also demand pressures for children's lessons leading to extended waiting times and frustration for parents.

ACC Strategies and Action Plan Priorities:

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

Aberdeen's Sports Facilities Strategy 2016 – 2026

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

Building on its previous investment, the company has committed approximately £850,000 during the year on the council's assets. This is down on previous years, again due to the pandemic, however this has been a combination of Sport Aberdeen funds and allocations from the council's condition and suitability fund. Key projects were:

Venue	Investment £	Improvement/Upgrade
Golf courses	£140,000	Additional drainage works (phase 3) and remedial work as part of extensive winter improvement programme over and above maintenance contract
Gyms	£170,000	Fitness gym refresh across 3 fitness facilities
Linx Ice Arena	£30,000	New ice cutting machine
Linx Ice Arena	£22,000	New LED lighting
Kincorth Sports Centre	£25,000	Roofing
Sheddocksley Sports Centre	£45,000	Alarm system, and changing accommodation refurbishment
Adventure Aberdeen Snowsports Centre	£130,000	Ski slope and site upgrade and refurbishment
Adventure Speyside	£18,000	Rectification works following flood.

Strategy for an Active Aberdeen 2016 – 2026

The strategy has the vision of making Aberdeen the most active city in Scotland, with a mission to Activate the City. The key strands of this strategy relate to increasing opportunities and participation in sport and physical activity, investing in the infrastructure of places (physical infrastructure) and people (communities of interest).

The final aim is to be inclusive, so that everyone has the opportunity to be and stay active. These are closely linked with the aims and objectives of the Sport Aberdeen business plan and the detailed evidence for what Sport Aberdeen has achieved by increasing participation is highlighted throughout this document and particularly in the preceding sections.

Local Outcome Improvement Plan

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

Sport Aberdeen is committed to contributing to the 15 stretch outcomes where practicably possible, with most relevance aligned to People (Children & Young People and Adults) and Place. While the LOIP does not specifically include a stretch outcome focused on sport and physical activity, the work of Sport Aberdeen does align further down at the improvement project level.

During the year, much of the work specific to supporting the achievement of LOIP aims was delayed, which was common to many of the CPA partner agencies. However, the company was engaged with the locality management teams and has been involved in support programmes to help communities recover from the impact of the pandemic.

Active representation and resources allocated by Sport Aberdeen to CPA planning, ongoing development and delivery of LOIP Outcomes throughout the previous year is highlighted below. Sport Aberdeen has maintained representation on the CPA thematic groups, doing so on behalf of the AAP.

CPA Forum/Outcome Improvement Groups	Sport Aberdeen rep
CPA Board	Managing Director
CPA Management Group	Director of Customer and Commissioning
Sustainable Cities (OIG)	Director of Community Leisure Operations
Resilient, Included & Supported (OIG)	Director of Customer and Commissioning
Integrated Children's Services (OIG)	Head of Sport and Active Communities

Local Priorities:

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

The refreshed LOIP set new priorities which replaced some of the previous targets around sport and physical activity. Notwithstanding that the company has continued to make a substantial commitment to providing services, improvement programmes and opportunities to some of the most challenged and under-represented people across the city.

Much of what the company does is intervention based and can clearly align to a range of health improvement indicators for both physical and mental wellbeing. Both during and exiting from pandemic life, the company adapted services to support other agencies tackling communities and individuals in crisis. Where feasible, this work has continued, very much on a partnership-based approach; a good example of which was the work leading up to the holiday programme activity for children in locality areas.

Elsewhere in this report, reference is made to the company's social return on investment and social value calculator (**appendices G & H**). Both of these reports provide an indication of the impact that the services have made in themes consistent with the aim and targets of the LOIP. It is also important to state that while we are not making an explicit reference to all stretch targets, we can confirm that there has been a range of programmes and initiatives delivered, via a multi-agency approach which we have been pleased to be part of.

The following contribution to this report demonstrates where we are able to evidence our contribution to certain LOIP priorities. These are also referred to within the company's 2021/22 business plan and are highlighted below.

Sport Aberdeen's Alignment to LOIP Outcomes 2021-22

LOIP Stretch Outcome 5: 90% of Children and young people will report that their experiences of mental health and wellbeing have been listened to by 2026.

- Membership of Child Healthy Weight LOIP Project Group
- Membership of PEPAS LOIP Project Group
- Membership of Mental Health LOIP Project Group
- Active Schools programme providing free extracurricular sporting opportunities to all schools in Aberdeen

LOIP Stretch Outcome 6: As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026.

- SPACE Programme – referral programme for care experienced children and young people. Bespoke 1-2-1 and small group interventions based on sport and physical activity programme

LOIP Stretch Outcome 7: 95% of children living in our priority neighbourhoods will sustain a positive destination upon leaving school by 2026.

- Senior leadership programme and volunteer opportunities through Active Schools programme and SPACE programme available to children and young people in schools within priority areas

LOIP Stretch Outcome 9: 30% fewer young people (under 18) charged with an offence by 2026.

- Partnership with Active Schools and Denis Law Legacy Trust to support Streetsport programme – which targets anti-social behaviour

LOIP Stretch Outcome 11: Refer 20% of people living with COPD or other respiratory conditions into specific PR physical activity and other support programmes delivered in community settings by 2023

- Healthy Communities Manager attends the project charter meetings
- 4 virtual pulmonary rehabilitation classes delivered each week
- Partnership with NHS Grampian and RGU to signpost participants to RGU student-led respiratory clinics

LOIP Stretch Outcome 14: 38% of people walking and 5% of people cycling as main mode of travel by 2026

- Walk Aberdeen programme across the city, increasing number of opportunities for people to take part in high quality health walks.
- 3 x First Steps classes delivered each week to support people to build the strength, balance and confidence required to walk more regularly.
- 1 x Nordic Walking programme piloted for people living with Parkinson's Disease.
- Adventure Aberdeen delivering Bikeability programme and Learn to Bike workshops across schools and communities in Aberdeen to support children and young people to learn to cycle, cycle safely and encourage cycling.
- Adventure Aberdeen delivering Cycle Friendly Employer Awards and Cycle Friendly Schools Awards

Education:

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

Course / Qualifications	Participants
National Pool Lifeguard Qualification	10
National Pool Lifeguard Qualification - renewal	46
First Aid at Work	52
Renewal First Aid at Work	14
Emergency First Aid at Work	38
Emergency First Aid at Work for Volunteers	18
Ihasco fire warden	71
Ihasco GDPR	307
Cyber training	150
Corporate induction	53
Mandatory Covid 19 inductions for all returning staff	40 sessions
Diploma in Exercise referral level 4	5
Pool Plant Operator Course	13
Personal trainer	1
Weightlifting level 1	1
Level 4 Cancer and Exercise	1
Food Hygiene level 2	14
Food Hygiene level 3	3
Mental Health FA@W Young persons	11
GRFEC	14
Safeguarding Children	24
Equality and Diversity	30
Abrasive wheels	2
COSHH	45
Electricity Safety –Interactive	70
Driving Safely	4
Asbestos Awareness	45
Fire safety – Interactive	73
Legionella	47
Workplace safety	63
Manual handling	66
Step ladder	34
Slips, trips and falls	70

Employment

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

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

Volunteers

We consider volunteers to be a major resource and they are vital to adding value and extending the scope of services that we deliver. We are committed to encouraging, developing and supporting volunteers and for them to be engaged in a variety of roles across the company. In doing so we recognise that the role of a volunteer will complement and not replace the role of contracted staff.

The reactivation of the Active Schools programme enabled the re-engagement of 367 volunteers delivering extracurricular activities in schools. The volunteers are represented from a range of different backgrounds, including teachers, parents and other family members, students, secondary school pupils and sports club coaches. In addition, there were 77 secondary school pupils who volunteered, which allowed them to develop new skills and increase their confidence levels.

CASE EXAMPLES:

- One of our fantastic volunteers, Alex Soaris, earned praise from **sportscotland**, the national agency for sport, for his commitment and dedication to helping additional support schools and their pupils. Alex gave up well over 1,000 hours using sport to inspire others and is credited with helping to shape the future for additional support schools in the area. He has been nationally recognised for his contribution in the past, as a finalist in the Outstanding Volunteer category at the 2020 Community Leisure UK Awards, and also by **sportscotland**.
- The Active Girls Committee continued to meet during the year, with a shift to online meetings during lockdowns and Covid restrictions. The committee is a voluntary group that is made up of girls from across secondary schools across the city. The committee’s aim is to get more girls and young women to be active and enjoy the benefits of taking part in sport and physical activity.

SECTION 2 – Users, Audiences, Participants and Investment

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

Participants	Target	Total 2021-22																					
Total number of participatory opportunities created throughout programme		1,194,662																					
Number of participatory opportunities targeted for priority groups																							
Young people under 16		N/A																					
Active Schools – Young People under 16	N/A	70,771																					
Young people 16-25	N/A	N/A																					
Older people (65+)	N/A	N/A																					
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)																							
Ethnic minority communities including Gypsy/ Travellers	Management system unable to collect data																						
Sexual orientation (LGBTQ)	Management system unable to collect data																						
Residents of regeneration areas within Aberdeen City	N/A																						
<table border="1"> <thead> <tr> <th>SIMD Area</th> <th>Members</th> <th>% Totals Members</th> </tr> </thead> <tbody> <tr> <td>Torry</td> <td>377</td> <td>2.3</td> </tr> <tr> <td>Middlefield, Mastrick, Northfield, Sheddocksley</td> <td>1372</td> <td>8.5</td> </tr> <tr> <td>Seaton</td> <td>125</td> <td>0.8</td> </tr> <tr> <td>Tillydrone</td> <td>206</td> <td>1.3</td> </tr> <tr> <td>Woodside</td> <td>114</td> <td>0.7</td> </tr> <tr> <td>George Street</td> <td>108</td> <td>0.7</td> </tr> </tbody> </table>	SIMD Area	Members	% Totals Members	Torry	377	2.3	Middlefield, Mastrick, Northfield, Sheddocksley	1372	8.5	Seaton	125	0.8	Tillydrone	206	1.3	Woodside	114	0.7	George Street	108	0.7		
SIMD Area	Members	% Totals Members																					
Torry	377	2.3																					
Middlefield, Mastrick, Northfield, Sheddocksley	1372	8.5																					
Seaton	125	0.8																					
Tillydrone	206	1.3																					
Woodside	114	0.7																					
George Street	108	0.7																					
Other (please specify)																							
Datahub enables interrogation of data and heat maps to identify participation of those within our database from SIMD.																							

Participation - Summer of Play	Number
Young people under 16	5975
Disability – Summer of Play	373
Residents within regeneration areas of Aberdeen	
Seaton / Tillydrone	173
Torry	177
Northfield	605

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

Users/Audiences	Total 2021-22
Total user/audience/visitor number	1.2 million*
User/audience number from Aberdeen City	85%
User/audience number from the wider region or further	15%
% of user/audience survey rating experience as 'excellent' or 'good'	93%

*This is not all users as many are unrecorded

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

Income 2021-22	Total £
Value of Grant(s) from Aberdeen City Council	4,909,500 (a)
External grant funding	838,928
Sponsorship	0
Trading income	7,549,548
Other (please specify)	
Total additional income	£8,388,476 (b)
All income (a) + (b)	£13,297,976

Showing Impact Through Social Value

The social value calculator report attached as Appendix G is the graphical illustration of the social value calculated for the year April 2021 to March 2022 compared against year April 2019 to March 2020.

The overall social value generated is **£3,968,560**. This level of measurable social value delivered is a positive indicator of the recovery of the company and of the value it delivers across key areas.

This social value generated is broken down into key areas as follows:

Physical and mental health:

£799,555 as a result of reductions in coronary heart disease / stroke, diabetes, breast cancer, depression, dementia, colon cancer, back pain, hip fractures, depression, reduction and reduced GP visits;

Subjective wellbeing:

£2,150,657 as a result of improved subjective wellbeing;

Individual development:

£35,099 as a result of improved educational attainment (participants aged 11-18) and enhanced human capital; and

Social and community development:

£983,131 from reduced criminal incidences about young males (aged 10-24) and social capital (improved social networks, trust and reciprocity).

These savings are from indoor and outdoor programmes based in leisure venues (excluding coached programmes and golf) and do not include savings that are generated from the Active Schools and Healthy Communities programmes that take place elsewhere. Given that these are based on regular participation, it would be logical to assume that the company's social value is considerably higher than these figures here indicate.

Section 3 – Support Material

We recommend you provide up to five items of support material to help demonstrate the quality and impact of your activity. This may include case studies, photographs, videos, web links, publications, marketing material, reports, participant testimonials and feedback. If emailing, please keep all support material to under 5mb. Please supply details on your support material below	
By submitting this you are providing permission for each item to be used for publication. You should ensure you have the creator's consent and accreditation is provided where necessary.	
Support Material 1:	Annual Report https://www.sportaberdeen.co.uk/wp-content/uploads/2022/07/Annual-Report-2021-2022-Digital.pdf
Support Material 2:	Active News Issues for the Period: Issues 15-18: https://www.sportaberdeen.co.uk/wp-content/uploads/2022/09/Active-News-15-18.pdf
Support Material 3:	Golf Aberdeen Volunteers Video: https://youtu.be/e55jlm_Sgzc
Support Material 4:	TikTok Account sharing motivational and instructional videos to support customers in physical activity: https://www.tiktok.com/@sportaberdeen
Support Material 5:	ukactive awards submission – Developing & Supporting Communities During Covid-19 (Winner) – attached as Appendix I

Appendices Index

Appendix A: KPIs 2019/20 to 2021/22

Appendix B: Reflections on a Pandemic

Appendix C: Engaging with Customers Post Covid19 – Be Part of Something Marketing Campaign

Appendix D: Supporting Children & Young People – Sport Aberdeen & WeToo! Partnership

Appendix E: Impacting the Lives of Care Experienced Children and Young People – SPACE programme

Appendix F: Outdoor Education Days for Target Families

Appendix G: Social Value Report April 2021 - March 2022

Appendix H: Scotland social value report

Appendix I: Developing & Supporting Communities During Covid 19 – Summary of award win

Section 4- Declaration on use of information

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

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

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

To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.	
Name: Alistair S Robertson Date: 28 September 2022	

Citywide Swimming	2019-20	2020-21	2021-22	Variance 21/22 vs 19/20	Variance 21/22 vs 20/21
Learn to swim	204,277	18,082	167,283	-36,994	149,201
Swim adult	35,452	172	10,313	-25,139	10,141
Swim Adult A2L	22,437	8	3,890	-18,547	3,882
Swim family	45,092	32	15,972	-29,120	15,940
Swim family A2L	1,852	8	372	-1,480	364
Swim junior	39,326	457	13,086	-26,240	12,629
Swim junior A2L	1,921	185	415	-1,506	230
Swim member visit	31,527	4,709	18,003	-13,524	13,294
Swim misc	45,223	7,348	35,331	-9,892	27,983
WET TOTAL	427,107	31,001	264,665	-162,442	233,664

Citywide Other Activities	2019-20	2020-21	2021-22	Variance 21/22 vs 19/20	Variance 21/22 vs 20/21
Athletics	87	0	0	-87	0
Badminton	32,392	6,748	34,001	1,609	27,253
Basketball	12,634	1,841	15,607	2,973	13,766
Bowling	4,664	357	1,258	-3,406	901
Club skating	19,379	2,407	5,139	-14,240	2,732
Coaching	106,206	14,904	66,185	-40,021	51,281
Creche	7,427	0	0	-7,427	0
Cricket indoor	960	0	83	-877	83
Event	0	0	0	0	0
Fitness class	119,871	22,205	73,646	-46,225	51,441
Fitness studio member visit	127,438	50,504	142,579	15,141	92,075
Fitness studio pay and play	13,201	1,121	737	-12,464	-384
Football	26,194	529	10,181	-16,013	9,652
Health suite	6,406	0	0	-6,406	0
Hockey	960	0	1,283	323	1,283
Ice coaching	0	0	0	0	0
Ice hockey	10,375	936	14,443	4,068	13,507
Ice hockey for all	731	108	244	-487	136
Netball	17,002	930	10,572	-6,430	9,642
Party	1,644	0	0	-1,644	0
Room hire	20,691	565	1,319	-19,372	754
Skate Uk	20,899	3,924	19,898	-1,001	15,974
Skating	31,857	3,249	22,746	-9,111	19,497
Sports hall miscellaneous	146,551	17,919	129,720	-16,831	111,801
Squash	6,608	3	815	-5,793	812
Table tennis	3,511	504	3,690	179	3,186
Tennis	20,857	20,957	42,330	21,473	21,373
Volleyball	6,935	898	5,004	-1,931	4,106
DRY TOTAL	765,480	150,609	601,480	-164,000	450,871

Citywide Outdoor Activities	2019-20	2020-21	2021-22	Variance 21/22 vs 19/20	Variance 21/22 vs 20/21
Artificial pitch football	98,907	35,138	111,690	12,783	76,552
Cricket outdoor	763	250	1,250	487	1,000
Football 11 aside	17,901	4,240	21,369	3,468	17,129
Football 7 aside	7,771	1,175	5,369	-2,402	4,194
Golf member visit	71,695	108,710	114,052	42,357	5,342
Golf pay and play	26,956	17,521	26,351	-605	8,830
Outdoors miscellaneous	66,696	6,005	48,434	-18,262	42,429
OUTDOORS TOTAL	290,689	173,039	328,515	37,826	155,476
CITYWIDE GRAND TOTAL	1,483,276	354,649	1,194,662	-288,614	840,013

Total number of visits per venue	2019-20	2020-21	2021-22	Variance 21/22 vs 19/20	Variance 21/22 vs 20/21
Alexander Collie Sports Centre	54,520	13,242	44,008	-10,512	30,766
Beach Leisure Centre	248,539	23,298	156,260	-92,279	132,962
Beacon Centre and Dyce 3G pitch	142,514	24,486	117,189	-25,325	92,703
Jesmond Centre	128,234	32,043	100,797	-27,437	68,754
Kincorth Sports Centre	34,500	5,896	29,598	-4,902	23,702
Linx Ice Arena	85,618	10,699	63,611	-22,007	52,912
Peterculter Sports Centre	40,924	5,409	22,509	-18,415	17,100
Sheddocksley Sports Centre	60,395	21,473	68,761	8,366	47,288
Torry Youth & Leisure Centre	15,992	0	0	-15,992	0
Aberdeen Tennis Centre	50,586	26,211	61,786	11,200	35,575
Bridge of Don Swimming Pool	52,151	0	26,846	-25,305	26,846
Bucksburn Swimming Pool	86,060	9,280	54,080	-31,980	44,800
Cults Sports Complex	110,741	3,984	81,619	-29,122	77,635
Adventure Aberdeen KingswellsPitch	0	0	19,381	19,381	19,381
Lochside Sports Centre	72,449	5,429	38,189	-34,260	32,760
Northfield Swimming Pool	43,050	10,691	37,590	-5,460	26,899
Tullos Swimming Pool	55,026	14,154	55,410	384	41,256
Balnagask Golf	19,993	27,071	27,124	7,131	53
Hazlehead Golf - 18 Hole	38,977	52,505	56,455	17,478	3,950
Hazlehead Golf - 9 Hole	17,711	25,408	27,109	9,398	1,701
Kings Links Golf	25,924	23,398	32,040	6,116	8,642
Aulton Outdoor Pitches	1,927	660	1,694	-233	1,034
Hazlehead Joe Paterson Pavilion	5,797	516	3,154	-2,643	2,638
Adventure Aberdeen Snowsports	78,906	17,919	65,861	-13,045	47,942
Westburn Outdoor Centre	12,742	877	3,591	-9,151	2,714
Total	1,483,276	354,649	1,194,662	-288,614	840,013



HELPING OUR COMMUNITY TO #BEPARTOFSOMETHING

From May to August, we ran a campaign – #BePartofSomething – designed to engage with our members and motivate them to return to our venues and programmes when lockdown restrictions eased.

Knowing our members had spent a considerable amount of time in lockdown participating in online activities, we were keen to welcome them back in person and help to make them feel ‘part of something’.

By highlighting our #BePartofSomething ambassadors, we were able to share their inspiring stories, encourage others to take part in physical activity and demonstrate that the power of sport really can change lives.

The campaign was executed through outdoor advertising including bus shelter adverts and large banners, and online promotions including organic and paid social media campaigns and Google AdWords.

We ran our ‘#BePartofSomething this summer’ programme, which brought exclusive member-only opportunities to have fun, get active and be part of the Sport Aberdeen community.

As part of the programme, we held Member Days allowing each member to sign up for one event and bring up to three guests along for free. Event activities included ice skating, a Zumba UV glow party, tennis open day, ski or snowboard taster, 80’s beach party and more. Members could also request a free personalised fitness plan designed to help them achieve their summer fitness goals.

We were delighted that upon evaluation, our campaign helped to double the number of new members we had forecast for the months of May and June. We also lowered our attrition rate, allowing us to retain more members and encourage them to be part of our community rather than favouring at-home workouts.

Enrolling in this class has been a life saver, quite literally.

Margret - #PartofSomething Ambassador

Sport Aberdeen makes you feel like you’re part of a family. All of us, the volunteers and coaches, we are all the same and there is no favouritism, we are all here to have fun and meet people and get better at something we enjoy.

Emily - #PartofSomething Ambassador

Sport Aberdeen gives me that routine, structure and purpose that I thrive off. I feel happy, active and overall a better person. It changed my life and if I hadn’t joined Sport Aberdeen, I don’t know where I’d be!

Jay - #PartofSomething Ambassador

Sport is great for building friendships and meeting people with shared interests in your community!

John - #PartofSomething Ambassador

From Left: Our #PartofSomething ambassadors, Emily, Lisa, Margret, John, Ayah, Javier, Jay



This page is intentionally left blank



Above: Depute Lord Provost at the time, Councillor Jennifer Stewart and participants at Rubislaw Quarry

SPORT ABERDEEN AND WE TOO! CREATE OPPORTUNITIES FOR CHILDREN OF ALL ABILITIES TO GET ACTIVE IN SUMMER

Two award-winning charities teamed up to deliver relaxed canoeing sessions for children of all abilities as part of a free activity programme in summer 2021.

Aberdeen City Council's Summer of Play programme supported the wellbeing of children and young people across the city who had been impacted by the Covid-19 pandemic.

We were one of several partners offering a huge range of free activities based on what young people and their families said they missed most during lockdown.

In partnership with award-winning charity We Too!, an organisation which empowers families of children with disabilities in the north-east, we delivered relaxed canoeing sessions at the city's historic Rubislaw Quarry, specifically designed to allow children of all abilities to enjoy the sport in a safe and welcoming environment.

We Too! supported Adventure Aberdeen staff with additional training and resource packs and each family session had an additional staff member on hand to help support all participants.

Graeme Dale, Sport Aberdeen Head of Sport and Active Communities, said: **"This has been a very challenging year and it is so important to support young people of all abilities not only in**

reconnecting with family and friends but also by giving them the opportunity to try something completely new."

"Our relaxed canoeing sessions, delivered by specifically trained staff, create a safe place for young people with additional support needs to take part in a fun activity. The sessions are completely free of charge and the response we've had has been fantastic."

Phionna McInnes, Chief Executive of We Too! said:

"The feedback has been incredible from families who have been unable to attend previous sessions, not just due to the pandemic, but also due to shielding, young carers roles and financial considerations. Fantastic, positive memories are being made this summer by all families within the area and we are delighted to be able to play our part."

The Summer of Play programme provided a huge range of activities which were completely free to participants.

The activities were based on a consultation undertaken by Aberdeen City Council with children and young people being directly involved in shaping the programme, suggesting activities they missed most during lockdown and wanted to return to once Covid-19 restrictions eased.

Priority access to the programme included low-income families and those who had experienced significant negative impacts associated with isolation and lack of participation in normal activities during the pandemic.

Almost 6,000 sessions were delivered through the Summer of Play programme across a range of different sports and activities, with over 50% of these attended by children from within priority groups. Over 300 care experienced children and young people accessed activities, ranging from multi-sport sessions across the three localities, free spaces at holiday camps, outdoor activities and 'Learn to Swim' programmes.

Depute Lord Provost, Councillor Jennifer Stewart was at Rubislaw Quarry to see the relaxed canoe sessions at first hand.

Councillor Jennifer Stewart said:

"It was wonderful to be at Rubislaw and see the participants experiencing the freedom of being on holiday, of being outside and enjoying adventure – a true gift of experience.

"We've had a tremendous response from children and young people to our huge and unprecedented Summer of Play. It's such a pleasure to be able to provide our young people with the fun and enjoyment that they have missed over the last year.

"With partners such as Sport Aberdeen and WeToo! Aberdeen City Council is delivering the biggest tailor-made programme of play and creative activities in our history. Importantly, as we work towards becoming a UNICEF-recognised Child Friendly City, the Summer of Play has been co-designed by our children and young people who told us exactly which activities they have missed most because of the impact of the pandemic."



6,000
FREE SUMMER OF PLAY SESSIONS DELIVERED



300+
CARE EXPERIENCED CHILDREN & YOUNG PEOPLE PARTICIPATED



50%
OF ATTENDEES FROM PRIORITY GROUPS



This page is intentionally left blank



USING SPORT TO POSITIVELY IMPACT THE LIVES OF CARE EXPERIENCED CHILDREN AND YOUNG PEOPLE IN ABERDEEN

Funding has officially been extended to allow for an award-winning initiative to continue to provide opportunities for care experienced children and young people in the Granite City.

The initiative – SPACE (Supported Physical Activity for Care Experienced) – was a first of its kind project in Scotland and is the evolution of the 'Looked After Project' delivered in partnership with Aberdeen City Council when it started in August 2016.

Following a four-year investment in the initiative, Aberdeen City Council has extended the agreement for a further year, enabling two project activators to continue to support children and young people.

One young person took an interest in going for a walk and this soon became very important to him. He saw the benefits of walking from a socialising perspective and for keeping fit. He enjoyed walking so much that he wanted to set up a walking group in his area for older adults so that he could have an impact on those who were feeling lonely or isolated.

“He is excited to return to school for the social aspect. He walks with confidence and his PE teacher has also commented on his improved fitness.” – **Foster Parent**

Larissa Gordon, Virtual School Head Teacher, added:

“Sport Aberdeen is a great example of a Corporate Parent and it constantly looks to do more to support our care experienced young people.

“During the pandemic, it adapted to ensure that it could continue to offer support where it was needed most within the community.”

“I am extremely proud of the positive changes that the project has introduced over the last four years and with the funding extension, we can reach even more young people throughout the city and improve physical and mental wellbeing through sport and physical activity. The impact that the programme has is fantastic, we have seen dramatic changes in the lives of our care experienced young people.

“The extension of funding is testament to the hard work of the project activators out in the community and all staff that have been involved behind the scenes.

“As a corporate parent, Sport Aberdeen has the power to positively impact the lives of young people within the care of Aberdeen City Council, and through partnership working it is my hope that this initiative will continue to thrive.”

Graeme Dale, Sport Aberdeen Head of Sport and Active Communities

This page is intentionally left blank



LOCAL FAMILIES GIVEN THE OPPORTUNITY TO TRY OUTDOOR AND ADVENTUROUS ACTIVITY

WE WERE DELIGHTED TO OFFER A CONSIDERABLE NUMBER OF EDUCATIONAL OUTDOOR ACTIVITY DAYS FOR CHILDREN THANKS TO FUNDING RECEIVED FROM ABERDEEN CITY COUNCIL.

Almost five weeks of outdoor and adventurous activity sessions were organised by Adventure Aberdeen for children and young people who would not otherwise have access to these opportunities.

80 children and families took part in activities each week, ranging from forest walks and wilderness skills, to hill walking and gorge walking. Participants also had the opportunity to try canoeing at Rubislaw Quarry, ending with a family fun day as the programme concluded.

Children and young people were identified for the activity days through close partnership working with key children's services across Aberdeen City including Action for Children – Aberdeen Priority Families, Barnardo's and Intensive Support at Craigielea.

Graeme Dale, Sport Aberdeen Head of Sport and Active Communities, said:

"We have a fantastic outdoor activity offering on our doorstep and thanks to funding received, we were able to facilitate five weeks of adventurous and educational sessions throughout summer. "We're always keen to inspire more young people to get out and get active while making the most of the amazing natural landscape that we are fortunate to have around us.

"We were pleased to work in partnership with several children's services throughout the city to provide opportunities to take part in these types of summer outdoor activities for families who may not usually get the chance."

Mary-Louise Clipston, Northern Star Project Worker (Barnardo's), who attended one of the forest walk and wilderness skills sessions, said:

"I went along on the forest walk with a nine-year-old boy who I work with. I was a little nervous that a child whose main interests are video games and football might not find it very interesting... but it quickly became clear there was no cause for concern!

"The time whizzed past as we explored nature, played games, learned how to safely light fires and had a den building contest. This particular child has very little opportunity to engage in these sorts of activities and I have no doubt that the chance to access these events will positively impact his wellbeing."

This page is intentionally left blank

DASHBOARD

The dashboard displays the main Social Value KPIs based on selected filters and the monthly and annual comparisons. The total social value is then broken down into four outcome areas: physical and mental health, subjective wellbeing, individual development and social and community development.

🕒 Last refreshed **1 second ago**, click the refresh button for the latest data.

ACTIVE FILTER:

April 2021 to March 2022 All (exc golf) V 2021 All

TOTAL SOCIAL VALUE

£3,968,560

TOTAL SV PARTICIPANTS

38,834

SOCIAL VALUE PER PERSON

£102

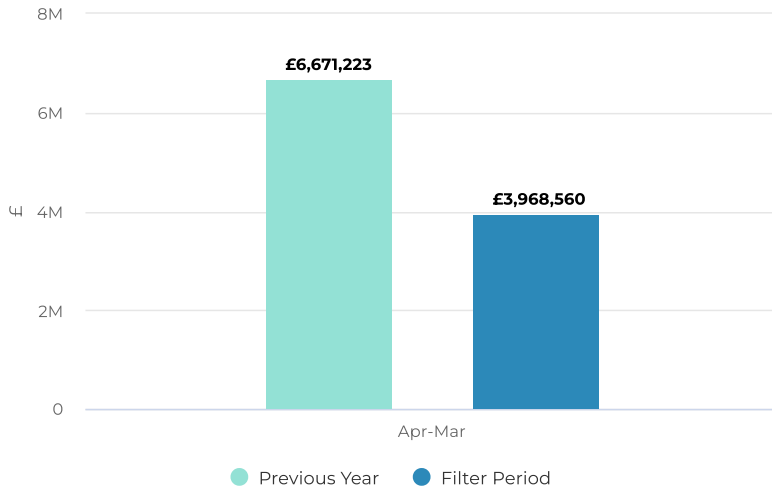
SOCIAL VALUE PER SITE

£80,991

🕒 **YEAR-ON-YEAR COMPARISON**

TOTAL SV

Apr-19 Mar-20 vs Apr-21 Mar-22



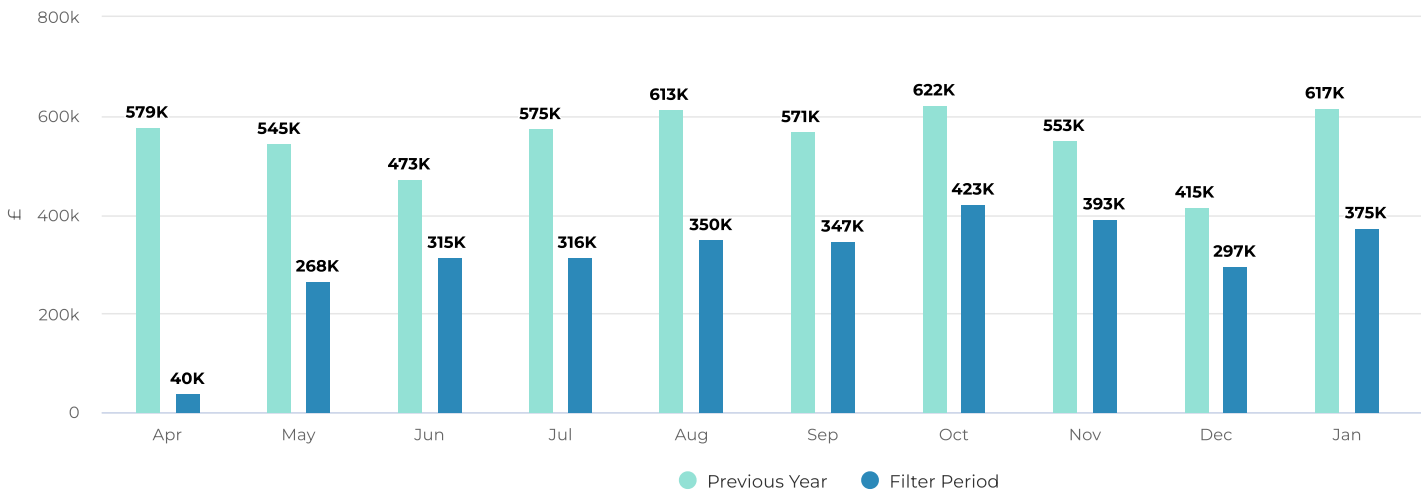
21/22 variance is due to golf data migrating to new platform which no longer integrates with the SV Calculator

YEAR-ON-YEAR CHANGE (Apr-19 Mar-20 vs Apr-21 Mar-22) -40.51%

MONTH-ON-MONTH COMPARISON

TOTAL SV PER MONTH

Apr-19 Mar-20 vs Apr-21 Mar-22



MONTH ON MONTH CHANGE (Mar-20 vs Mar-22) +17.97%

INDICATORS

PHYSICAL & MENTAL HEALTH

£799,555



SUBJECTIVE WELLBEING

£2,150,657

INDIVIDUAL DEVELOPMENT

£35,099

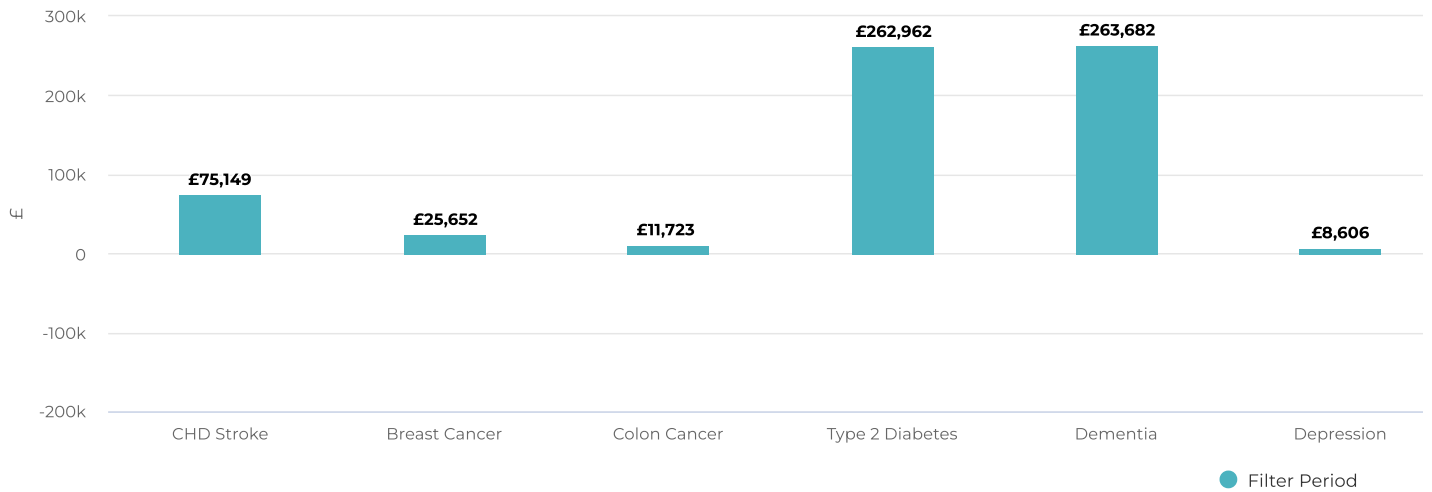
SOCIAL & COMM. DEV.

£983,131

HEALTH INDICATORS

HEALTH INDICATORS

Apr-21 | Mar-22



This page is intentionally left blank

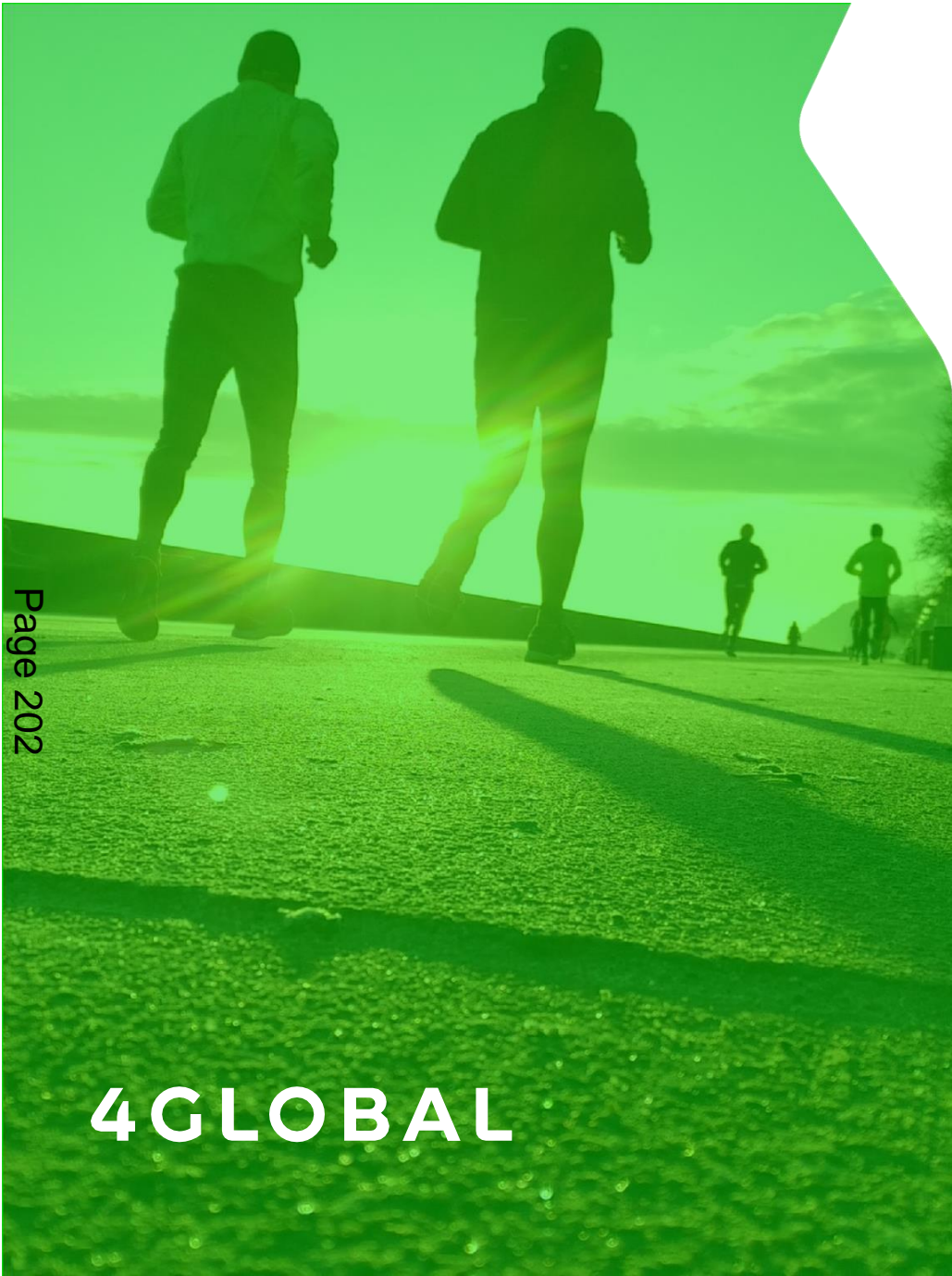
SCOTTISH SOCIAL VALUE REPORT



Page 201



The future is active



Page 202

4GLOBAL

CONTENTS

Social Value Projections

People Outcomes

Appendix

4

3

5

6

Developed in partnership with Experian, Sheffield Hallam University and 4GLOBAL, the Social Value Calculator (SVC) uses evidence based academic research linked to intelligence from the DataHub to accurately measure and value the impact of sports and physical activity offered in leisure facilities. For more information on the research that underpins these calculations, see the appendix.

Page 203

TOTAL SV PARTICIPANTS

129,598

AVERAGE SOCIAL VALUE PER PERSON

£110.50

TOTAL SOCIAL VALUE

£14,381,733

PHYSICAL & MENTAL HEALTH

£2,616,113

SUBJECTIVE WELLBEING

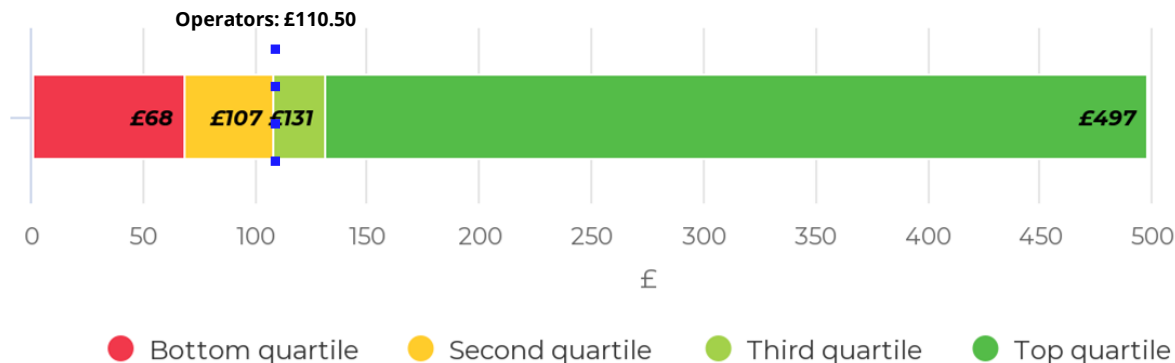
£7,987,325

INDIVIDUAL DEVELOPMENT

£127,497

SOCIAL & COMM. DEV.

£3,650,343



The operator's average social value per person has been benchmarked against the rest of the sector, shown in the quartile analysis above.

The 1st quartile (red) represents the lowest performing facilities in the sector, with the highest performing facilities falling in the 4th quartile (green). The dotted line shows where the site sits, compared to the industry.

The social value for the health variables can be split down into sub-categories relating to specific health outcomes

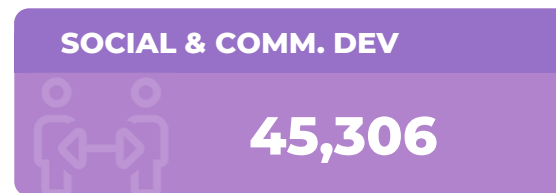
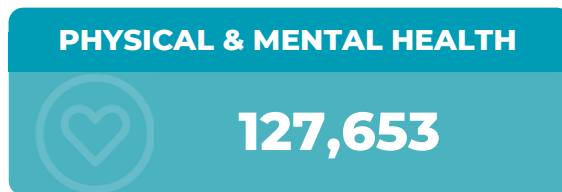
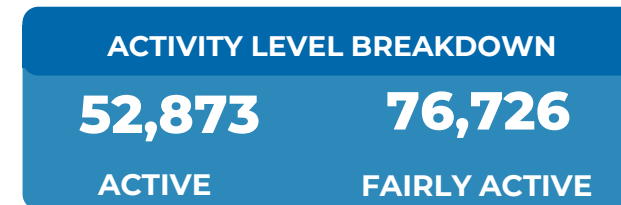
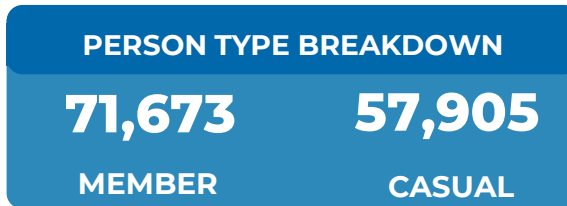
The table demonstrates how social value is calculated against specific illnesses or diseases. As different demographics are affected differently by disease and the cost of medical treatment varies considerably depending on the condition. The measures include the increased risk of injury as a result of taking part in physical activity. This breakdown is crucial to providing an accurate estimate of social value in terms of improved health.

* The social value generated by *reduced GP visits* relates to limiting the required GP appointments/ referrals for various treatments and the costs associated. Unlike the other health categories, it does not focus on the prevalence rate and the reduced risk of specific diseases.

CHD STROKE	£252,604
BREAST CANCER	£78,413
COLON CANCER	£38,796
TYPE 2 DIABETES	£876,706
DEMENTIA	£851,105
DEPRESSION	£28,111
HIP FRACTURES	£492,620
BACK PAIN	£101,291
REDUCED GP VISITS	£112,824
REDUCED PSYCHOTHERAPY	£165,413
INJURIES	-£381,766

Page 204





Page 205

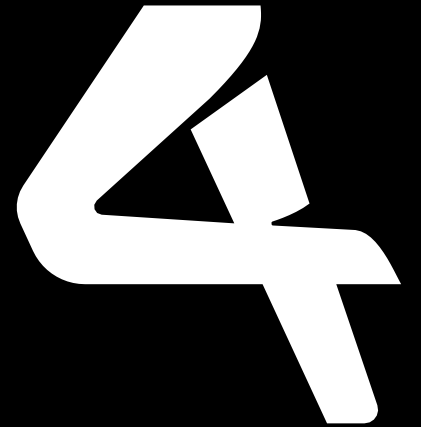


Appendix

Page 206

4GLOBAL

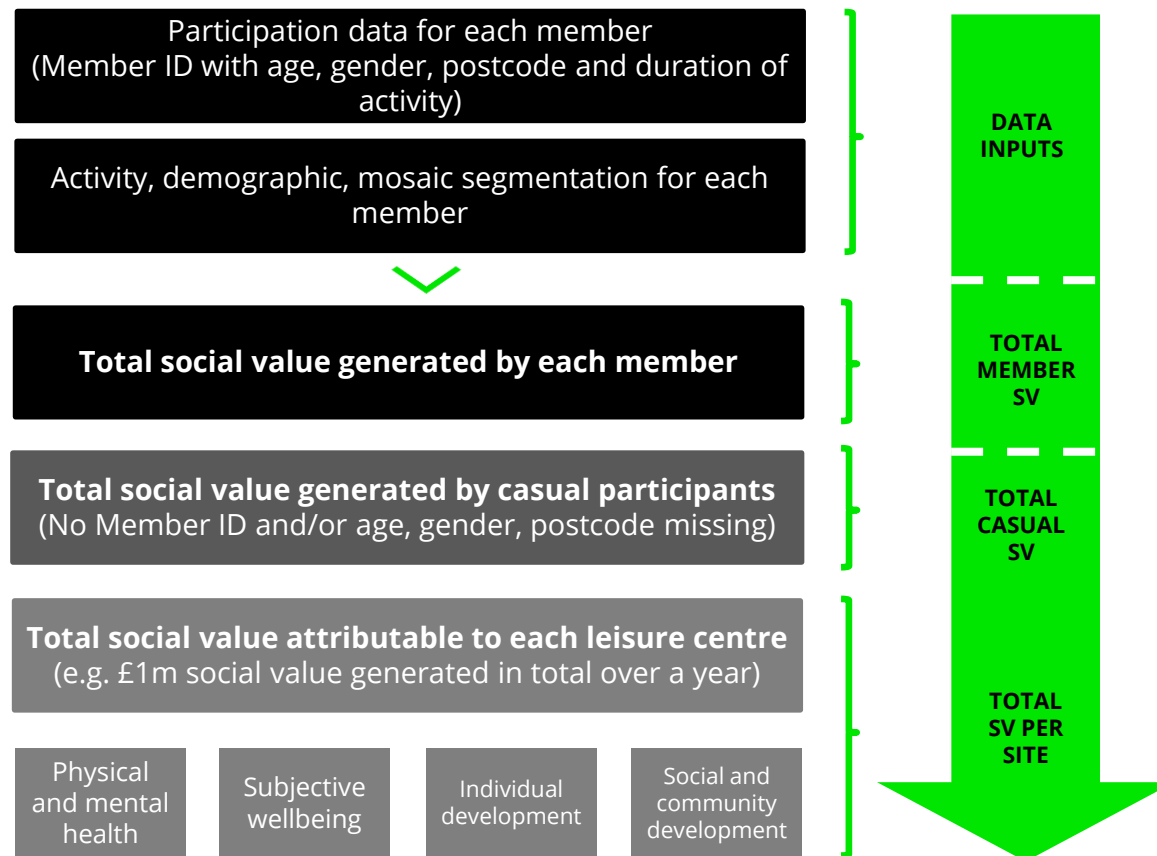
02



Social value attempts to quantify the impacts of sport and this study adopts definitions of social benefits and costs.

The figure on the right summarises the approach for the application of the social value model developed by the Sheffield Hallam University using the participation data collected from the leisure centres in 4GLOBAL’s DataHub. The value generated is divided into 4 categories: physical and mental health, subjective wellbeing, individual development and social and community development.

A user generates social value when they participate in an activity and the amount of value depends on demographic factors (age, gender etc) and how long they are active for. There are two types of user either a member or a casual participant.



The Social Value calculator has been updated in 2021 to incorporate the latest research from Sheffield Hallam University and Sport England.

“Social Return on Investment in Sport: A participation wide model for England” was published in 2016 by Sheffield Hallam University (SHU) and was as the basis for social value calculations previously. In 2019 Sport England commissioned an update to the national model for England and the updated guidance has been incorporated into the social value calculations in this report. This new version is aligned with the UK Government strategy for sport, Sporting Future – A New Strategy for an Active Nation.

The table below shows the new factors incorporated into each category of social value.

Physical and mental health	
CHD/ stroke	Reduced risk (participants 16+)
Breast cancer	Reduced risk (female participants 16+)
Colon cancer	Reduced risk (participants 16+)
Type 2 diabetes	Reduced risk (participants 16+)
Hip fractures	Reduced risk (participants 65+)
Back pain	Reduced risk (participants 16+)
Dementia	Reduced risk (participants 16+)
Depression	Reduced risk (participants 16+)
Injuries	Increased risk (participants 16+) – this is a negative value in the model

Subjective wellbeing	
Subjective wellbeing	Improved life satisfaction (participants 16+)
Individual development	
Educational attainment	Improved educational attainment (participants 16+)
Human capital	Enhanced human capital (average additional salary for graduates)
Social and community development	
Crime	Reduced criminal incidences (male participants 10-24)
Social capital	Improved social networks, trust and reciprocity

The latest model has significant changes in both approach and numerical outputs, outlined below:

- **Change in monetary values** – The amount of community savings generated monthly by an individual (based upon demographics) has changed since the previous iteration.
- **New variables included** – New categories and sub-categories have been introduced in the methodology such as Back Pain, Hip Fractures and the increased chance of an injury.
- **Duration of activity** – Previously the Social value threshold was for an individual to partake in physical activity 4+ times in a given month to generate any Social Value. In the latest methodology, the value a person generates corresponds to their duration of activity levels. Both fairly active (49-150 minutes per week) and active (150+ minutes a week) individuals generate some degree of social value. This leads to a greater number of people generating Social Value, however, consequently lowers the average SV per person figure.
- **Participation outside the facility** – The new iteration considers that an individual’s participation will be supplemented by activity done outside the leisure centre. In turn, for most cases this lowers the Social Value per person as an individual is projected to hit a proportion of their activity duration outside the centre and consequently this activity doesn’t contribute to the total site level Social Value projection.

Key terms and analysis groups have been identified below, from the Sheffield Hallam University research.

CATEGORY	DETAIL
Improved physical and mental health	<ul style="list-style-type: none"> Eight health outcomes (reduced risk of various health conditions) were valued by estimating the number of reduced cases resulting from sports participation multiplied by the average annual cost per person diagnosed with the condition. Reduced GP visits and psychotherapy usage was calculated by estimating the reduced likelihood of visiting the GP 6+ times per year/ using psychotherapy services, multiplied by the average annual cost savings per person. Injuries were valued by multiplying the number of A&E attendances recorded as sport injuries by the average annual cost of an injury. Different than the other indicator, this has a negative impact on the total social value. The SVC3 modifies health values for age, gender and NS-SEC category, using weights which are derived using the prevalence of disease reported in the Health Survey for England.
Improved subjective well-being	<ul style="list-style-type: none"> Subjective wellbeing was calculated by multiplying the value of increased wellbeing derived from a participant's engagement in sport (using the wellbeing valuation approach) by the number of unique people taking part. The wellbeing valuation approach uses large scale survey data to estimate the impact of sport on people's self-reported wellbeing and uses these estimates to calculate the amount of money that would produce the equivalent impact on wellbeing. The wellbeing value represents the hypothetical income required to compensate for not benefitting from wellbeing enhancement through participation in sport and physical activity.
Improved individual development	<ul style="list-style-type: none"> Educational attainment was valued by estimating the number of additional sports participants with formal qualifications (level 2 and level 3) by the average lifetime productivity returns. The human capital outcome represents the value of an individual's enhanced skills, gained through participating in sport at university. It was valued by estimating the number of final year students in Higher Education Institutions doing sport, multiplied by the average additional starting salary for sports participants.
Improved social and community development	<ul style="list-style-type: none"> The crime outcome was valued by estimating the number of criminal incidents prevented amongst males in the 10-24 cohort taking part in sport, multiplied by the average cost per incident of crime. Social capital was valued in a similar way subjective wellbeing, using the wellbeing valuation approach: the higher value of social capital derived from a participant's engagement in sport was multiplied by the number of unique people taking part in sport. The social capital value represents the hypothetical income required to compensate for not benefitting from social capital enhancement through participation in sport and physical activity.

This page is intentionally left blank



SPORT ABERDEEN NAMED WINNER AT PRESTIGIOUS UK AWARDS FOR SUPPORTING CARE EXPERIENCED CHILDREN AND YOUNG PEOPLE THROUGH SPORT

We were delighted to be named as a **winner** at the ukactive Awards 2021, a UK wide awards ceremony celebrating the active lifestyle sector, which took place virtually in August.

The SPACE (Support Physical Activity for Care Experienced) project, a partnership project between Sport Aberdeen and Aberdeen City Council, scooped the award for 'Developing and Supporting Communities during Covid-19'.

SPACE is an innovative project which uses the positive benefits of sport and physical activity to help care experienced children and young people reach their full potential through bespoke interventions.

The project operates in partnership with Virtual School Aberdeen to help care experienced children access opportunities they may not otherwise be able to. These opportunities include boxing, cycling, horse-riding and accessing local greenspaces alongside free-of-charge membership to our citywide fitness venues.

Graeme Dale, Sport Aberdeen Head of Sport and Active Communities, said:

"I am absolutely thrilled that the SPACE project has been recognised at a UK level and this achievement is really a testament to the hard work and determination of everyone who works to make this project so successful.

"The impact that SPACE has had on young people, improving physical and mental wellbeing through sport and physical activity, has been incredible and with wider recognition it is my hope that we can continue to grow and develop this initiative and reach even more children and young people across the north-east alongside our partners, Aberdeen City Council."

Councillor Jenny Laing, leader of Aberdeen City Council at the time, added:

"As a council we are proud to be a partner in the SPACE project, which has harnessed the city's sports and leisure offering as a way of helping care experienced children young people reach their full potential.

"Exercise and activity – whether that's participating in team games or accessing green spaces – can greatly enhance physical and mental wellbeing, and this brilliant initiative could not have been more timely. Staff at the council and Sport Aberdeen, along with community supporters, thoroughly deserve to be recognised for their efforts."



This page is intentionally left blank

ukactive Awards 2021

Developing & Supporting Communities During Covid-19

PROFILE (150 WORDS)

Award-winning charity Sport Aberdeen is committed to creating opportunities, inspiring people and changing lives through sport and physical activity in the north-east of Scotland. We aim to get the most inactive members of society active, regardless of age, gender or ability.

We deliver targeted programmes designed to reach those less likely to be given the opportunity to be physically active.

SPACE (Supported Physical Activity for Care Experienced) is an innovative project utilising the positive benefits of sport and physical activity to help care experienced children and young people reach their full potential through bespoke interventions.

The project aims to remove barriers and support participants to improve their physical health, emotional wellbeing and enhance key life skills, using the power of sport as a catalyst for positive change. As a corporate parent, Sport Aberdeen has a commitment to over 450 care experienced young people within the care of Aberdeen City Council.

Facebook@SportAberdeen

Twitter@Sportaberdeen

Instagram@sport_aberdeen

ELEVATOR PITCH (250 WORDS)

Why do you think you deserve to win this award?

Physical activity can positively impact mental and physical health however there are often fewer opportunities for those in the care system, who are disproportionately affected by poorer mental and physical health than their non-looked after peers¹.

The project was the first of its kind in Scotland and, in partnership with Aberdeen City Council, supports and mentors the city's most vulnerable children and young people who would otherwise have little/ no access to many opportunities.

Opportunities include boxing, cycling, horse-riding and accessing local greenspaces alongside free-of-charge membership to Sport Aberdeen's citywide gyms.

A child-centred approach results in intuitive methods of intervention based on the needs and views of the participants with tailored approaches adopted when possible, utilising bespoke 1-2-1 support and small group sessions; building long-term positive relationships with a high level of resource and time going into working with the participants who really need the support; focusing on achieving life changing positive outcomes over high numbers.

One young participant had severe anxiety and poor body image, resulting in disengagement from school. Their target was 'to become more confident about body image and live a happier life', which has been evident throughout sessions; the participant now continuously smiling and giving positive

verbal feedback. They now talk openly about previous negative experiences of school PE and badminton. With encouragement, they tried the sport with the free Sport Aberdeen membership and excelled, expressing increased confidence to try PE again. They have since returned to school, following 0% attendance for most of the year.

ENGAGEMENT AND RATIONALE (300 WORDS)

Throughout the pandemic, care experienced children and young people faced unprecedented challenges, largely in accessing activities and engaging with project activators. Guidance required new ways of working.

Discussions with the Virtual School, responsible for care experienced young people in education in Aberdeen, resulted in the project providing both community outreach support and working with partners to increase reach. The project joined Sport Aberdeen's Active Schools team, ensuring maximum impact could be achieved through integrated working.

13 participants were supported throughout lockdown one, with eight new referrals, in addition to the estimated 90 children who attended the vulnerable hub provision delivered by SPACE.

When restrictions resulted in the closure of lessons and coaching programmes and gyms, SPACE engaged with its target audience through community walks and multi-sport activities, with high engagement (80%).

Increased pressure on families saw the project respond by delivering weekly 1-2-1 summer holiday activities. Participants were referred by Children's Social Work and engaged in games and multi-sport activities, emphasising outdoor play and the importance of family; sibling groups were encouraged where possible. Local greenspaces were explored, dens built, and many miles walked; over 115 hours of outdoor play were experienced over five weeks and engagement led to increased physical activity and reduced screen time.

One young person enjoyed a walking group, set up in response to the pandemic, so much that he is starting to lead sessions, plan routes and has expressed interest in 'helping the local community access this activity to combat loneliness'. This same young person was referred to the project to build relationships and social skills, which he now talks positively about. *"[He is] excited to return to school for the social aspect. He walks with confidence and is now wearing designer clothes. His PE teacher has also commented on his improved fitness."* – Foster Parent

IMPLEMENTATION (300 WORDS)

SPACE engages with participants by offering activities which are fun, appealing and often not otherwise available.

Opportunities for participation are offered in several ways, with the impact of Covid-19 changing the approach ensuring that this group was still receiving the support they needed.

During the first Covid-19 lockdown, Project Activators were deployed into educational hubs, established to support children living in vulnerable situations. This supported wider learning and increased attainment and opportunities. In total, 1,095 hours were spent directly impacting three hubs, with another 5,000 hours of Active Schools time supporting children and young people across six hubs for children of keyworkers, and Orchard Brae School.

To date Sport Aberdeen has provided over 250 free memberships to care experienced young people and their families, carers or other relevant person(s) through SPACE, alongside swimming lessons for over 50 participants each week (pre Covid-19). Providing these opportunities free of charge has engaged with this group, offering something new and exciting. Memberships have also been provided to all children's homes and staff within other support services, increasing the support available and allowing more participants to improve mental and physical wellbeing.

In April, SPACE teamed up with Children 1st to introduce physical activity to an initiative delivering 'wellbeing packs' to young people. The sports packs, funded by Sport Aberdeen, were specifically tailored, where possible, for individuals and almost 250 were delivered.

Engagement is maintained as participants transition from education into work. One participant was supported to assist in a lunchtime tennis club at school. His passion for supporting sports sessions lead to him achieving the Saltire Award for volunteering and ultimately becoming a leisure attendant where he is thriving.

Progress is monitored through:

- attendance (school / activity sessions)
- qualifications gained
- feedback (young people/ carers/ teachers /professionals)
- ongoing observations from Project Activators and other professionals

IMPACT REVIEWS (300 WORDS)

85% of children and young people increase their school attendance after participating in the SPACE project for a minimum of 12 weeks.

Adapting to guidelines during Covid-19 meant the project created support for young people and their families entirely based on their needs. One child was offered a place in an educational hub, however this caused anxiety for the parent, resulting in the continuation of project activator support. This progressed from weekly phone calls to the child being allowed to undertake face to face activities. The child learnt to speak on a phone and weekly outdoor activities had an impact on the whole family, as the child would show the parent the places they visited. Similarly, the parent felt confident to let the child play outside independently as they had developed increased road safety awareness, thanks to the walks with the project activator.

Impact is evaluated based on varying information and data. Initially the referral information shapes the progress outcomes which are tailored to each participant. The project engages directly with the young person to give them a voice in their journey, allowing them to choose their own path. The project consistently works with other professionals, carers and educational staff to ensure there is a cohesive flow of information relevant to the young person, overall evaluation is then gathered through feedback surveys, monitoring reports and observations.

Sport Aberdeen is a great example of a Corporate Parent and constantly look to do more to support our care experienced young people. During the pandemic they have adapted to ensure that they continue to offer support. This has had a huge impact and the SPACE programme has been vital in supporting the mental and physical health of some of our most at-risk young people during this period. Larissa Gordon, Virtual School Head Teacher

LOOKING AHEAD (300 WORDS)

The SPACE project is constantly evolving, and systemic change is at the forefront of its work, learning from key policies such as the Care Review and Education Scotland's 'How to build back better'.

Active Schools Aberdeen is one of only five teams represented on **sportscotland's** 'Changing Lives Champions' programme which aims to inspire and enable professional staff in the sporting system to adopt and apply a 'Changing Lives' approach. This method will continue to be adopted by the project to further engage with the targeted audience.

This approach will continue to shape job roles within the charity, with the creation of a project activator post, split between the SPACE project and community sport. This will enable increased accessibility and inclusion across sports clubs, whilst providing opportunities for wider achievement.

Refurbishment of a facility within an area of deprivation has considered the target audience throughout the planning process. The improvement of this facility, in the specific area, will increase the range of local opportunities, further supporting accessibility and inclusion for the whole family whilst removing travel barriers to support continued life-long participation.

A further consideration includes developing the programme to include 1-2-1 activities for the primary caregivers, and to include more family-based activity. £10,000 has been invested to create a bespoke adventurous activity programme in addition to the implementation of a skills development and employability programme. Sport Aberdeen will be delivering the 'Active Families' programme throughout the summer holidays, where several families will be invited to experience the benefits of Adventure Aberdeen's offering.

Further developments include the purchase of water bottles, to ensure hydration is not a limiting factor for activities. Methods of sustaining the provision of healthy snacks is also being considered as there is awareness that food poverty is a challenge for many of the families supported.

1 the Office for National Statistics on behalf of the Scottish Executive (2004). *The mental health of young people looked after by local authorities in Scotland*. [online] London: The Office for National Statistics. Available at: http://file:///C:/Users/SWebster/Downloads/Mentalhealth_Scotland_tcm77-155797.pdf [Accessed 25 Feb. 2020].


















Notice of Motion by the Lord Provost

Agrees this Council confers the Freedom of the City of Aberdeen on the Aberdeen Football Club team who won the European Cup Winners Cup in 1983.

Agrees that the achievement of this team, which culminated in winning the final in Gothenburg, Sweden in May 1983 by beating Real Madrid, was worthy of recognition.

Agrees that the conferment ceremony should be planned to take place as part of the weekend celebration of the 40th Anniversary of the win from 12th to 14th May 2023 currently being organized by Aberdeen Football Club.

Signatures.

- | | |
|---|--|
| 1.  | 2. WA Gornie |
| 3. D Davidson | 4. G. "A" - A1 - Semis |
| 5.  | 6.  |
| 7.  | 8.  |
| 9.  | 10.  |
| 11.  | 12.  |
| 13. H. J.  | 14.  |
| 15.  | 16. Anwar Aphonse |
| 17.  | 18. J. Menie |
| 19.  | 20.  |
| 21.  | 22. Steve Delaney |
| 23.  | 24. |
| 25. | 26. |
| 27. | 28. |
| 29. | 30. |

This page is intentionally left blank