

# Public Document Pack



To: All Members of the Council

Town House,  
ABERDEEN, 1 February 2024

## **COUNCIL**

The Members of the **COUNCIL** are requested to meet in Council Chamber - Town House on **WEDNESDAY, 7 FEBRUARY 2024 at 10.30am**. This is a hybrid meeting therefore Members may also attend remotely.

In the event that the Council does not get the business concluded on 7 February, the meeting will re-convene on 8 February at 10.30am

JENNI LAWSON  
INTERIM CHIEF OFFICER - GOVERNANCE  
(LEGAL)

## **BUSINESS**

### **ADMISSION OF BURGESSES**

- 1.1 Admission of Burgesses - none to be admitted

### **NOTIFICATION OF URGENT BUSINESS**

- 2.1 No urgent business at this stage

### **DETERMINATION OF EXEMPT BUSINESS**

- 3.1 Members are requested to determine that the exempt business be considered with the press and public excluded

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

- 4.1 Members are requested to declare any interests or connections

## **DEPUTATIONS**

- 5.1 No deputation requests at this stage

## **MINUTES OF PREVIOUS MEETINGS OF COUNCIL**

- 6.1 Minute of Special Meeting of Aberdeen City Council of 13 December 2023 - for approval (Pages 5 - 6)
- 6.2 Minute of Meeting of Aberdeen City Council of 13 December 2023 - for approval (Pages 7 - 22)
- 6.3 Minute of Adjourned Meeting of Aberdeen City Council of 14 December 2023 - for approval (Pages 23 - 34)

## **REFERRALS FROM COMMITTEES**

- 7.1 No referrals at this stage

## **BUSINESS PLANNER AND OTHER MINUTES**

- 8.1 Council Business Planner (Pages 35 - 42)

## **GENERAL BUSINESS**

- 9.1 TOM 1.2 Organisational Structure Update - February 2024 - CUS/24/043 (Pages 43 - 230)
- 9.2 Reconfiguration of Working Arrangements with ALEOs - Bon Accord Care and Aberdeen Sports Village - COM/24/038 (Pages 231 - 240)
- 9.3 Council Annual Effectiveness Report and Committee Annual Effectiveness Reports - COM/23/380 (Pages 241 - 406)  
**Deferred at Council in December 2023**
- 9.4 Review of Polling Districts and Polling Places - COM/24/033 (Pages 407 - 432)

- 9.5 Beachfront Shoreline Regeneration (Phase C) - Outline Business Case Update - COM/24/037 (Pages 433 - 504)
- 9.6 City Centre Streetscape Update - RES/24/039 (Pages 505 - 634)
- 9.7 Culture Delivery and Funding Review - COM/24/040 (Pages 635 - 664)
- 9.8 Treasury Management Policy - RES/24/034 (Pages 665 - 690)
- 9.9 Petition - United Nations Treaty to Prohibit Nuclear Weapons/Nuclear Free Local Authorities (Pages 691 - 692)

“We the undersigned call upon Aberdeen City Council to support efforts to rid the world of nuclear weapons by endorsing the United Nations treaty To Prohibit Nuclear Weapons (TPNW). We request that the Council join ‘Nuclear Free Local Authorities’ whose aim is to tackle in practical ways and within their powers the problems caused by civil and military nuclear hazards.”

**(Deferred at last Council meeting at the petitioner’s request)**

### **NOTICES OF MOTION**

10.1 Notice of Motion by Councillors Allard and Yuill

This Council:

1. Notes with regret the decision by M&S to close its St. Nicholas Street store in spring 2025.
2. Welcomes M&S decision to invest £15 million to create a new and modern 70,000 square foot department store in Aberdeen city centre due to open in spring 2025.
3. Welcomes the commitment from M&S that all permanent staff employed at the St. Nicholas Street store will retain their jobs.
4. Notes that the St. Nicholas Street store building is owned by M&S.
5. Notes that Aberdeen City Council, public and private sector partners, and M&S are committed to working together to find a new use for the St. Nicholas Street building.
6. Instructs the Chief Officer - City Growth to report to the Finance and Resources Committee on 8 May 2024, subject to the requirements of commercial confidentiality, on developments relating to the St. Nicholas Street building.

10.2 Notice of Motion by Councillor Allard (Pages 693 - 694)

That Council:

(1) Acknowledges that the Partnership, comprising the SNP Group and Liberal Democrat Group, hold a majority of seats within the Aberdeen City Council chamber.

(2) Acknowledges that as per Standing Order 47.9, *"Council will set the membership for each Committee and in doing so should have regard to the political composition of the Council."*

(3) Agrees to amend the number of elected members on all committees as detailed [in attachment].

**EXEMPT / CONFIDENTIAL BUSINESS**

11.1 Reconfiguration of Working Arrangements with ALEOs - Bon Accord Care and Aberdeen Sports Village - COM/24/038 - exempt appendix (Pages 695 - 708)

11.2 Culture Delivery and Funding Review - COM/24/040 - exempt appendix (Pages 709 - 830)

Website Address: [www.aberdeencity.gov.uk](http://www.aberdeencity.gov.uk)

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

Should you require any further information about this agenda, please contact Martyn Orchard, tel 01224 067598 or [morchard@aberdeencity.gov.uk](mailto:morchard@aberdeencity.gov.uk)

## ABERDEEN CITY COUNCIL

Town House,  
ABERDEEN, 13 December 2023

### MINUTE OF SPECIAL 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  
SARAH CROSS  
DEREK DAVIDSON  
LEE FAIRFULL  
EMMA FARQUHAR  
GORDON GRAHAM  
ROSS GRANT

MARTIN GREIG  
DELL HENRICKSON  
RYAN HOUGHTON  
MICHAEL HUTCHISON  
MICHAEL KUSZNIR  
GRAEME LAWRENCE  
SANDRA MACDONALD  
NEIL MacGREGOR  
ALEXANDER McLELLAN  
KEN McLEOD  
CIARAN McRAE  
M. TAUQEER MALIK  
DUNCAN MASSEY  
JESSICA MENNIE  
ALEX NICOLL  
MIRANDA RADLEY  
KAIRIN VAN SWEEDEN  
LYNN THOMSON  
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, 13 December 2023

## **REVIEW OF COMMUNITY COUNCIL GOVERNANCE - COM/23/231**

1. With reference to Article 1 of the minute of its meeting of 23 August 2023, the Council had before it a report by the Interim Chief Officer - Governance (Assurance) which presented the responses received during the first stage of public consultation; the Amended Scheme for the Establishment of Community Councils, including boundary changes for various Community Councils; and sought approval for the documents to be issued for the second stage of public consultation.

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

that the Council -

- (a) note the content of the consultation responses and resulting actions as outlined in Appendix 1;
- (b) approve the revisions to the Scheme and guidance documents as set out in Appendices 2 and 3;
- (c) approve the boundary changes for Kincorth and Leggart and Torry Community Councils as outlined in sections 3.5 and 3.6 of the report and shown within Maps 1 and 2 at Appendix 4;
- (d) note that Rosehill and Stockethill Community Council would retain the area at Belmont Gardens, Cedar Court and Belmont Road as outlined in section 3.7 of the report and shown in Map 3 at Appendix 5;
- (e) note that consultation on the boundary proposal between Rosehill and Stockethill and Woodside and Hilton Community Councils would be undertaken in stage two;
- (f) note that during stage one consultation, Bucksburn and Newhills Community Council submitted an amended boundary proposal as outlined in section 3.9 of the report and shown in Map 4 at Appendix 6 and this would form part of stage two consultation;
- (g) note that the second phase of consultation would commence on 18 December 2023 and end on 23 February 2024;
- (h) instruct the Chief Officer - Governance to issue a public notice inviting members of the public to comment on the Amended Scheme and associated documents; and
- (i) note that a report providing the outcome of the second stage of public consultation and requesting approval of the amended Scheme and boundaries would be submitted to Council in April 2024.

### **The Council resolved:-**

to approve the recommendations.

**- DAVID CAMERON, Lord Provost.**

## ABERDEEN CITY COUNCIL

Town House,  
ABERDEEN, 13 December 2023

### 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  
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JOHN COOKE  
NEIL COPLAND  
WILLIAM CORMIE  
BARNEY CROCKETT  
SARAH CROSS  
DEREK DAVIDSON  
LEE FAIRFULL  
EMMA FARQUHAR  
GORDON GRAHAM  
ROSS GRANT  
MARTIN GREIG

DELL HENRICKSON  
RYAN HOUGHTON  
MICHAEL HUTCHISON  
MICHAEL KUSZNIR  
GRAEME LAWRENCE  
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ALEXANDER McLELLAN  
KEN McLEOD  
CIARAN McRAE  
M. TAUQEER MALIK  
DUNCAN MASSEY  
JESSICA MENNIE  
ALEX NICOLL  
MIRANDA RADLEY  
MRS JENNIFER STEWART  
KAIRIN VAN SWEEDEN  
LYNN THOMSON  
SIMON WATSON  
and  
IAN YUILL

Lord Provost David Cameron, in the Chair.

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

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Council Meeting, Wednesday, 13 December 2023

## **ADMISSION OF BURGESSES**

1. (A) The persons undermentioned were admitted into the presence of the Council and passed as Burgesses of Guild in respect of their respective Acts of Admission in the Guild Burgess Book:-

Bryan Alexander MacDonald Storm Hall, Retired Builder, Aberdeen  
 Kenneth Charles McHardy, Retired Consultant Hospital Physician, Aberdeen  
 Carol Munro, Chair of Archie Foundation, Aberdeen  
 Professor Steve Olivier, University Principal/Vice-Chancellor, Aberdeen  
 June Waters, Retired Occupational Therapist, Aberdeen  
 Ian Watt, Data Scientist/Charity Founder, Aberdeen

(B) The persons undermentioned were admitted into the presence of the Council and passed as a Burgess of the Burgh of Aberdeen of their own craft only:-

Richard Cairney, Tailor, Aberdeen  
 Mark Paul Lindley-Highfield of Ballumbie Castle, Shoemaker, Aberdeen  
 Greig Morrison, Hammerman, Aberdeen  
 Tristan Ross, Baker, Aberdeen

## **ANNOUNCEMENT**

2. The Lord Provost advised that in respect of agenda item 9.9 (Petition - United Nations Treaty to Prohibit Nuclear Weapons/Nuclear Free Local Authorities), the petitioner had requested that it be deferred to the Council meeting in February 2024, therefore it would not be considered this day.

## **DETERMINATION OF EXEMPT BUSINESS**

3. 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 Outline Business Case: New Secondary School Provision for Hazlehead and Countesswells - exempt appendices
- 11.2 St Peter's RC School - Long Term Education Provision - exempt appendices

### **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 class described in paragraph 8 of Schedule 7A of the Act.



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

4. Councillor Blake advised that she had a connection in relation to agenda items 5.1 (Deputation Requests) and 9.1 (Libraries and Bucksburn Swimming Pool Consultation Results) by reason of being a friend and former colleague of Karen Barrett-Ayres who had requested a deputation, however having applied the objective test she did not consider that she had an interest and would not be withdrawing from the meeting.

**Following a disturbance in the public gallery, the Lord Provost highlighted Standing Orders 37.3 and 37.4 with regard to behaviour of members of the public during the meeting.**

Councillor Blake advised that she had a connection in relation to agenda item 9.4 (Aberdeen Planning Guidance - Energy Transition Zone Draft Masterplan Consultation Responses) as a member of Aberdeen Climate Action which had campaigned to save St Fittick's Park, however she stated that she had no involvement in the campaign and having applied the objective test she did not consider that she had an interest and would not be withdrawing from the meeting.

Councillors Hutchison and Macdonald advised that they had a connection in relation to agenda item 9.3 (Housing Revenue Account Budget 2024/25) as Council appointed Directors of Aberdeen Heat and Power Limited, however having applied the objective test they did not consider that they had an interest and would not be withdrawing from the meeting.

Councillor Kuszniir advised that he had a connection in relation to agenda item 9.7 (Governance Review of Trusts) as he worked for a law firm which had involvement with the Institution for Deaf and Dumb, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

Councillor van Sweeden declared an interest in relation to agenda item 9.4 as a former Convener of Friends of St Fittick's before she became a Councillor, and indicated that she would withdraw from the meeting for that item.

Councillors Thomson and Yuill advised that they had a connection in relation to agenda item 9.4 as members of Friends of the Earth Scotland, however having applied the objective test they did not consider that they had an interest and would not be withdrawing from the meeting.

Councillor Cooke advised that he had a connection in relation to agenda item 9.1 by reason of his position as 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 Allard advised that he had a connection in relation to agenda item 9.4 as a Council appointed Director to the Board of Opportunity North East, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

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The Lord Provost advised that he had a connection in relation to agenda item 9.2 (Budget Protocol: Phase 2 Consultation and Budget Update) as an ACVO Board member in his own right, however having applied the objective test he did not consider that he had an interest and would not be withdrawing from the meeting.

**The Lord Provost advised that he was bringing forward agenda item 10.3 (Notice of Motion by Councillor Watson) to be considered at this juncture**

## **NOTICE OF MOTION BY COUNCILLOR WATSON**

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

This Council is proud of its first mission of serving local people, but also of its international solidarity in holding out a helping hand to those in need elsewhere, and hosting many refugees.

The conflict in Palestine / Israel has caused huge suffering over the last 75 years. However, the horrific acts of terror by Hamas on 7<sup>th</sup> October, and the recent escalation of violence in Gaza has overshadowed the recent past in the deaths of civilians, destruction of schools, hospitals and essential infrastructure, and the blockade of water, food, and fuel. Locally, some citizens of Aberdeen have seen dozens of family members killed in Gaza, and there is a rising danger of Islamophobia and antisemitism.

Aberdeen City Council recognises the need for justice to underly a sustainable peace, and the internationally accepted need for a 2-state solution to be implemented. All human lives should be valued equally, and human rights respected for all.

We call for an immediate ceasefire of all hostilities in Palestine / Israel, the immediate release of hostages, and for international support for huge and urgent UN-led humanitarian relief for citizens of Gaza.

Councillor Houghton advised that the Conservative Group could not support the notice of motion as foreign policy was reserved to the UK Government and was not a matter for local authorities.

Councillor Boulton and Councillor Mrs Stewart advised that they could not support the notice of motion as they did not believe it was a matter for the Council.

### **The Council resolved:-**

to approve the notice of motion.

## DEPUTATION REQUESTS

6. (A) The Council received a deputation from Karen Barrett-Ayres with regard to agenda item 9.1 - Libraries and Bucksburn Swimming Pool Consultation Results.

Ms Barrett-Ayres reminded the Council of the events that had led to this stage, which included the judicial review. She highlighted a number of deficiencies with the consultation process - it had happened too late, in a hurry and without proper public spaces to host it in (like a library) with limited reach. Reliance on social media excluded much of the public who do not use social media. There was also confusion as it ran in tandem with other library consultations and it required people to provide their full names which put many people off from participating. Despite these issues, Ms Barrett-Ayres highlighted that the consultation had garnered more responses than the budget consultation.

Ms Barrett-Ayres questioned the reliance on consultation responses to characterise local communities and suggested that Councillors should look at census data to determine those figures more accurately. She added that she would welcome if Councillors could re-examine existing data held for each of the closed libraries to assess whether there were more elderly or disabled users for a particular library and use that data to inform the decision.

Ms Barrett-Ayres stated that she had read the revised impact assessment and noted with interest that some protected characteristics had been increased in level from low impact to medium impact. She added that she would like to ask for an outline of what types of mitigations had been put in place that specifically addressed the needs of those with disabilities, mobility issues and the elderly who cannot get to an alternative library that is too far away.

Ms Barrett-Ayres drew on her own experience as a person with a disability who had been a frequent user of Ferryhill Library prior to its closure. She had since tried going to the Central Library with her child but found it too tiring so had registered with the home delivery service. Although the home delivery service was very efficient, it was not the same experience of visiting a library in person and choosing books. Her child's experience had also been diminished as their school library did not provide access to books and the home library service was not suitable for their needs. Although she was happy to buy books for her child, many children from disadvantaged backgrounds were not in the same position.

Ms Barrett-Ayres referred to research by the Scottish Book Trust, as well as Scottish Government guidance and the city's Local Outcome Improvement Plan and stated that the Council's actions did not align with its ambitions.

Ms Barrett-Ayres concluded by questioning why the libraries were being lumped together as a job lot - they should be assessed individually, it should not be all or nothing. Ms Barrett-Ayres also questioned why the decision was being taken at this stage when the more detailed review of future library provision was awaited - the decision should be put on hold until that report was available. Nevertheless, Ms Barrett-Ayres emphasised that Councillors had the power to vote for option 2 - to reverse the

## Council Meeting, Wednesday, 13 December 2023

decision, to recommission the libraries, stave off further legal action and save their tarnished reputation in the process.

Members asked questions of Ms Barrett-Ayres and thanked her for her deputation.

(B) The Council received a deputation from Laurie Mackay also with regard to agenda item 9.1.

Ms Mackay advised that many of the points she had intended to make had been made by Ms Barrett-Ayres. She thanked library staff for their work in carrying out the impossible task of overseeing the consultation, however she emphasised that the consultation should have been carried out while the libraries were still open, rather than after decisions had been taken to close them.

Ms Mackay referred to data contained within the report and information within the Integrated Impact Assessments. It was noted that library usage figures had increased, however she felt that the figures would have been even higher had the six libraries remained open, with Ferryhill and Cults libraries having enjoyed comparatively high levels of footfall prior to closure. Ms Mackay highlighted that the report referred to libraries within schools, however not all schools had libraries and lack of space was an issue that had been cited - she underlined that a book shelf in a classroom was not the same as a library.

Ms Mackay stated that she was very worried about the impact the library closures had on people from disadvantaged backgrounds and those with protected characteristics - people had made themselves ill trying to get the Council to listen to them. She added that the attitude of the Council to those who were disadvantaged was very worrying.

Ms Mackay highlighted flaws with statistics within the report - for example there was no average footfall pre-pandemic; there were geographical differences between the libraries which needed to be taken into account; and many people with protected characteristics would have been less able to take part in the consultation - for example due to lack of access to a computer. In addition the focus groups that had taken place during the day had taken place during the school holidays when many parents would not have had access to childcare to allow them to attend.

Ms Mackay urged Councillors to consider a third option, which was the reopening of some of the libraries, however prior to that she asked the Council to pause taking its decision until all Councillors, not just those Councillors on the Communities, Housing and Public Protection Committee, could consider the report on the review of the library service in January 2024.

Members asked questions of Ms Mackay and thanked her for her deputation.

(C) The Council received a deputation from Alasdair Ross (ACVO) with regard to agenda item 9.2 - Budget Protocol: Phase 2 Consultation and Budget Update.

Mr Ross explained the purpose of Aberdeen Council of Voluntary Organisations (ACVO) and their considerable experience of working with and representing the third sector in Aberdeen. He advised that in November, voluntary organisations discussed

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the impact of proposals in Aberdeen City Council's budget consultation, which led to the production of a report which had been shared with elected members. In addition, elected members had also received a letter with regard to Fairer Aberdeen Funding and the impact cuts would have on organisations.

Mr Ross emphasised that there was a real absence of a comprehensive assessment of the repercussions of the proposals on organisations, individuals and communities, which was a huge worry to the third sector. He added that loss of services would lead to pressures on other services, including statutory services as a provider of last resort. Furthermore, there would be an increase in social isolation and an increased toll on the mental health of staff and volunteers in the third sector, as well as an inevitable loss of jobs. This would lead to a ripple effect throughout the community resulting in communities being at greater risk of harm.

Mr Ross highlighted that the third sector had considered mitigations and this required a multi-faceted approach - working together to provide sustainable solutions was essential. He added that there needed to be a shift towards diverseness and preventive services, with an emphasis on sustainability rather than short term fixes - the integral role of the third sector must be recognised in financial planning.

Mr Ross concluded by calling upon the Council to take immediate and decisive action. It was vital that measures were implemented to safeguard the most vulnerable individuals in our city. The preservation of the Fairer Aberdeen Fund was critical for maintaining a lifeline for essential services and must be a priority in the Council's considerations. He implored the Council to sign the Volunteer Charter and emphasised that collaboration with ACVO was essential, which was recognised as a policy commitment for the Council. Mr Ross underlined that ACVO wanted to work with the Council on fair funding and to explore opportunities that existed. He stressed that meaningful engagement with the third sector was crucial, however it must extend beyond mere consultation. Mr Ross urged members to consider ACVO's report and accept its conclusions.

Members asked questions of Mr Ross and thanked him for his contribution.

#### **MINUTE OF MEETING OF ABERDEEN CITY COUNCIL OF 11 OCTOBER 2023**

7. The Council had before it the minute of meeting of Aberdeen City Council of 11 October 2023.

**The Council resolved:-**

to approve the minute.

#### **MINUTE OF ADJOURNED MEETING OF ABERDEEN CITY COUNCIL OF 3 NOVEMBER 2023**

8. The Council had before it the minute of the adjourned meeting of Aberdeen City Council of 3 November 2023.

Council Meeting, Wednesday, 13 December 2023

**The Council resolved:-**

to approve the minute.

**MINUTE OF MEETING OF URGENT BUSINESS COMMITTEE OF 30 OCTOBER 2023**

9. The Council had before it the minute of meeting of the Urgent Business Committee of 30 October 2023.

**The Council resolved:-**

to approve the minute.

**PROCEDURAL MOTION**

10. At this juncture, Councillor Malik raised a Point of Order regarding the availability and accessibility of the Integrated Impact Assessment in relation to agenda item 9.3 - Housing Revenue Account Budget 2024/25. Officers responded that an Integrated Impact Assessment had been prepared and was available online.

Councillor Malik moved as a procedural motion, seconded by Councillor Ali:-  
That the report be deferred until January 2024.

On a division, there voted:-

For the procedural motion (20) - Councillors Ali, Blake, Bonsell, Boulton, Brooks, Crockett, Cross, Farquhar, Graham, Grant, Houghton, Kuszniir, Lawrence, Macdonald, McLeod, Malik, Massey, Mrs Stewart, Thomson and Watson.

Against the procedural 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.

**The Council resolved:-**

to reject the procedural motion.

**OUTLINE BUSINESS CASE: NEW SECONDARY SCHOOL PROVISION FOR HAZLEHEAD AND COUNTESSWELLS - RES/23/366 - FINANCE AND RESOURCES COMMITTEE OF 22 NOVEMBER 2023**

11. With reference to Article 9 of the minute of meeting of the Finance and Resources Committee of 22 November 2023, the Council had before it a report by the Director of Resources, which had been referred to it by five members of the Committee in accordance with Standing Order 34.1.

**The report recommended:-**

that the Finance and Resources Committee -

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- (a) approve in principle the recommended option within the Outline Business Case (OBC) to construct a new 1600 pupil campus on the current Hazlehead Academy playing fields to provide secondary school provision for Hazlehead and Countesswells ASGs, subject to the outcome of a statutory consultation;
- (b) instruct the Chief Officer - Capital to refer the proposals for the project to the Budget process in 2024/25; and
- (c) subject to the outcomes of the statutory consultation and any decision taken at the budget meeting of March 2024 approves in principle the use of resources for the implementation of the project from 2024.

The Finance and Resources Committee resolved to approve the recommendations contained within the report.

Councillor Greig moved, seconded by Councillor Mennie:-

That the Council approve the decision of the Finance and Resources Committee.

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

That the Council:-

- (1) note the decision of both the Education and Children's Services Committee on 21 November 2023 and the Finance and Resources Committee on 22 November 2023 and agree that the proposals noted below best support the community of Hazlehead and Countesswells;
- (2) note the recommended option within the OBC and instruct the Chief Officer - Corporate Landlord to carry out the statutory public consultation on the proposal to establish a new campus on the Hazlehead Academy playing field;
- (3) instruct the Chief Officer - Corporate Landlord to carry out a separate statutory public consultation to specifically address the option of Kingswells primary remaining zoned for the Bucksburn Academy ASG;
- (4) instruct the Chief Officer - Corporate Landlord to provide members of the Education and Children's Services Committee with written confirmation of the terms and scope of the LEIP funding allocation which was confirmed on 30 October 2023;
- (5) instruct the Chief Officer – Corporate Landlord to report back to the Committee on the outcomes of the consultation on the Hazlehead Academy proposal at its next available meeting following the conclusion of the consultation process, in July 2024, and to bring forward a report on the provision of a new Secondary School for Countesswells;
- (6) agree Council must not make the same mistake as the SNP made with the 3Rs Bucksburn Secondary School which was built without taking into consideration the increased capacity required for the area, therefore agree the report shows there is a need for a separate Secondary School for Countesswells and in not providing it Councillors today are just making complications for a future generation of Councillors with this proposal;
- (7) approve in principle the recommended option within the OBC to construct a new campus to provide secondary school provision for Hazlehead subject to the outcome of a statutory consultation and instruct the Chief Officer - Corporate Landlord to provide an OBC for a new Secondary School at Countesswells;

Council Meeting, Wednesday, 13 December 2023

- (8) instruct the Chief Officer – Capital to refer the proposals for the projects to the Budget process in 2024/25;
- (9) note section 4.2 of the report and that the S75 agreement currently does not allow for the Council to use the likely £18m of 'Secondary School Contribution' from Countesswells towards a new Hazlehead Academy and agree that failure to build a new school at Countesswells may open the Council to legal challenge as well as having to pay back developers' contributions; and
- (10) subject to the outcomes of the statutory consultation and any decision taken at the budget meeting of March 2024, approve in principle the use of resources for the implementation of the project from 2024.

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, Cross, Farquhar, Graham, Grant, Houghton, Kuszniir, Lawrence, Macdonald, McLeod, Malik, Massey, Mrs Stewart, Thomson and Watson.

**The Council resolved:-**  
to adopt the motion.

### **ST PETER'S RC SCHOOL - LONG TERM EDUCATION PROVISION - RES/23/365 - FINANCE AND RESOURCES COMMITTEE OF 22 NOVEMBER 2023**

12. With reference to Article 10 of the minute of meeting of the Finance and Resources Committee of 22 November 2023, the Council had before it a report by the Director of Resources, which had been referred to it by five members of the Committee in accordance with Standing Order 34.1.

**The report recommended:-**

that the Finance and Resources Committee -

- (a) note and approve the recommended option to refurbish Old Aberdeen House with the addition of new build provision to deliver a 21<sup>st</sup> century learning environment for St Peter's RC school;
- (b) approve the use of resources for the implementation of the proposed improvement works to Old Aberdeen House with new build provision;
- (c) instruct the Chief Officer - Capital to refer the proposals for the project to the Budget process in 2024; and
- (d) instruct the Chief Officer - Capital to report back to a future meeting of the Finance and Resources Committee in 2024 with a progress update report.

The Finance and Resources Committee resolved to approve the recommendations contained within the report.



Council Meeting, Wednesday, 13 December 2023

Councillor Greig moved, seconded by Councillor McLellan:-

That the Council approve the decision of the Finance and Resources Committee.

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

That the Council -

- (1) note the decision of the Education and Children's Services Committee on 21 November 2023 and the Finance and Resources Committee on 22 November 2023, and agree the proposals noted below best supports the community of Tillydrone and Old Aberdeen;
- (2) note the contents of the options appraisal and the officer recommendation to proceed with Option C;
- (3) note the Education Scotland report, prepared in April 2019 by the HMIE, titled "Report by Education Scotland addressing educational aspects of the proposal by Aberdeen City Council to relocate St Peter's RC Primary School to the existing Riverbank school building..." concluded that the proposal to relocate St Peter's RC to a refurbished school at the current Riverbank school site, "has clear educational benefits for children who currently attend St Peter's RC Primary School and who would have access to a more flexible, modern and healthy living environment, with improved outdoor learning spaces and early learning and childcare facilities";
- (4) note that the same HMIE report stated, "There will also be improved outdoor learning spaces with opportunities for physical education. There is significantly more outdoor space available around the Riverbank building, with more than ten times the amount of hard landscaping and nearly 80 times more soft landscaping than is available at the St Peter's site";
- (5) note that the options appraisal sets out the significant disparity in the "total site area" of each option where Riverbank is currently 15,816sqm compared with St Peter's RC which is only 7,940sqm and agree that the additional open space in the former presents a significant opportunity for future generations of St Peter's RC pupils to benefit from significantly better outdoor space;
- (6) note that the options appraisal sets out a rationale to develop a school that will accommodate a school roll of up to 434 pupils to cope with possible increased demand and suggests the school roll could be double its current size;
- (7) agree that, if St Peter's RC were to double in size in the coming years, there is not nearly enough space on the existing St Peter's RC site in order to create an outdoor learning environment that pupils and staff deserve and that therefore Option C does not offer maximum educational benefit for the school community;
- (8) agree that, to continue to progress work on Option B with any remaining preparatory work outstanding to be programmed and progressed as much as practical prior to the decant of Riverbank Primary School into new build which is scheduled to open in summer 2024;
- (9) instruct the Chief Officer - Capital to refer the proposals for the project to the Budget process in 2024; and
- (10) instruct the Chief Officer - Capital to report back to a future meeting of the Finance and Resources Committee in 2024 with a progress update report.

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On a division, there voted:-

For the motion (33) - Lord Provost; Depute Provost; and Councillors Al-Samarai, Allard, Alphonse, Boulton, Bouse, Brooks, Hazel Cameron, Clark, Cooke, Copland, Cormie, Cross, Davidson, Fairfull, Farquhar, Greig, Henrickson, Houghton, Hutchison, Kuszniir, MacGregor, McLellan, McLeod, McRae, Massey, Mennie, Nicoll, Radley, Mrs Stewart, van Sweeden and Yuill.

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

**The Council resolved:-**  
to adopt the motion.

### **COUNCIL BUSINESS PLANNER**

13. The Council had before it the business planner as prepared by the Interim Chief Officer - Governance (Assurance).

**The Council resolved:-**  
to note the business planner.

**The Lord Provost advised that he was bringing forward various items of business in a different order from the agenda**

### **COMMITTEE PLACES AND APPOINTMENT OF EXTERNAL MEMBER TO THE EDUCATION AND CHILDREN'S SERVICES COMMITTEE - COM/23/379**

14. The Council had before it a report by the Interim Chief Officer - Governance (Assurance) which considered (1) the allocation of committee places following the resignation of Councillor van Sweeden from the SNP group; and (2) a request from some of the Independent members to reallocate their committee places amongst themselves. The report also sought approval for the appointment of a new secondary teacher representative on the Education and Children's Services Committee.

**The report recommended:-**  
that the Council -

- (a) agree that three Partnership committee places transfer to Councillor van Sweeden and determine those committees;
- (b) consider the request from Councillor Boulton regarding swapping of committee places, as contained in paragraph 3.6 of the report; and
- (c) agree the appointment of Jacqueline Munro as the new secondary teacher representative on the Education and Children's Services Committee with immediate effect.

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**The Council resolved:-**

- (i) to agree that three Partnership committee places transfer to Councillor van Sweeden - Finance and Resources, Education and Children's Services and Pensions;
- (ii) to agree the request from Councillor Boulton regarding swapping of committee places, as contained in paragraph 3.6 of the report;
- (iii) to agree the appointment of Jacqueline Munro as the new secondary teacher representative on the Education and Children's Services Committee with immediate effect; and
- (iv) to appoint Councillor MacGregor as a Baillie.

**GOVERNANCE REVIEW OF TRUSTS - 2023 UPDATE - COM/23/383**

15. The Council had before it a report by the Interim Chief Officer - Governance (Legal) which provided an update on activity in relation to trusts to which the Council was connected and sought approval of appointments to an external body.

**The report recommended:-**

that the Council -

- (a) note the activity, as detailed in the report, undertaken in relation to trusts to which the Council was connected;
- (b) approve the appointment of two or more individuals (whether officers and/or elected members) as directors of Glover House Trustees Ltd and instruct the Chief Officer - Governance to take any necessary action to give effect to this decision; and
- (c) instruct the Chief Officer - Governance to, as appropriate, bring a report to Council and/or provide a service update to elected members no later than December 2024 on future activity in relation to trusts to which the Council was connected.

**The Council resolved:-**

- (i) to note the activity, as detailed in the report, undertaken in relation to trusts to which the Council was connected;
- (ii) to approve the appointment of Councillor David Cameron, Councillor Alison Alphonse and the Chief Officer - Corporate Landlord as directors of Glover House Trustees Ltd and instruct the Chief Officer - Governance to take any necessary action to give effect to this decision; and
- (iii) to instruct the Chief Officer - Governance to, as appropriate, bring a report to Council and/or provide a service update to elected members no later than December 2024 on future activity in relation to trusts to which the Council was connected.

**TREASURY MANAGEMENT STRATEGY - MID-YEAR REVIEW - RES/23/381**

16. The Council had before it a report by the Chief Officer - Finance which provided an update on the treasury management activities undertaken to date during financial year 2023/24.

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**The report recommended:-**

that the Council note the treasury management activities undertaken to date in the 2023/24 financial year as detailed in the report.

**The Council resolved:-**

to approve the recommendation.

**NOTICE OF MOTION BY COUNCILLOR KUSZNIR**

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

That the Council:

1. Instructs the Chief Officer - Corporate Landlord, following consultation with the Chief Officer - People and Organisational Development, to develop a separate or single-sex space policy for Aberdeen City Council that ensures the protection of separate or single sex spaces in Council owned and operated buildings;
2. Further instructs the Chief Officer - Corporate Landlord to submit said policy to a 2024 Council meeting for consideration and approval; and
3. Believes that consideration should be given to applying the policy to the following:
  - 3.1 toilets;
  - 3.2 domestic violence refuges; and
  - 3.3 changing rooms.

**The Council resolved:-**

to refer the notice of motion to the Communities, Housing and Public Protection Committee.

**NOTICE OF MOTION BY COUNCILLOR THOMSON**

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

Council notes that:

1. The pressure on organisations to pay the right amount of tax in the right place at the right time has never been stronger.
2. Polling from the Institute for Business Ethics finds that “corporate tax avoidance” has, since 2013, been the clear number one concern of the British public when it comes to business conduct.
3. More than two-thirds (68%) of the Scottish public agree that the Government and local councils should consider a company’s ethics and how they pay their tax as well as value for money and quality of service provided, when undertaking procurement.
4. Around 15% of public contracts in Scotland have been won by companies with links to tax havens.

## Council Meeting, Wednesday, 13 December 2023

5. It has been conservatively estimated that losses from multinational profit-shifting (just one form of tax avoidance) could be costing the UK some £17bn per annum in lost corporation tax revenues.
6. The Fair Tax Mark offers a means for business to demonstrate good tax conduct, and has been secured by wide range of businesses across the UK, including FTSE-listed PLCs, co-operatives, social enterprises and large private businesses.

Council believes that:

1. Paying tax is often presented as a burden, but it shouldn't be.
2. Tax enables us to provide services from education, health and social care, to flood defence, roads, policing and defence. It also helps to counter financial inequalities and rebalance distorted economies.
3. As recipients of significant public funding, local authorities should take the lead in the promotion of exemplary tax conduct; be that by ensuring contractors are paying their proper share of tax, or by refusing to go along with offshore tax dodging when buying land and property.
4. Where substantive stakes are held in private enterprises, then influence should be wielded to ensure that such businesses are exemplars of tax transparency and tax avoidance is shunned - e.g. no use of marketed schemes requiring disclosure under DOTAS regulations (Disclosure Of Tax Avoidance Schemes) or arrangements that might fall foul of the General Anti-Abuse Rule.
5. More action is needed, however, as current law significantly restricts councils' ability to either penalise poor tax conduct or reward good tax conduct, when buying goods or services.
6. UK cities, counties and towns can and should stand up for responsible tax conduct - doing what they can within existing frameworks and pledging to do more given the opportunity, as active supporters of international tax justice.

Council resolves to:

1. Approve the Councils for Fair Tax Declaration.
2. Lead by example and demonstrate good practice in our tax conduct, right across our activities.
3. Ensure contractors implement IR35 robustly and pay a fair share of employment taxes.
4. Not use offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty.
5. Undertake due diligence to ensure that not-for-profit structures are not being used inappropriately as an artificial device to reduce the payment of tax and business rates.
6. Demand clarity on the ultimate beneficial ownership of suppliers and their consolidated profit & loss position.
7. Promote Fair Tax Mark certification to any business in which we have a significant stake and where corporation tax is due.
8. Support Fair Tax Week events in the area, and celebrate the tax contribution made by responsible businesses who say what they pay with pride.
9. Support calls for urgent reform of EU, UK and Scots law to enable local authorities to better penalise poor tax conduct and reward good tax conduct through their procurement policies.

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**The Council resolved:-**

to refer the notice of motion to the Finance and Resources Committee.

**In accordance with Article 3 of the minute, the Council considered the following items of business with the press and public excluded**

**OUTLINE BUSINESS CASE: NEW SECONDARY SCHOOL PROVISION FOR HAZLEHEAD AND COUNTESSWELLS - RES/23/366 - EXEMPT APPENDICES**

19. With reference to Article 11 of this minute, the Council had before it exempt appendices relating to the Outline Business Case: New Secondary School Provision for Hazlehead and Countesswells report.

**The Council resolved:-**

to note the exempt appendices.

**ST PETER'S RC SCHOOL - LONG TERM EDUCATION PROVISION - RES/23/365 - EXEMPT APPENDICES**

20. With reference to Article 12 of this minute, the Council had before it exempt appendices relating to the St Peter's RC School - Long Term Education Provision report.

**The Council resolved:-**

to note the exempt appendices.

**The Lord Provost advised that the meeting was being adjourned in terms of Standing Order 40.3 and that the remainder of the business would be considered on 14 December 2023 as previously notified.**

**- DAVID CAMERON, Lord Provost.**

## ABERDEEN CITY COUNCIL

Town House,  
ABERDEEN, 14 December 2023

### 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  
MICHAEL HUTCHISON  
MICHAEL KUSZNIR  
GRAEME LAWRENCE  
SANDRA MACDONALD  
NEIL MacGREGOR  
ALEXANDER McLELLAN  
KEN McLEOD  
CIARAN McRAE  
M. TAUQEER MALIK  
DUNCAN MASSEY  
JESSICA MENNIE  
ALEX NICOLL  
MIRANDA RADLEY  
MRS 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, Thursday, 14 December 2023

## **LIBRARIES AND BUCKSBURN SWIMMING POOL CONSULTATION RESULTS - CUS/23/386**

1. The Council had before it a report by the Director of Customer Services which provided the outcome of consultations and engagement on six libraries: Cornhill, Cults, Ferryhill, Kaimhill, Northfield and Woodside; and Bucksburn Swimming Pool, to enable members to give due regard to the needs of the Public Sector Equality Duty and consider any potential impacts identified on those with protected characteristics prior to considering the recommendations.

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

that the Council -

- (a) thank the communities, campaign groups and individuals for their welcome participation and input to the online consultations and focus group sessions;
- (b) give due regard to the needs of the Public Sector Equality Duty and consider any potential impacts on those with protected characteristics along with any mitigations to address any impact identified in the updated Integrated Impact Assessments (IIAs);
- (c) agree that feedback, ideas and suggestions from the library consultations be used to inform the Future Library Service Report;
- (d) consider the overall findings of the report and agree one of the following options:
  - Option 1 - Reaffirm the original budget decision to close the 6 libraries
  - Option 2 - Overturn the original budget decision to close the 6 libraries and to recommission all 6 and to instruct the Chief Officer - Early Intervention and Community Empowerment to commence planning for the recommissioning of facilities, referring ongoing funding implications to the 2024/25 budget; and
- (e) consider the overall findings of the report and agree one of the following options in regard to the Reduction in Sport Aberdeen Funding Option:
  - Option 1 - Reaffirm the original budget decision regarding the reduction of funding
  - Option 2 - Request Sport Aberdeen to recommission Bucksburn Pool and instruct the Chief Officer - Corporate Landlord, following consultation with the Chief Officer - Finance, to work with Sport Aberdeen to investigate how the possible recommissioning of the Pool could be funded, referring any ongoing funding implications to the 2024/25 budget.

Councillor Allard moved, seconded by the Depute Provost:-

That the Council -

- (1) thank the communities, campaign groups and individuals for their welcome participation and input to the online consultations and focus group sessions;
- (2) acknowledge the updated IIAs which had considered potential impacts and mitigations to address any potential impact on service users;  
**Libraries**
- (3) instruct the Chief Officer - Early Intervention and Community Empowerment to take into account all feedback and mitigations and report this back as part of the Future Library Service Review to the relevant meeting of the Communities, Housing and Public Protection Committee;
- (4) agree option 1 as highlighted within the report;



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**Bucksburn Pool**

- (5) note the impact the closure of the pool had on service users who faced barriers such as transportation and accessibility when accessing other swimming provision in the city;
- (6) accept option 2 - Request Sport Aberdeen recommission Bucksburn Pool; and
- (7) instruct the Chief Officer - Corporate Landlord to work with Sport Aberdeen to undertake recommissioning of the pool, including any improvements to the building and net zero upgrades to reduce energy costs, with funding taken from the Capital programme contingencies and refer ongoing revenue implications to the 2024/25 budget.

Councillor Malik moved as an amendment, seconded by Councillor Lawrence:-

That the Council -

- (1) agree recommendations (a), (b) and (c);
- (2) agree the Aberdeen Labour budget and the Conservative budget 23/24 did not include closing the six libraries at Cornhill, Cults, Ferryhill, Kaimhill, Northfield and Woodside;
- (3) agree the closure of the six libraries at Cornhill, Cults, Ferryhill, Kaimhill, Northfield and Woodside was a political decision taken by the SNP and the Convener of Finance and Resources, Alex McLellan, who was given the opportunity at the budget to negotiate with the other parties but said "he could not go through the budget line by line";
- (4) agree to overturn the budget decision made by the SNP/Lib Dem Administration, with regard to the 6 libraries, and to instruct the Chief Officer - Early Intervention and Community Empowerment, notwithstanding the estimated officer timescales noted in the report, to commence planning for the recommissioning of facilities immediately and for the reopening of the facilities preferably before 31 March 2024 or as soon as is practicably possible. Agree to refer the recurring revenue and any capital cost implications to the 2024/24 Budget process;
- (5) agree to instruct Sport Aberdeen that Bucksburn Swimming should reopen as soon as is practicably feasible, instructing the Chief Officer - Corporate Landlord to engage with Sport Aberdeen on the actions required. Agree that any budget required for this should come from within the contingencies budget for 2023/24 and to refer the recurring revenue and any capital cost implications to the 2024/25 Budget process;
- (6) disagree entirely with section 3.3 of the report by pointing out that at the budget in March 2023, members were asked within the recommendations to "Approve the savings and redesign of Council services to address demand, in line with the commissioning led approach described in the report, and to set at least a balanced budget for financial year 2023/24, having due regard to Integrated Impact Assessments and screening results provided in the background papers";
- (7) note the disgraceful decision by the Finance and Resources Committee on 13 September - as noted below - regarding the Condition and Suitability programme where once again Aberdeen Labour's amendment to keep the allocated resources noted at 6.2 of this report was defeated, meaning the Council will now require to find additional monies that were already in the budget for the purposes noted;

Council Meeting, Thursday, 14 December 2023

- (8) instruct the Chief Executive to make a public apology on the Council's behalf for the way in which the public and communities have been affected by the unnecessary closure of these facilities; and
- (9) agree that the Convener of Finance should consider his position as he has now lost the trust of this Council and those communities following his budget that was flawed, and a downright insult to the public and communities affected.

Amendment referred to in (7) above:-

Councillor Malik, seconded by Councillor Watson moved as an amendment:-

That the Committee:-

- (1) note the report that indicates at Appendix D the removal of the projects listed below as they are no longer in operation:-
  - Cults Library;
  - Bucksburn Swimming Pool
  - Ferryhill Library; and
  - Northfield Library;
- (2) agree to defer the new projects mentioned in Appendix C of this report until the first meeting of this Committee after Council in December to follow the report on the future of the 6 Libraries and Bucksburn pool closed by the SNP as part of its 23/24 budget; and
- (3) agree that the Council has catapulted from the Budget proposed by this Convener of Finance in March, therefore it is self-evident that the Convener must give serious consideration to his suitability to represent the Council on matters of Finance.

Councillor Brooks moved as a further amendment, seconded by Councillor Boulton:-

That the Council -

- (1) agree in principle to the reopening of all six libraries and of Bucksburn Swimming Pool, subject to the agreement of Sport Aberdeen;
- (2) agree to include all six libraries in the Future Libraries and Information Service review process; and
- (3) therefore instruct the Chief Officer - Finance, following consultation with the Chief Officer - Corporate Landlord, Chief Officer - Early Intervention and Community Empowerment and Chief Officer - Commercial and Procurement, to prepare as part of the 2024/25 budget process the financial implications, with a view to reopening the facilities.

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

On a division, there voted:-

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

For the amendment by Councillor Brooks (5) - Councillors Boulton, Brooks, Farquhar, Massey and Mrs Stewart.

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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.

Absent from the division (3) - Councillors Kuszniir, McLeod and Thomson.

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

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 Malik (16) - Councillors Ali, Blake, Bonsell, Boulton, Brooks, Crockett, Farquhar, Graham, Grant, Lawrence, Macdonald, Malik, Massey, Mrs Stewart, Tissera and Watson.

Absent from the division (3) - Councillors Kuszniir, McLeod and Thomson.

**The Council resolved:-**  
to adopt the motion.

## **HOUSING REVENUE ACCOUNT BUDGET 2024/25 - RES/23/385**

2. The Council had before it a report by the Chief Officer - Finance which provided elected members with information to enable the Council to approve a revenue and capital budget for 2024/25, including setting of the rents and other charges on the Housing Revenue Account (HRA) for the financial year.

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

that the Council -

- (a) approve the budget as attached in Appendix 1, page 2, of this report;
- (b) approve the setting of the weekly unrebated rents for municipal houses in Appendix 1, page 3 of this report, to take effect from Monday 1 April 2024;
- (c) approve the level of revenue contribution to the Housing Capital budget for 2024/25 as well as note the provisional contribution for the subsequent four financial years as detailed in Appendix 1, pages 16 to 18;
- (d) agree to maintain the working balances at 10% to meet future operational requirements and risks, noting that if the Housing Revenue Account recorded a deficit and had no reserves then the Council's General Fund must make a contribution to balance the Account;
- (e) approve the level of miscellaneous rents and service charges, including Heat with Rent and the General Fund Support Services Charges as detailed in Appendix 1, pages 13 to 14, to take effect from Monday 1 April 2024;
- (f) approve, based on a rental increase of 8.8% the Base Capital Programme for the financial year 2024/25 Appendix 1, pages 16 to 18;

## Council Meeting, Thursday, 14 December 2023

- (g) note the indicative level of the Base Capital Programme for the financial years 2025/26 to 2028/29 Appendix 1, pages 16 to 18;
- (h) note that the long term Council house rent policy ran out on 31 March 2023, consultation was undertaken on a one year rent increase in 2024/25, and therefore instruct the Chief Officer - Early Intervention and Community Empowerment to undertake a similar consultation for inclusion in the 2025/26 budget process and consider if there was any benefit in a longer term Council house rent policy;
- (i) note the inclusion of the tiered trend analysis of the Housing Revenue Account Budget 2024/25, page 4 in Appendix 1, and the current actions to move spend from Tier 2 Early Intervention to Tier 1 Prevention;
- (j) approve the creation of a £500k Rent Assistance Fund pilot, pages 11 to 12 in Appendix 1, and instruct the Chief Officer - Early Intervention and Community Empowerment in consultation with the Chief Officer - Finance to define the proposed criteria and how such a fund would be managed to be reported to the Communities, Housing and Public Protection Committee on 28 March 2024;
- (k) instruct the Chief Officer - Early Intervention and Community Empowerment, in consultation with the Chief Officer - Finance to investigate a potential pilot to reduce the rent of properties which had been void for 12 months, reporting back to the 2025/26 budget process;
- (l) instruct the Chief Officer - Corporate Landlord, in consultation with the Chief Officer - Finance and the Chief Officer - Early Intervention and Community Empowerment, to undertake a review of the rental differentiations per property type, including any premium that may be applied to properties with high energy efficiency levels reporting the outcome to a future meeting of the Communities, Housing and Public Protection Committee and thereafter as part of the 2025/26 budget process; and
- (m) delegate authority to the Chief Officer - Corporate Landlord in consultation with the Officer - Finance, Chief Officer - Capital and the Chief Officer - Early Intervention and Community Empowerment to vire monies from the Housing Capital Plan to support any works that may be required for RAAC interventions across the estate, retrospectively reporting any actions to the next available meeting of the Communities, Housing and Public Protection Committee.

Councillor Radley moved, seconded by Councillor Greig:-

That the Council -

- (1) having due regard to the content of the report and appendices and taken advice from the Chief Officer - Finance in relation to the use of non-recurring funding, and use of Reserves; and had due regard to the Integrated Impact Assessments prepared, to approve the budget as attached in Table 1;
- (2) to approve the setting of the weekly unrebated rents for municipal houses in Table 2 to take effect from Monday 1 April 2024, an increase of 4.7%;
- (3) to approve the level of revenue contribution to the Housing Capital budget for 2024/25 as well as note the provisional contribution for the subsequent four financial years as detailed in Table 5;
- (4) to agree to reduce the working balances in 2024/25 to 9% to meet future operational requirements and risks, noting that if the Housing Revenue Account recorded a deficit and had no reserves then the Council's General Fund must make a contribution to balance the Account;

## Council Meeting, Thursday, 14 December 2023

- (5) to note that the implication of using one-off resources to balance the 2024/25 HRA budget was that this funding would not be available in the following year and therefore in the absence of savings being identified the rent increase for 2025/26 would have to increase by an additional 3.3%, above the cost increase modelled for 2025/26. To instruct the Chief Officer - Finance to incorporate this additional funding requirement into a refresh of the 30-year HRA Business Plan, referred to at 2.8 and 2.9 of the report;
- (6) to approve the level of miscellaneous rents and service charges, including Heat with Rent and the General Fund Support Services Charges as detailed in Tables 3 and 4, to take effect from Monday 1 April 2024;
- (7) to approve, based on a rental increase of 4.7% the Base Capital Programme for the financial year 2024/25, shown in Table 5;
- (8) to note the indicative value of the Base Capital Programme for the financial years 2025/26 to 2028/29 and forecast for a multi-million pound deficit on the Housing Revenue Account in 2028/29 which highlighted the need for the 30-year HRA Business Plan to be refreshed;
- (9) to instruct the Chief Officer - Finance, in consultation with the Chief Officers - Corporate Landlord and Early Intervention and Community Empowerment to prepare an updated 30-year HRA Business Plan, commissioning external support where necessary, and reporting back to the Finance and Resources Committee before the end of September 2024;
- (10) to note that the multi-year Council house rent policy ran out on 31 March 2023, consultation was undertaken on a one year rent increase in 2024/25, and therefore instruct the Chief Officer - Early Intervention and Community Empowerment to undertake a similar consultation for inclusion in the 2025/26 HRA budget process and consider if there was any benefit in a longer term Council house rent policy;
- (11) to note the inclusion of the tiered trend analysis of the Housing Revenue Account Budget 2024/25, page 4 in Appendix 1 of the report, and the current actions to move spend from Tier 2 Early Intervention to Tier 1 Prevention;
- (12) to approve the creation of a £500k Rent Assistance Fund pilot, in Appendix 1 of the report (pages 11 to 12), and instruct the Chief Officer - Early Intervention and Community Empowerment in consultation with the Chief Officer - Finance to define the proposed criteria and how such a fund would be managed to be reported to the Communities, Housing and Public Protection Committee on 28 March 2024;
- (13) to instruct the Chief Officer - Early Intervention and Community Empowerment, in consultation with the Chief Officer - Finance to investigate a potential pilot to reduce the rent of properties which had been void for 12 months, reporting back to the 2025/26 HRA budget process;
- (14) to instruct the Chief Officer - Corporate Landlord, in consultation with the Chief Officer - Finance and the Chief Officer - Early intervention and Community Empowerment, to undertake a review of the rental differentiations per property type, including any premium that may be applied to properties with high energy efficiency levels reporting the outcome to a future meeting of the Communities Housing and Public Protection Committee and thereafter as part of the 2025/26 HRA budget process; and
- (15) to delegate authority to the Chief Officer - Corporate Landlord in consultation with the Officer - Finance, Chief Officer - Capital and the Chief

Council Meeting, Thursday, 14 December 2023

Officer - Early Intervention and Community Empowerment to vire monies from the Housing Capital Plan to support any works that may be required for RAAC interventions across the estate, retrospectively reporting any actions to the next available meeting of the Communities Housing and Public Protection Committee.

Tables associated with the motion can be viewed [here](#).

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

That the Council -

- (1) having due regard to the contents of the report and appendices and taken advice from the Chief Officer - Finance in relation to the use of non-recurring funding, and use of Reserves; and had due regard to the Integrated Impact Assessments prepared, approve the budget as attached in Table 1, included below;
- (2) approve the setting of the weekly unrebated rents for municipal houses in Table 2, to take effect from Monday 1 April 2024, an increase of 4%;
- (3) approve the level of revenue contribution to the Housing Capital budget for 2024/25 as well as note the provisional contribution for the subsequent four financial years as detailed in Table 5;
- (4) agree to reduce the working balances in 2024/25 to 8.5% to meet future operational requirements and risks, noting that if the Housing Revenue Account recorded a deficit and had no reserves then the Council's General Fund must make a contribution to balance the Account;
- (5) note that the implication of using one-off resources to balance the 2024/25 HRA budget is that this funding will not be available in the following year and therefore in the absence of savings being identified the rent increase for 2025/26 will have to increase by an additional 3.9%, above the cost increase modelled for 2025/26. Instruct the Chief Officer - Finance to incorporate this additional funding requirement into a refresh of the 30-year HRA Business Plan, referred to at 2.8 and 2.9;
- (6) approve the level of miscellaneous rents and service charges, including Heat with Rent and the General Fund Support Services Charges as detailed in Tables 3 and 4, to take effect from Monday 1 April 2024;
- (7) approve, based on a rental increase of 4% the Base Capital Programme for the financial year 2024/25, shown in Table 5;
- (8) note the indicative value of the Base Capital Programme for the financial years 2025/26 to 2028/29 and forecast for a multi-million pound deficit on the Housing Revenue Account in 2028/29 which highlights the need for the 30-year HRA Business Plan to be refreshed;
- (9) instruct the Chief Officer - Finance, in consultation with the Chief Officers - Corporate Landlord and Early Intervention and Community Empowerment to prepare an updated 30-year HRA Business Plan, commissioning external support where necessary, and reporting back to the Finance and Resources Committee before the end of September 2024;
- (10) instruct the Chief Officer - Early Intervention and Community Empowerment to undertake a similar consultation for inclusion in the 2025/26 HRA budget process and consider if there is any benefit in a longer term Council house rent policy;
- (11) approve the creation of a £400k Rent Assistance Fund pilot, referred to in Appendix 1 of the report (pages 11 to 12), and instruct the Chief Officer -

Council Meeting, Thursday, 14 December 2023

Early Intervention and Community Empowerment in consultation with the Chief Officer - Finance to define the proposed criteria and how such a fund would be managed to be reported to the Communities, Housing and Public Protection Committee on 28 March 2024;

- (12) instruct the Chief Officer - Early Intervention and Community Empowerment, in consultation with the Chief Officer - Finance to investigate a potential pilot to reduce the rent of properties which had been void for 12 months, reporting back to the 2025/26 HRA budget process;
- (13) confirm this Council is against a two tier rent policy which penalises those on low or fixed incomes just because of the type of home they live in; and
- (14) agree the Council has sufficient committee structures in place including the Urgent Business Committee which can if necessary meet within hours of it being agreed therefore any works of finance required for RAAC interventions across the estate, should be agreed by members on the Urgent Business Committee.

Tables associated with the amendment can be viewed [here](#).

On a division, there voted:-

For the motion (29) - Lord Provost; Depute Provost; and Councillors Al-Samarai, Allard, Alphonse, Bouse, Brooks, Hazel Cameron, Clark, Cooke, Copland, Cormie, Davidson, Fairfull, Farquhar, Greig, Henrickson, Hutchison, Kuszniir, MacGregor, McLellan, McRae, Massey, Mennie, Nicoll, Radley, Mrs Stewart, van Sweeden and Yuill.

For the amendment (12) - Councillors Ali, Blake, Bonsell, Crockett, Graham, Grant, Lawrence, Macdonald, Malik, Thomson, Tissera and Watson.

Absent from the division (2) - Councillors Boulton and McLeod.

**The Council resolved:-**  
to adopt the motion.

### **BUDGET PROTOCOL: PHASE 2 CONSULTATION AND BUDGET UPDATE - RES/23/388**

3. The Council had before it a joint report by the Directors of Resources and Commissioning which satisfied the requirements of the approved Budget Protocol, in respect of reporting to Council the results of the Phase 2 Public Budget Consultation, which included details of the current estimated budget position for 2024/25, the budget options and Integrated Impact Assessments (IIA).

**The report recommended:-**

that the Council -

- (a) note the content of the report;
- (b) approve the updated Medium Term Financial Strategy position for the General Fund, as per paragraph 3.13, and latest budget gap for 2024/25; and

Council Meeting, Thursday, 14 December 2023

- (c) note that the Council would be presented with the final budget position and the request to approve a balanced General Fund Revenue and Capital Budget, and set Council Tax for 2024/25 at the Budget meeting on 6 March 2024.

Councillor Yuill moved, seconded by Councillor Allard:-  
That the Council approve the recommendations.

Councillor Malik moved as an amendment, seconded by Councillor Bonsell:-  
That the Council -

- (1) note the recommendations contained within the report;
- (2) agree to note section 3.15 of the report where officers confirmed “no adjustment or assumption has been incorporated into the financial model for the announcement by the First Minister that Council Tax will be frozen for 24/25. The Scottish Government has said that it will fully fund the freeze”;
- (3) agree that officers have confirmed that to fully fund the freeze for Aberdeen City Council as agreed by the First Minister in his conference speech to Councillor Allard and others at TECA the amount required by the Council to freeze Council Tax is £11.033m as per Appendix 2 of the report;
- (4) instruct the Chief Executive to issue a letter, jointly with the Council Leaders, to the First Minister confirming the amount required being £11.033m. It is Council’s expectation that the First Minister will keep his promise to citizens and Council on fully funding the Council Tax freeze;
- (5) agree that the Council Tax freeze announcement by the First Minister has undermined the entire budget consultation process, given that varying the Council Tax rate is a key element in the Council’s budget setting process;
- (6) note that feedback has been received that the Council’s online tool was not user-friendly and did not give due regard to engaging with citizens for whom digital accessibility is poor, meaning many disadvantaged individuals, who would be most affected by budget cuts, were excluded from participating in the consultation; and
- (7) agree that if this exercise is repeated in future years, that officers are instructed to engage with the third sector and other key stakeholders on the design of a consultation at an early stage and to include in-person community sessions to directly engage with members of the public.

**During the course of debate, the Council agreed to suspend Standing Order 40.2 to enable the meeting to continue beyond six hours.**

On a division, there voted:-

For the motion (23) - Lord Provost; Depute Provost; and Councillors Al-Samarai, 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 (17) - Councillors Ali, Blake, Bonsell, Boulton, Brooks, Farquhar, Graham, Grant, Kusznir, Lawrence, Macdonald, Malik, Massey, Mrs Stewart, Thomson, Tissera and Watson.

Absent from the division (3) - Councillors Allard, Crockett and McLeod.



Council Meeting, Thursday, 14 December 2023

**The Council resolved:-**

to adopt the motion.

**ABERDEEN PLANNING GUIDANCE - ENERGY TRANSITION ZONE DRAFT MASTERPLAN CONSULTATION RESPONSES - COM/23/382**

4. With reference to Article 6 of the minute of its meeting of 11 September 2023, the Council had before it a report by the Chief Officer - Strategic Place Planning which presented an updated Energy Transition Zone Masterplan, which took into account the findings of the eight week public consultation, and sought agreement on the document becoming Aberdeen Planning Guidance to support the Aberdeen Local Development Plan 2023.

**The report recommended:-**

that the Council -

- (a) note the consultation responses received, and agree the changes proposed by officers to the Draft Energy Transition Zone Masterplan (Appendix 2); and
- (b) agree the content of the Energy Transition Zone Masterplan 2023, as amended, (Appendix 1) as non-statutory Aberdeen Planning Guidance to support the Aberdeen Local Development Plan 2023.

**The Council resolved:-**

- (i) to suspend Standing Order 42.1; and
- (ii) to refer the report to the Planning Development Management Committee on 18 January 2024.

**COUNCIL ANNUAL EFFECTIVENESS REPORT AND COMMITTEE ANNUAL EFFECTIVENESS REPORTS - COM/23/380**

5. The Council had before it a report by the Interim Chief Officer - Governance (Assurance) which presented the annual effectiveness report for Council, as well as the annual effectiveness reports of the various committees.

**The report recommended:-**

that the Council -

- (a) provide comments and observations on the data contained within the Council annual report as contained at Appendix A; and
- (b) note the annual reports of the various committees as contained at Appendices B to J.

**The Council resolved:-**

to defer consideration of the report to the Council meeting on 7 February 2024.

- DAVID CAMERON, Lord Provost.

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	A	B	C	D	E	F	G	H	I
1	<b>COUNCIL BUSINESS PLANNER</b> 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	<b>Report Title</b>	<b>Minute Reference/Committee Decision or Purpose of Report</b>	<b>Update</b>	<b>Report Author</b>	<b>Chief Officer</b>	<b>Director</b>	<b>Terms of Reference</b>	<b>Delayed or Recommended for removal or transfer, enter either D, R, or T</b>	<b>Explanation if delayed, removed or transferred</b>
3	<b>7th February 2024</b>								
4	Treasury Management Policy	To outline the Council's Treasury Management Policy for 2024/25 to 2026/27 for approval.	A report is on the agenda	Neil Stewart	Finance	Resources	5 and 6		
5	Aberdeen Sports Village Shareholder Agreement	At its meeting of 3 November 2023, in relation to Aberdeen Sports Village Ltd (ASV), the Council instructed the Chief Officer - Finance, following consultation with the Head of Commercial and Procurement Services, to explore the potential for the Council and the University of Aberdeen to amend the shareholder agreement and ownership and report back to Council in February 2024 to align with Council budget setting process	This is incorporated within the Bon Accord Care report which is on the agenda.	Jonathan Belford	Finance	Resources	21		
6	Bon Accord Care - Outline Business Case	At its meeting of 3 November 2023, in relation to Bon Accord Care (i.e. Bon Accord Care Ltd, and Bon Accord Support Services Ltd), the Council noted that the Options Appraisal process highlighted potential benefits in bringing the associated services in-house and integrating them into the Council structure; and instructed the Head of Commercial and Procurement Services, following consultation with the Managing Director of Bon Accord Care, to outline the benefits of this potential option and provide indicative delivery milestones within an Outline Business Case for consideration by Council in February 2024	A report is on the agenda	Craig Innes	Commercial and Procurement	Commissioning	21		
7	Review of Polling Districts and Polling Places	To present recommendations as part of the statutory review of polling districts and polling places before proceeding to public consultation	A report is on the agenda	David Gow	Governance	Commissioning	9		
8	Council Annual Effectiveness Report and Committee Annual Effectiveness Reports	To present the annual effectiveness report for Council, as well as the annual effectiveness reports of the various committees, which have been considered by those committees.	Deferred from the Council meeting on 13/14 December 2023. A report is on the agenda.	Martyn Orchard	Governance	Commissioning	14		





	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									
20	Standards Commission for Scotland - Written Decision - Councillor Malik	To present the written decision by the Standards Commission following a hearing held on 17 January 2024.		John Forsyth	Governance	Commissioning	15		
21	<b>3rd July 2024</b>								
22	Treasury Management Year-end Review	To update the Council on Treasury Management activities undertaken during financial year 2023/24.		Neil Stewart	Finance	Resources	5 and 6		
23	Aberdeen Market - Project Update	At its meeting of 11 September 2023, the Council instructed the Chief Officer - Corporate Landlord to report to the July 2024 Council meeting with an update on the capital project.		Stephen Booth	Corporate Landlord	Resources	21		
24	Refreshed Local Outcome Improvement Plan 2016-26	To present the refreshed Local Outcome Improvement Plan (LOIP) 2016-26		Michelle Crombie	Early Intervention and Community Empowerment	Customer	24.4		
25	Refreshed Locality Plans for North, South and Central	To present the refreshed Locality Plans for North, South and Central		Michelle Crombie	Early Intervention and Community Empowerment	Customer	24.4		
26	<b>21st August 2024</b>								
27	City Centre and Beach Masterplan - Annual Update	At its meeting of 23 August 2023, the Council instructed the Chief Officer - Strategic Place Planning to keep the Masterplan report under review, and to provide another progress report to Full Council after 12 months.		Claire McArthur	Strategic Place Planning	Commissioning	21		
28	North East Population Health Alliance Strategic Partnership Agreement	At its meeting of 23 August 2023, the Council agreed that Aberdeen City Council be a signatory to the strategic partnership agreement and requested the Chief Executive to provide Council with an annual progress report on the strategic partnership agreement.		Martin Murchie	Data and Insights	Customer	21		
29	Council Diary 2025	To approve the Council Diary for 2025.		Martyn Orchard	Governance	Commissioning	18		

	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									
30	<b>2nd October 2024</b>								
31	Beach Connectivity Project - Full Business Case	At the adjourned Council meeting of 4 May 2023, the Council instructed the Chief Officer - Commercial and Procurement in conjunction with the Chief Officer - Capital to join Justice Street, Beach Boulevard and Commerce Street/Beach Boulevard junction projects into a single Beach Connectivity Project and to progress detailed design and other preparatory work for the Beach Connectivity Project and provide a Full Business Case within an indicative timeline of 12-18 months.		Craig Innes	Commercial and Procurement	Commissioning	21		
32	<b>11th December 2024</b>								
33	101-103 Union Street	At its meeting of 14 December 2022, the Council noted the content of the Strategic Outline Case Upper Floor use options at 101-103 Union Street and instructed the Chief Officer - Corporate Landlord to continue to review and report back by August 2023.	Due to continued uncertainty over development costs and returns there has been no significant change to the risk in the development appraisal. On this basis officers would seek authority to delay any further reporting until December 2024.	Stephen Booth	Corporate Landlord	Resources	21		
34	Beach Masterplan - Phase 2 Development Framework	At its meeting of 23 August 2023, in relation to Phase 2 of the Beach area, the Council noted the summary of comments received on the initial public consultation exercise on how people currently use these areas, and instructed the Chief Officer - Strategic Place Planning to prepare a Development Framework for the Phase 2 areas, which would be reported back to Full Council before the end of 2024.		Claire McArthur	Strategic Place Planning	Commissioning	21		
35	Treasury Management Mid-Year Review	To update the Council on Treasury Management activities undertaken to date, during financial year 2024/25.		Neil Stewart	Finance	Resources	5 and 6		

	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									
36	Council Annual Effectiveness Report and Committee Annual Effectiveness Reports	To present the annual effectiveness report for Council, as well as the annual effectiveness reports of the various committees, which have been considered by those committees.		Martyn Orchard	Governance	Commissioning	14		
37	<b>Date to be confirmed</b>								
38	Beachfront Masterplan - Castlegate	At the adjourned Council meeting of 4 May 2023, the Council noted that "Working in Partnership for Aberdeen" included the objective of making the Castlegate a gateway to our city's beachfront and instructed the Chief Officer - Strategic Place Planning to carry out consultation with key stakeholders on creating an active travel and public transport link through the Castlegate to deliver this objective as part of the Beach Connectivity Project and to report to a future Council meeting on this.	This work is being advanced as part of the Bus Partnership Fund work and the Active Travel Network Review but reporting back to Council or Committee will be dependant on decisions with regard to the Union Street East and the roundabout at the end of Beach Boulevard.	David Dunne	Strategic Place Planning	Commissioning	21		
39	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.	The next update on the plan was due to be March 2025, however Environmental Standards Scotland are due to publish their new Framework for Local Authorities Climate Change Plans in March 2025 once the work of the new Climate Intelligence Unit is completed. While work can be done in advance of the March 2025 date, it is likely that the reporting will have to be done some time in Q3 2025.	David Dunne	Strategic Place Planning	Commissioning	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									
40	Energy Transition Zone - Land Options	At its meeting of 11 September 2023, the Council instructed the Chief Officer - Corporate Landlord to report the outcome of discussions regarding St Fittick's OP56 and Doonies OP61 sites to the earliest appropriate meeting of Full Council.	Engagement with development partners is not being progressed whilst the previous decision is subject to legal challenge. It is hoped that a report can be brought to Council in July.	Stephen Booth	Corporate Landlord	Resources	21		
41	North East of Scotland Investment Zone Proposal	At its meeting of 11 October 2023, the Council instructed the Chief Officer - City Growth to report back to Council on the developed proposal.		Julie Wood	City Growth	Commissioning	21		
42	Drug-checking Pilot	At its meeting of 3 November 2023, the Council approved a notice of motion by Councillor Cooke which instructed the Chief Officer - Health and Social Care Partnership to report back with the results of the Glasgow pilot scheme and collate any available peer reviewed data following 12 months of operation of the facility to inform Council of the progress and set out options for Aberdeen.	The Glasgow pilot scheme has yet to commence operating. A report following 12 months of operation of the facility will likely be presented to Full Council in 2025 or 2026.	Sandra McLeod	Aberdeen Health and Social Care Partnership	Aberdeen Health and Social Care Partnership	21		

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Council
<b>DATE</b>	7 <sup>th</sup> February 2024
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	TOM 1.2 Organisational Structure Update: February 2024
<b>REPORT NUMBER</b>	CUS/24/043
<b>DIRECTOR</b>	Angela Scott
<b>CHIEF OFFICER</b>	Andy MacDonald
<b>REPORT AUTHOR</b>	Lindsay MacInnes
<b>TERMS OF REFERENCE</b>	21

### 1. PURPOSE OF REPORT

This report brings forward proposals for the Council’s senior management structure, at Director and Chief Officer level, to members for consideration and approval.

This follows on from the instruction at the Council meeting on 1 March 2023 to the Chief Executive to “*review the existing organisational structure, in light of the approved budget and to report back to Council by December 2023 on any suggested amendments to ensure the sustainability of council operations;*

And an instruction at Council in October 2022, for *the Chief Executive to review the Scottish Government’s preferred structural model for Children’s Services when it is published 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.*

This report therefore proposes changes to the way in which specific Clusters and services are managed and delivered, making recommendations for new alignments as part of our agreed next iteration, TOM 1.2.

## 2. RECOMMENDATIONS

That the Council: –

1. Notes the findings of the CELCIS Children’s Services research summarised in Appendix 11.1;
2. Notes that Scottish Government intend to progress a national framework of shared accountability to support delivery of the National Care Services and their stated position that social work staff will remain employed by the council
3. Notes the feedback contained in Background Paper 5 arising from engagement on the proposed structure;
4. Approves the proposed changes to the functional structure shown in *Appendix 11.3* to go forward to consultation; those being the move to a 3 Director model under the proposed groupings as follows: - Children, Families & Communities; Place; and Corporate Services as well as the related Job Profiles and salaries, within *Appendix 11.4*;
5. Approves the changes proposed to the Tier 2 Chief Officer posts in aligning to the 3-director model above, as well as the related Job Profiles and salaries, as detailed in *Appendix 11.4* to go forward into consultation;
6. Notes the updated version of the Job Matching Process (as approved for TOM implementation in 2017) to be utilised as part of these proposals, as set out in *Appendix 11.5* alongside our redeployment process where appropriate, for the purposes of implementing the proposed structural amendments;
7. Instructs the Chief Executive to undertake external recruitment for those roles not identified under job matching or redeployment processes, in accordance with the Council’s Standing Order 6.1.;
8. If approved, agrees that the transition to the proposed 3 Director model will begin to take place from 8<sup>th</sup> February 2024.
9. Notes that the Chief Officer – Governance will update the Scheme of Governance to reflect changes to structure, under delegated powers.
10. Notes that that the required annual review of the Scheme of Governance will be reported back to Council in June 2024 with the exception of the Committee Terms of Reference which will be reviewed and reported as part of the annual review of the Scheme of Governance in February/March 2025;
11. Approves that the Chief Officer – Strategic Place Planning replace the Director of Resources as Director of the Council’s Joint Venture with bp with effect from 8<sup>th</sup> February 2024 and delegates authority to the Chief Officer Governance to discharge the Shareholder Reserved Matters in the Council’s Joint Venture with bp, effective immediately.

## 3. MAIN ISSUES

### Interim Changes to the Structure since 2017 approved structure

3.1.1 The Target Operating Model (V 1.1) created an organisational structure of 4 Functions, as follows:

- Customer
- Commissioning

- Operations
- Resources

**3.1.2** From August 2022, a number of interim changes have been put in place following the external promotion of some colleagues:

- In October 2022, following the resignation of the Chief Operating Officer, an interim change was made to the structure. “Operations” was repositioned and the Chief Officer (Operations & Protective Services) changed reporting line to the Director of Resources. As a consequence, the Chief Officer (People & Organisational Development) was transferred to Director of Customer Services. The alignment of Chief Officer O&PS has allowed improved alignment between Operations, Capital, and Corporate Landlord clusters.
- In anticipation of the implications of a National Care Service, the Chief Officer - Governance was seconded to the Integration Joint Board to facilitate preparation from within the integrated Health and Social Care Partnership and an Interim Director of Children and Family Services was introduced within the Council. This latter role was put in place to provide the required leadership to anticipated changes to Children’s Services arising from the proposals for a National Care Service. The Interim Director was funded from the established Chief Operating Officer post. The post of Chief Officer – Governance has meanwhile been filled on an interim basis internally.
- Following the resignation of the Chief Officer- Early Intervention & Community Empowerment, the portfolio of the Chief Officer People & Organisational Development and Chief Officer Customer Experience were brought together under one portfolio, enabling internal alignments to cover both this arrangement and the Chief Officer, Early Intervention & Community Empowerment role.
- The council was successful in its bid to the National Institute for Healthcare Research (NIHR) and - as a result- has established a Health Determinants Research Collaboration for Aberdeen. An element of the bid cited the Council’s then “Chief Officer Data and Insight”’s skillset in taking this forward which, once successful, provided the opportunity for the postholder to be assigned into the required Director role within the NIHR Health Determinants Research Collaboration Aberdeen (HDRCA). As such, external funding is now paying for this role.

The culmination of these changes to date, has therefore resulted in the continuation of a 4-director model, alongside a reduction of 1 Chief Officer post and funding being received to the HDRCA Chief Officer role.

### **Further Influences**

**3.1.3** There are current transformational and multi-agency programmes of work to be taken into account as part of the organisational design, with Chief Officers progressing 3 key areas of realignment. Their recommendations have been incorporated into the proposed structural amendments:

#### Property Redesign:

Chief Officers are working with project teams in streamlining Property Management & Maintenance, currently sitting within the Operations and Protective Services, Capital, and Corporate Landlord portfolios. From this, Building Services can be aligned to Corporate Landlord to remove duplication of effort, quicker response times for our tenants and clearer accountability for service delivery.

Further work in this area, and our other transformation projects, are likely to bring more opportunities for change, realignment, and efficiencies. It will therefore be important to ensure strong awareness of how these inter-relate and develop in terms of future modifications to our teams. The presented structure allows the flexibility to respond alongside these developments.

#### Family Support Model:

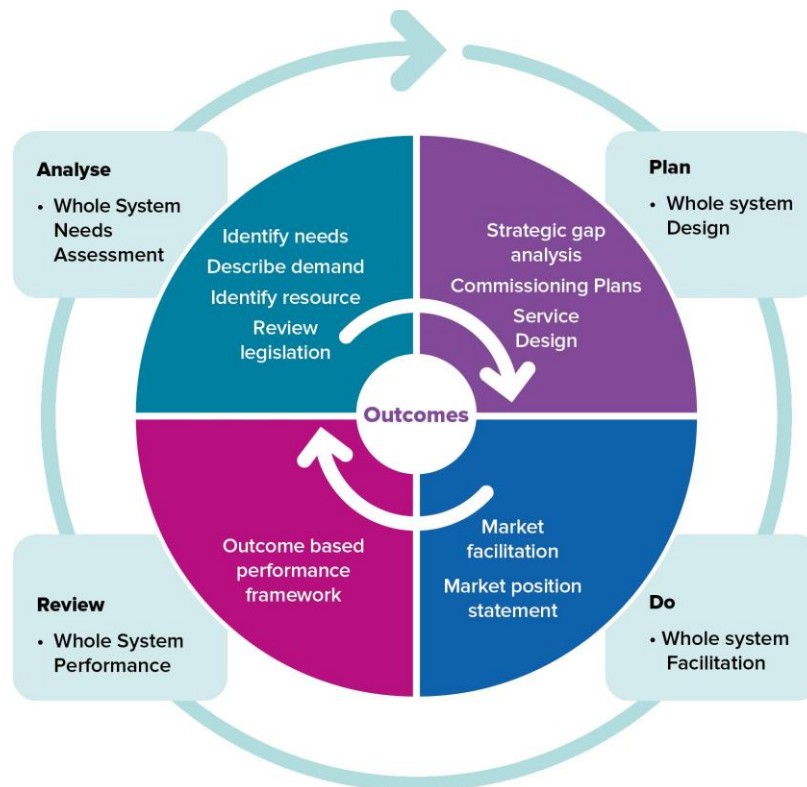
As a result of joint commitment by Scottish Government and COSLA to “The Promise,” colleagues have been progressing the first change plan which was published nationally. This has seen extensive work being undertaken in the development of our local “Family Support Model”. Building on this work to date, the organisational structure presents an opportunity to reduce the potential for duplication of multiple teams supporting the same family from housing support, education support and social care, there are opportunities, within this proposed model, for a consolidated Children, Families & Communities Function. Closer alignment will enable the Council to offer holistic person-centred support; to prevent escalation of need and crisis by enhancing multi-disciplinary working at a neighbourhood level.

The development of the next national change plan for “The Promise”, and the on-going development of the National Care Service Bill as it proceeds across the various parliamentary stages, will be likely to bring more opportunities for change, realignment and efficiencies. It will therefore be important to ensure strong awareness of how these inter-relate and develop in terms of future modifications to our teams.

#### Health Determinants:

Target Operating Model (V1.1) introduced a commissioning approach and this has become further embedded, as illustrated by the above founding of the Health Determinants Research Collaboration Aberdeen (HDRCA) between ACC and University of Aberdeen. This collaboration further enables us to move forward with a health-centred approach as an important element of our prevention agenda. The HDRCA outputs will directly support decision-making, impacting short, medium and long term inequalities. In doing so, it will enable early intervention and prevention, both improving health outcomes and reducing avoidable costs. The HDRCA bid was supported by 22 co-applicants. As a result, the council has gained a significant boost to its capacity and capability in the field of early intervention and prevention and has surpassed what was available within the one Chief officer post (for early intervention and prevention).

The HDRCA model is building on our well-established approach to commissioning by embedding an approach to monitoring and evaluation which we have struggled to resource within current structures.



### 3.1.4 Further changes following approval of 2023/24 budget

- The Director of Resources has notified of his retirement. This brings the move from a 4-director model to a 3-director model.
- Alignments have been achieved across the clusters of: Capital, Operations & Protective Services and Corporate Landlord; there remains further opportunity to consolidate and to align Corporate Landlord objectives with the focussed Housing Chief Officer role and this is reflected in the proposed structure.

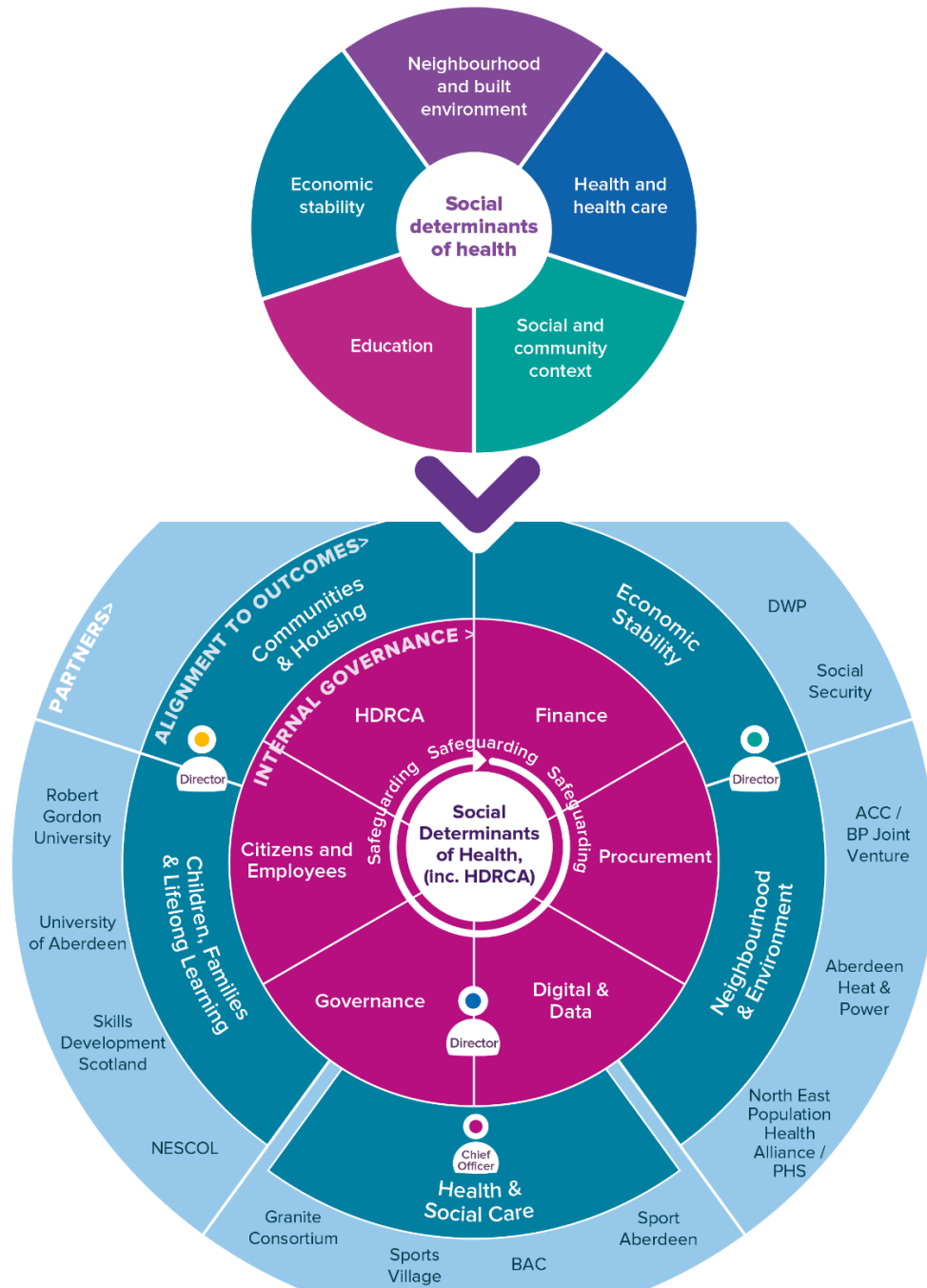
### Findings from the Engagement undertaken

3.1.5 A wide range of engagement has taken place across the key groups of staff and stakeholders:

- Chief Officers
- Service Managers
- Leadership Forum and their teams
- Frontline staff
- Trade Unions

Background Paper [Employee Engagement Tom 1.2](#) and [Appendix 11.2](#) provide full details on these engagements.

**3.1.6** The engagement with senior managers focused on how the council could enhance its contribution to the determinants of population health, thereby supporting the achievement of the LOIP Outcomes. Discussions centred around the determinants of population health model set out in the following diagram. The conversations recognised that the council does not operate in isolation and that we need to ensure alignment on health determinants across the co-ordinating partnership structures, both at a city and regional level - as illustrated by the second part of the diagram below.





**3.1.7** The engagement with members of the leadership forum focused on how to further remove internal duplication and make organisational processes easier, in order to release much-needed capacity. This resulted in the proposals for consolidating corporate services further together.

**3.1.8** The second sphere of the above diagram seeks to convey a sense of a core central body responsible for the good governance of the council, which then supports and enables an enhanced co-ordination of our single agency and multi-agency work on the determinants of population health. Our multi-agency working is co-ordinated at both a city-wide and community level, however our own work is undertaken at a neighbourhood and family level. The evolution of our Family Support Model may see the need in the future for enhanced co-ordination of multi-disciplinary working at the neighbourhood and family level.

### **Alignment with CIPFA Principles of Good Governance**

**3.1.9** Approval of the Target Operating Model in 2017 led to some significant improvements in our governance framework, endorsed by Council in March 2018. The Scheme of Governance delivered, for the first time in Aberdeen, a full suite of governance documentation which is now firmly embedded in our operating structures and renewed annually to remain current and to ensure continuous improvement. This led to the Council being awarded the CIPFA accreditation in Good Governance in early 2020; re-awarded in 2022. The principles of the accreditation are reflected in our approved Local Code of Governance reported upon annually to the Audit, Risk and Scrutiny Committee in the Annual Governance Statement.

**3.1.10** The proposals in this report recognise how far we have come in governance terms and commit to furthering our efforts and successes. We would expect to report on additional achievements in our Annual Governance Statement, as a direct result of the proposals, as below:

- I. **Behaving with integrity, demonstrating commitment to the ethical values, and representing the rule of law** – the operating model will continue to reinforce the importance of positive, respectful and constructive conduct in all parts of the organisation, and in our interactions with our partners as we deliver our multi-agency outcomes
- II. **Ensuring openness and comprehensive stakeholder engagement** – multi-disciplinary working relies on agile, sustainable and collaborative stakeholder engagement to deliver benefits for our population.
- III. **Defining outcomes in terms of sustainable economic, social and environmental benefits** – delivery of the Family Support Model and strengthening our contribution to population health across all five determinants by placing the HDRCA at the heart of our approach.
- IV. **Determining the interventions necessary to optimise the achievement of intended outcomes** – reducing inequalities through a health-centred approach which embeds prevention and supports delivery of our Local Outcome Improvement Plan.

- V. **Developing the entity’s capacity, including the capability of its leadership and the individuals within it** – consolidating services to remove duplication and improve the efficiency of our processes will make us a more capable organisation and ensure we manage our capacity with strong governance.
- VI. **Maintaining risk and performance through robust internal control and strong public** – placing internal governance at the centre of our operating model ensures that risk and performance management underpin our continuing transition to the model described.
- VII. **Implementing good practices in transparency reporting and audit to deliver effective accountability** – our Three Lines of Defence model, entrusting external audit and internal audit to ensure our continued accountability, third party governance through the ALEO Assurance Hub and Community Planning Partnership, and a refreshed Scheme of Governance to support the delivery of the revised structure. The production of annual effectiveness reports, a risk appetite statement, and information governance reporting demonstrate that we are a fully transparent organisation, and these will be further strengthened as our internal governance functions take their place at the centre of the proposed organisational structure. As our arms-length organisational model develops, our governance structure will flex to support these relationships, keeping our outcomes aligned to the population’s health.

### **3.1.11 Scheme of Governance**

The Chief Officer Governance has the following delegated power:-

Following consultation with the Co-Leaders, to amend the Council’s Scheme of Governance documentation in order to:

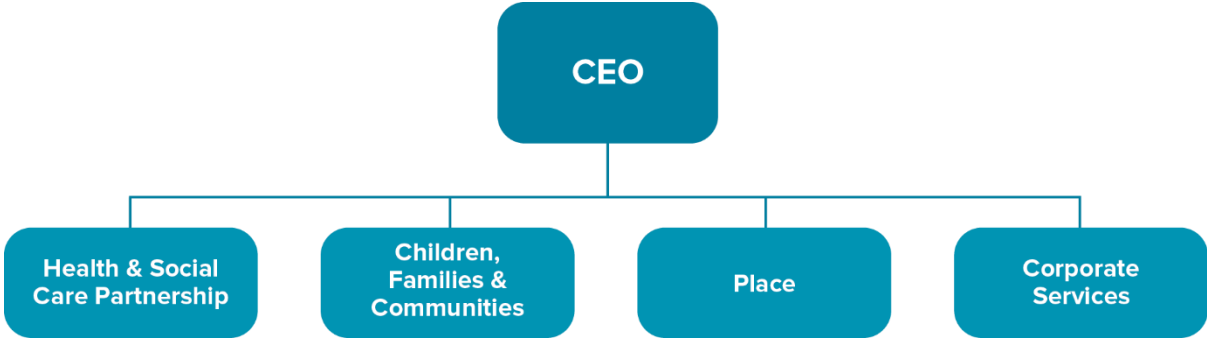
- Correct obvious, technical or clerical errors;
- Reflect the law (including changes to the law), government guidance, regulators’ guidance, codes of conduct, codes of practice and **Council policies and decisions**; and
- Alter the sequencing of provisions and add, remove or amend headings.

The next annual review of the Scheme of Governance is due to be reported to Full Council in June 2024. Prior to this, the usual reporting cycle for the annual Scheme of Governance was in February/March each year. This was delayed to June 2023 to allow the new committee structure time to embed. The review in June 2024 will reflect changes and required updates due to the approval of any new structure. This review will exclude the Terms of Reference of Committees and Council, which will be reported back in February/March 2025 (depending when the Council meeting falls). This will allow time for officers to engage with the Governance Reference Group and allow the Scheme of Governance annual review to return to a February/March cycle each year.

## **3.2 TOM 1.2: Revised Functional Structure and Tier 2 Proposals**

### **3.2.1 Corporate Management Team Functional Structure: Three Director Model**

The focus highlighted above and within *Appendix 11.4* draws the structure to 3 key functions (alongside the Health & Social Care Partnership), as pictured:



**3.2.2 Children, Families & Communities:** In October 2022 there was an expectation that the interim function’s remit may be significantly affected by the structural proposals set out in the draft National Care Service (Scotland) Bill. Scottish Government commissioned CELCIS to undertake research to inform next steps around the delivery of children’s services. Appendix 11.1 provides an overview of the 4 research strands and associated summary report published by CELCIS between June and December 2023..

Strand 1 (Rapid Evidence Review) of the research concluded that there were very few longitudinal studies available for review, and even fewer which look beyond a two-year timescale in their assessment of the impact of integration on outcomes for children and families. As a result, evidence for structural integration was deemed limited.

Strand 2 (Case Studies for Transformational Reform Programmes) explored a series of case studies. The research concluded that there is no one approach that can be recommended for implementation in Scotland. However, there is learning to be taken from the case studies, not least the consensus around the functions that require national leadership, investment and development; the critical importance of facilitating multi-agency working at the most local level to children and families; and the need to attend to the factors that support effective implementation of reforms. Findings strongly steer the focus on locality working to improve outcomes for children and families. The report also recognises the criticality of the interface between children and adult services.

The strand 3 (Mapping integration and outcomes in Scotland) analysis found that there is no consistent evidence to suggest that the level of structural integration of children’s services within Health and Social Care Partnerships is associated with changes to outcomes for children, young people and their families in the period studied.

In the final strand of research (The views and experiences of the children’s services workforce), CELCIS found a passionate, highly committed workforce that is working extremely hard to build supportive relationships with Scotland’s children, young people and families to meet their needs but that it is a workforce

which faces many challenges in being able to do their best to improve outcomes for the people they work with.

The concluding report (Children's Services Reform Research; Learning and Implications for Scotland) concluded that there is no clear structural solution that can be recommended for implementation.

The review of existing national and international evidence did however highlight the importance of relationships between children, young people, families and the practitioners who support them, and of multi-agency working at the local/community level. The study determined that there are key elements which contribute to creating the optimal conditions for implementing effective, sustainable change to improve support and outcomes:

- Supportive, trusting and consistent relationships between children, young people and families, and the practitioners who support them.
- A focus on realising rights and improving the participation of children, young people and families in decisions which affect their lives.
- Local, high quality and long-term funded service provision that is non-stigmatising and responsive to the wide range of needs of children and young people, families and communities.
- A sufficient and skilled workforce who have manageable workloads and receive the support they need from leaders at all levels.
- Some functions being led at a national level, including development and implementation of national policy and guidance, workforce planning and data infrastructure to support local service delivery.
- Structures which actively enable the workforce to provide the help and support that children, young people and families need, and to work together in partnership seamlessly across service and system boundaries.
- Effective and wide-reaching measures to combat the poverty faced by many children and families.
- A simplified and aligned legislative and policy landscape.
- An approach to planning and implementing change that acknowledges the complexity of human relations and systems, makes the best use of existing evidence but also pays attention to emerging learning. The approach needs to use both technical strategies and innovation to overcome barriers and achieve sustainable outcomes, being supported by people skilled in complex change, sufficiently resourced and with a long-term commitment.

These areas will be taken into account as the new Children, Families and Communities directorate is formed. A more detailed overview of the research findings is available in Appendix 11.1.

The Scottish Government has now clarified that they are keen to establish a national framework for shared accountability and that Local Authorities will retain legal responsibility for the delivery of social care and social work functions, as well as retaining staff and assets. In addition, a new National Care Service Board

structure will be created, accountable to both Local Government and Scottish Ministers, with responsibility for national improvement, standards and oversight, and with an agreed escalation framework in place for when standards are not met.

Whilst there has been a stated position by Scottish Government that council staff would not transfer to the NCS, the Government continues to consider its position on the approach to Children and Justice services within a National Care Service, informed by the CELCIS Research referenced above. Current discussions between the Government and COSLA, continue and the outcome of the negotiations between Scottish Government and COSLA will likely be known at Stage 2 of the Bill reading, with Stage 1 having been extended until 1st March.

Notwithstanding, the proposal is to move from interim to permanent arrangements. The establishment of a permanent Director - Children, Families and Communities will enable the Council to continue to develop our approach to family support, which is critical and will improve the co-ordination of multi-disciplinary teams at neighbourhood level in keeping with the findings of the published CELCIS research. The Director will need to understand and explore the relationship between the scope of the NCS National Board, and where there is local decision-making regarding delegation of functions to the local care board. This will be in discussion with the new IJB Chief Officer for Aberdeen City. .

The requirements within the proposed role of Director Children, Families & Communities (see job profile at *Appendix 11.5*) will provide the resilience, focus and expertise to take this forward.

**3.2.3 Place:** This function retains the alignments that we have already achieved between Strategic Place Planning and City Growth, and will now look to also include place-based capital investment, within a portfolio that can oversee programmes from inception through to delivery. The alignment of Strategic Place Planning, with its strategic leadership of net zero and adaptations, alongside the revised Operations portfolio - which covers much of the activities associated within our net zero strategies – will support our transition between the adaptations and mitigating agendas.

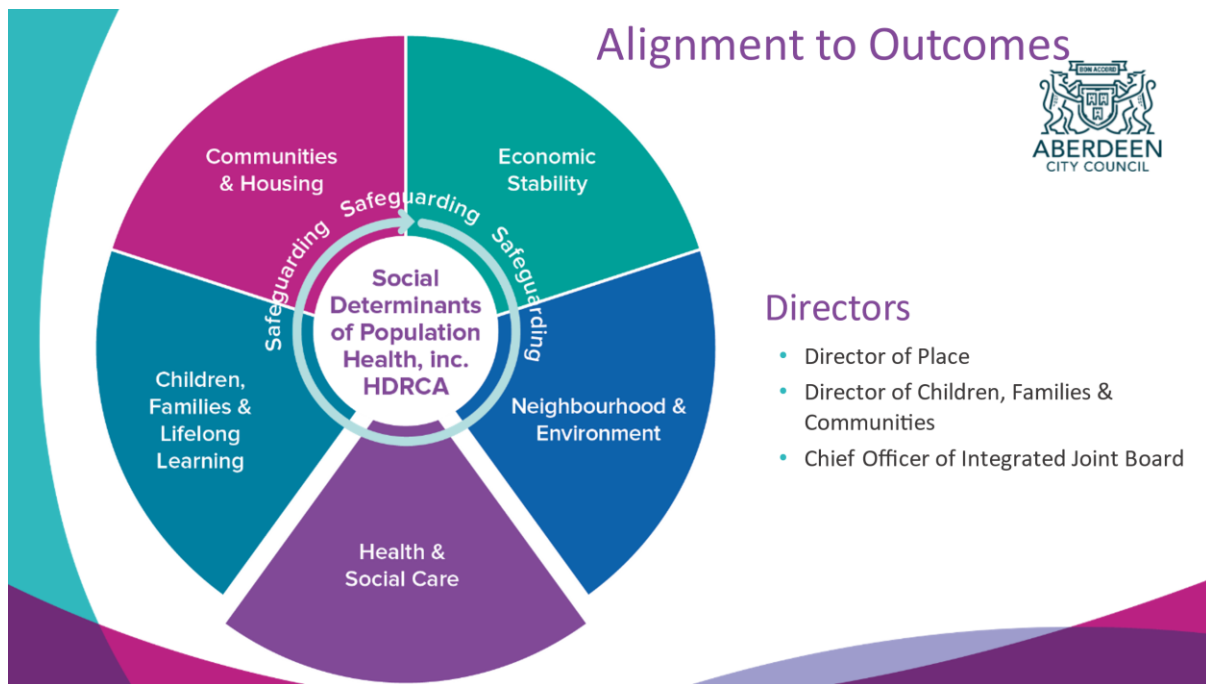
**3.2.4 Corporate Services:** This portfolio will bring together all our services which support the strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability across HDRCA and Procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

**3.2.5 Health and Social Care Partnership:** The structure highlights the Integration Joint Board (IJB) (established jointly with NHS Grampian) led by a Chief Officer role. This leadership capacity will continue and has ensured the delivery of TOM 1.1, alongside ongoing “business as usual” operations and some exceptional elements, including the Covid-19 pandemic. The current integrated children services plan and the strategic plan of the IJB both recognise the criticality of positive transitions from children services to adults. These proposals will enable

the further integration of multi-disciplinary teams working together with whole families.

### 3.2.6.

As we consider the co-ordination of activities underneath each Director through each Chief Officer's portfolio, there is an opportunity to maximise the work we do as a council on each of the determinants of population health and enhancing the integration of this work.



### 3.2.7 Tier 2 Proposals: Chief Officers

The proposed Chief Officer remits provide for the following:

- An enhanced focus on the city's Net Zero Route map and Strategies as a key part of our Operations remit, with a closer alignment between Operations and Strategic Place Planning in the goal of achieving net zero;
- A further increased emphasis on prevention and early intervention through our emerging approach to family support and the alignment of services across the 3 tier model. These will serve to minimise the impact of poverty on children, through the revised portfolio of Children, Families and Communities;
- A release of capacity to focus exclusively on the prevention of homelessness, which is achieved through the revision of the CO Early Intervention and Community Empowerment portfolio;
- The additional capacity and capability of the HDRCA to strengthen the leadership of our approach to commissioning for early intervention and prevention;
- A formalisation of the current interim People and Customer amalgamation under one Chief Officer role, by ensuring our employees have the culture, training and resources accessible to them to do the right thing by our customers. This gives increased focus on building relationships with citizens and supporting community capacity building. This proposal follows the success of the interim period;
- Chief Planning Officer responsibility/implications: The Town and Country Planning (Scotland) Act 1997 (as amended) requires that each authority must now appoint a Chief Planning Officer. The appointment and role of the Chief Planning Officer became a statutory requirement in 2023, to advise authorities on planning and other functions relating to development, and is to help strengthen leadership on planning and corporate recognition of the importance and positive influence of planning within their authorities.
- The dedicated Data Insights (HDRCA) role, as detailed above;

### 3.2.8 CHIEF OFFICER POSTS

<b>Proposed Job Role/Title</b>	<b>Summary of Change to Comparable Role</b>
1. Chief Officer – People & Citizen Services	Amalgamation of People & OD and Customer Experience, with addition of Financial Inclusion.
2. Chief Officer - Digital & Technology	None
3. Chief Officer – Governance	Inclusion of Protective Services and Community Safety & Enforcement.

4. Chief Officer - Commercial & Procurement Services	None
5. Chief Officer - Finance	None
6. Chief Officer - Corporate Landlord	Inclusion of Building Services and Facilities Management.
7. Chief Officer - City Growth	None
8. Chief Officer - Capital	None
9. Chief Officer – Strategic Place Planning	Inclusion of new Statutory Role - Chief Planning Officer. Removal of Housing Strategy
10. Chief Officer - Operations	Removal of Protective Services, Facilities Management and Building Services. Enhanced focus on the city's Net Zero Routemap and Strategies as a key part of our Operations remit.
11. Chief Officer - Data Insights (HDRCA)	Inclusion of HDRCA
12. Chief Officer - Education & Lifelong Learning	Inclusion of Libraries and Community Learning.
13. Chief Officer - Children's Social Work & Family Support	None
14. Chief Officer - Housing	Inclusion of Housing Strategy. Removal of Community Planning, Financial Inclusion and Community Safety & Enforcement.

### 3.3 Organisation Culture

**3.3.1** People Managers at Aberdeen City Council play a crucial role in our cultural transformation: in aligning their teams with the strategic aims; supporting them through challenges; and ensuring they have the right skills and working environment to thrive. Our [Leadership & Management Development Programme](#) ensures that the behavioural context for this group is in place to support the TOM 1.2 structure. Five core capabilities run throughout the capability and development frameworks for all People Managers and Chief Officers. These capabilities have been built around our Guiding Principles, which were built by employees and for employees. So, in addition to aligning employees to our strategic goals, the Capability Framework reinforces the culture needed from, and desired by, our workforce.





**3.3.2** Our leadership forum sessions have generated feedback with a strong emphasis on further developing our culture, to realise a shared desire to be able to hold each other to account and the concept of collective and mutual accountability. The whole system approach within the proposals relies on this across the organisation and with our partners, to create an environment which can support, for example, locality-based teams which are multi discipline where health needs and council services come together for our citizens. A compelling example of this was provided by the report on the Edge of Care Pilots at E&CS Committee in July 2023, detailing the multi-disciplinary working which took place and, why these teams are being successful – ie the basis of trust, commitment, a focus on the same purpose/goal and mutual accountability. This is a growing way of how we do our business as following on from TOM 1.1 and 1.2.

**3.3.3** The approved workforce strategy within TOM 1.2 and the workforce delivery plan brought the accompanying refreshed capability framework, to be tailored for all job families. This approach represents a shift away from levels of responsibility within a hierarchy and towards employees being grouped by the nature of their work and encourages self-leadership in employees of all job families, clarifying their role and responsibility as a peer. The refresh embeds strategic goals such as digital transformation, climate change and equality, diversity and inclusion and supports self-directed learning, career progression and movement. The development designed to accompany the frameworks nurtures the capabilities which facilitate the organisational culture required within the TOM 1.2 structure.

### **3.4 bp Joint Venture**

On 3 February 2022 (COM/22/031), the City Growth and Resources Committee resolved to approve the appointment of the Director of Resources, and the Director of Commissioning as Directors of the JVCo to undertake the Director functions. It is recommended that approval now be given to replace the Director of Resources with the Chief Officer Strategic Place Planning as a Director of the bp Joint Venture.

The Committee also approved the Director of Resources to discharge the Shareholder Reserved Matters. The Shareholder Reserved matters were sub-delegated to the Chief Officer Governance, and so it is proposed in recommendations that this delegation be formally given to the Chief Officer Governance.

There are obligations under the Shareholders Agreement (Clause 8.4) to inform both bp and bpAHEL prior to the appointment or removal of a Director. This will be done

following any approvals as per the recommendations in this report. Should the change in Director appointment be approved, the Company Secretary will file the necessary changes with Companies House.

#### 4. FINANCIAL IMPLICATIONS

4.1 The net saving gained from moving from a 4 Director to a 3 Director model, alongside amalgamating the former Chief Officer People & Organisational Development and Chief Officer Customer Experience posts to the Chief Officer People & Citizen Services role, is £276k.

#### 5. LEGAL IMPLICATIONS

5.1 In implementing the structural changes under TOM 1.2, the Council must continue to comply with its statutory obligations as a local authority and with relevant Council policy, statutory rules and regulations in respect of the changes impacting Council staff. The proposed structure includes all those posts required in law to be included within the organisational structure and all the specific statutory duties are detailed within the respective job profiles.

As part of this, the Chief Executive’s job profile is included within *Appendix 11.5*, to reflect the update to Council of 14<sup>th</sup> June 2023 (Item 14), in confirming that the Chief Executive will be the Returning Officer.

#### 6. ENVIRONMENTAL IMPLICATIONS

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

#### 7. RISK

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

Category	Risks	Primary Controls/Control Actions to achieve  Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?

Strategic Risk	This proposal is in place to mitigate against the risk of: failure to focus/prepare adequately for the challenges facing us as a Council would result in disjointed services and missed collaboration opportunities .	Approval of the recommendations contained within the report will help to achieve the target risk level	M	Yes
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.	M	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	Services/ Clusters not meeting our statutory obligations on carbon	The Council's own plans and strategies have been developed to ensure carbon reduction and	L	Yes

	monitoring and carbon reduction targets.	tackling climate change is everyone's responsibility. Strong culture of developing climate literacy in both officers and elected members to deliver results.		
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## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN 2023-24</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>  <u>Working in Partnership for Aberdeen</u>	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.
<b><u>Aberdeen City Local Outcome Improvement Plan</u></b>	
Prosperous Economy Stretch Outcomes	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.
Prosperous People Stretch Outcomes	
Prosperous Place Stretch Outcomes	

<b>Regional and City Strategies</b>	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.
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## 9. IMPACT ASSESSMENTS

ASSESSMENT	OUTCOME
<b>Integrated Impact Assessment</b>	<u>Stage 1 completed.</u>
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	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.](#)

**10.3** Centre for Excellence for Looked After Children in Scotland (CELCIS) Research  
[Case-studies-transformational-reform-programmes](#)

**10.4** [Edge of Care Pilots: E&CS Committee July 23](#)

[Appendix A Child Poverty Report.pdf \(aberdeencity.gov.uk\)](#)

[Appendix B Pilot Case Studies.pdf \(aberdeencity.gov.uk\)](#)

**10.5** [Employee Engagement TOM 1.2](#)

## 11. APPENDICES

**11.1** Children's Services Reforms for Council

**11.2** Consultation & Trade Union Engagement

**11.3** Structure Charts: Current & Proposed

**11.4** Chief Executive, Director and Chief Officer Job Profiles

**11.5** Job Matching Process for Directors and Chief Officers

## 12. REPORT AUTHOR CONTACT DETAILS

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## DANIELS REVIEW

Scottish Government commissioned The Centre for Excellence for Children’s Care and Protection (CELCIS) to undertake research to help inform decision making about how best to deliver children’s services in Scotland in light of the proposed introduction of the National Care Service, and its commitment to Keep the Promise of the Independent Care Review (2020). The Scottish Government will decide which, if any, children’s health and social care services are to be included in the National Care Service. An Independent Steering Group chaired by Professor Brigid Daniel, Professor Emerita at Queen Margaret University, Edinburgh, has supported the design, implementation and delivery of the research study.

The commissioned research study aims to answer the question, **“What is needed to ensure that children, young people and families get the help they need, when they need it?”** and has four separate research strands and concluding summary report.

### STRAND 1 – Rapid Evidence Review

In June 2023, CELCIS published a report on the first strand of work titled, [Children’s Services Reform Research: Rapid evidence Review](#). High level findings are in **bold text**.

**There is a lack of evidence of models of systems-level integration.** The studies reviewed were based to a large extent on service and team integrations, rather than macro-level system integrations. This means that whilst the evidence may be strong in relation to what works at service-level integration, it gives little information as to the impacts, benefits, and challenges, that may be encountered in system-level integration.

**Integration should be viewed as an outcome of a range of components.** Through the process of the review, CELCIS developed a ‘components of integration model’ which combines the different perspectives of what integration ‘is’ across the papers. The value of this model lies in allowing a more nuanced understanding of integration, not as a singular process activity.



Figure 1: Components model of integration

**Shared culture, with committed leadership at all levels is important.** A shared culture with committed leadership at all levels appears to be a significant facilitator for integration. Strategically, leaders need to drive change and connect with those implementing change. Operationally, the workforce needs time to build new relationships across different professional peer groups and have the support from and confidence of leaders, including managers, to develop new shared ways of working which take years, not months.

CELCIS found that Governments need to support transformational reform programmes involving integration through clear direction, aligning legislative and policy agendas, properly resourcing integrated efforts and providing the necessary context for integration.

**Professionals need appropriate support, resources and time during the process of integration.** Implementation of an integrated service or system requires significant, long-term, commitment and resourcing from the highest levels of political and policy leadership. Where integrated services worked well together, there were benefits of improved levels of professional skills and knowledge, greater sharing of knowledge and expertise, and changes to practice including more time working directly with children, young people, and their families.

**Supporting and supportive relationships are vital to integration.** Relationships are vital in providing support to children and their families. The importance of relationships also extends to how integration is experienced and facilitated by and for professionals. It is important to allow time for trusting relationships to develop. Time spent together with a consistent professional allows understanding, and the trust that comes with that, to develop. Young people, parents and carers alike reflected on the importance of a strong relationship with a relevant professional. There are links to being co-located, but the evidence indicates that co-location without the additional time needed to meet, discuss, build and maintain those relationships is not sufficient.

**Holistic practice with children, young people and families is important.** The importance of holistic practice was a consistent theme. Whilst only a few services may have explicitly set out to provide holistic support, the importance of seeing the child, young person, parent, carer, and family in the round, appeared in many papers.

**More evidence is needed about the impact of integration on rights.** Across the evidence reviewed, there was a lack of discussion or consideration of the rights implications of integrative efforts. Many papers at some point referred to the 'empowerment' of individuals, as well as the importance of people needing and using services being central in identifying and shaping the provision of appropriate services, but there was no discussion of these ideas from a rights-based perspective.

**It is important to involve children and families in the design and implementation of integration.** There was limited evidence that those who use the support of services helped shape them. Understanding the experiences of children, young people, parents and carers is vitally important. The Promise of the Independent Care Review in Scotland (2020) noted the tendency of services and systems to measure predominantly process based indicators, which are often easier to measure, rather than the things which are meaningful to children and families.

#### **Conclusion of Stand 1.**

There were very few longitudinal studies available for review, and even fewer which looked beyond a two-year timescale in their assessment of the integration efforts. As a result, evidence for structural integration is limited.



## STRAND 2 – Case Studies

In late June 2023, CELCIS published a report on the second strand of work titled, [Case-studies-transformational-reform-programmes](#). Key findings are again listed in **bold text**.

5 countries (Finland, Northern Ireland, the Netherlands, New Zealand and the Republic of Ireland) were considered as ‘case studies’ to understand each country’s children’s social care models and the connections to health, education and adult social care structures. CELCIS looked for approaches taken to the national, regional and local organisational delivery and governance and also considered what could be learned from Scotland’s experiences of national service reorganisation through the development of Police Scotland.

Common reasons for embarking on a transformational reform programme included systems being:

- **Fragmented across national, regional and local structures;**
- **Marginalised within a larger health and social care system for all ages.**
- **Practice being risk-oriented, deficit-based and centred on crisis management.**
- **Limited participation of children, young people and families in decisions and planning that affect their lives.**
- **An imbalance in service funding and provision towards specialist and reactive services rather than early help and preventative services.**

Each of the 5 countries identified a positive and ambitious ‘vision’ of what the reforms would achieve including:

- **Closer integration of national, regional and local organisations to enable more joined up planning, funding and delivery of children’s health and social care services.**
- **Re-balancing service funding and provision towards early help and preventative services which, in turn, aim to improve children’s outcomes.**
- **Improved access to services for children and families, including enhanced or seamless transitions between different services.**
- **Embedding of children’s rights and building a new relationship between services and children and families – one characterised by professionals practicing in a positive, strengths-based, and empowering manner.**
- **Enhanced working between practitioners from different services.**
- **Improved workforce supports through professionalising the children’s social care workforce and opening up career development and progression opportunities.**

**Implementation is a prolonged, complex and challenging process.** Across all six case studies, there was a recognition that transformational change is not a single event but a prolonged process, taking many years to: create a new structure or agency and its associated governance arrangements, data and IT infrastructure; build a shared organisational or multi-agency culture; establish national practice models and implement new ways of working, and/or build constructive relationships with children, families and partner organisations.

Transformational reform programmes are complex. The success of structural reforms is dependent on changes in organisational and professional cultures and practice, public expenditure levels, attention being paid to addressing wider structural inequalities, and workforce recruitment and retention levels. Without attention to these, the 'push factors' that were the catalyst for the reform programmes will continue.

**Transformational reform programmes require transformational leadership.**

From the case studies, CELCIS identified the key characteristics of such leadership as including:

- An understanding of complex, multi-disciplinary systems and how to bring about changes in such systems
- Recognition of the need to have a theory of change that sets out the structural, process and/or practice change(s) involved and the expected outcomes and impacts of these, and
- Effective and inclusive communication of the reforms to internal and external stakeholders and audiences, explaining clearly what the change is, how it will be brought about, and why it is needed.

**A conducive and settled domestic environment is required.** Given their long-term nature, any transformational reform programme will be subject to external, unanticipated events. Notwithstanding these, at a domestic political level, this study found that a conducive and settled domestic environment should be sought when introducing and implementing major transformational reform programmes, including:

- Cross-party political support for the transformational reform programme, thus enabling continuity of support should there be electoral change.
- Creating 'buy-in' and support for the reforms from the public.
- Providing long-term budgetary stability that can ensure the required investment levels are available over the reform programme's multiyear timeframe.
- Keeping the number of transformational change programmes progressed at any one time to a minimum.

**Successful implementation needs strong foundations.** The study found that a series of inter-related foundations need to be in place for the successful implementation of transformational reform programmes. Driven by transformational leadership, the foundations encompass the need for thorough planning and appraisal of the reform programme at its inception stage and the development of a clearly articulated theory of change through to the importance of having long-term political and implementation support for the reform.

**There were commonalities in the structures and functions present at the national, regional, local and locality levels.** The transformational reform programmes each took a different form but, despite their differences, CELCIS found there were commonalities to the structures and functions:

- At the national level, there was a lead government department and/or national children and family agency that set national policy and legislation, and was responsible for implementing the transformational reform programmes, working in partnership with multiple stakeholder organisations. Also at the national level were the children's services inspectorate and children's rights commissioner functions.

- At the regional level, health services for children and adults were widely planned and delivered.
- At the local (authority) level, children and families' social care services were jointly planned for, managed and increasingly commissioned.
- At the locality level, branded, multi-agency teams and hubs operated (often in co-located sites) to provide prevention and early intervention support. Services and joint working at this level were found to be most impactful on the lives of children and families.

**Strong national leadership and investment is required for the design and implementation of transformational reform.** Across the case studies, stakeholders had asked for stronger national leadership and investment in the following areas:

- National leadership in delivering on children's health and social care needs.
- National practice guidance, standards, models and tools that provide clarity to multi-agency practitioners and can support inter-agency working.
- Integrated IT systems that can support information sharing and recording.
- National measures or indicators of children's outcomes and a national data information system that supports consistent recording and reporting of these.
- National workforce planning.
- Standardisation of procurement processes and requirements.

**The locality level is the main setting for integrated working.** The crucial level of service delivery was at the locality level. It is characterised by co-located, multi-agency staff working flexibly together to listen to and meet the needs of children, young people and families before they require more specialist and statutory support. The learning from the case studies is that these structures benefit from having a consistent public recognition across the country and operate at a level where they each serve an average catchment size of 40,000-60,000 people.

**Continued attention needs to be paid to the interfaces between services.**

Across the health and social care case studies, persistent challenges were evident in how children, young people and families can access more specialist services, such as disability and mental health services, and how to support young people's transitions to adult services. The dynamic nature of the interfaces between different services, for example, due to changing waiting list sizes, mean that continued attention is needed into how services work together so that these are seamless for children, young people and families.

**Continued attention needs to be paid to workforce recruitment and retention.**

The impact of worsening workforce recruitment and retention challenges must also be understood. These have a direct impact on staffing and resource levels, waiting lists for services, and impede opportunities for more strategic planning and developments.

**Wider policy agendas influence - and must be influenced by the experiences of children and families.** Across the case studies, services were reporting increasing and more complex needs among children and families, with rising poverty levels and the impact of the COVID-19 pandemic contributing to this. The children's health and

social care system and services alone cannot tackle these wider economic and societal challenges. Other government departments, such as housing and social security departments, need to listen to the circumstances that children and families are experiencing and actively consider how their policy and funding decisions can play their part in responding to their needs.

**Integrated children’s health and social care systems require a range of features to be in place.** Figure 3 uses learning from the case studies to put forward the features that support integration.



*Figure 3: Features of Integrated Children's Health and Social Care Systems*

### **Conclusion of Strand 2**

The conclusion from these case studies is that there is no one approach that can be recommended for implementation in Scotland. However, there is learning to be taken from the case studies, not least the consensus around the functions that require national leadership, investment and development; the critical importance of facilitating multi-agency working at the most local level to children and families; and the need to attend to the factors that support effective implementation of reforms.

Findings strongly steer the focus on locality working to improve outcomes for children and families. The report also recognises the criticality of the interface between children and adult services.

### **STRAND 3 – Mapping integration and outcomes across Scotland**

The [Third strand](#) of work was published by CELCIS in August 2023. This report presents a statistical analysis of the available quantitative data on integration and outcomes in order to understand if the last major structural reform of health and social care services in Scotland changed outcomes for children. Key findings are listed in **bold text**.

CELCIS developed a methodology to determine if different approaches to structural integration are associated with changes to a range of outcome indicators. To do this, they categorised local authority areas based on the extent of integration. CELCIS then looked at 25 quantitative datasets and associated trend data as outlined in the visual, and used statistical modelling to determine if change was associated with different approaches to the structural integration of children's services.



**There is no consistent evidence of an association between structural integration and outcomes.** The analysis found no statistically significant association between the level of structural integration of children's services in local authority areas for twenty-two of the twenty-five indicators assessed.

**While not connected to the structural integration of services, outcomes are changing for children, young people and families.** Analysis of trends over time showed that changes are taking place in the outcomes of children, young people and families. However, there is no consistent evidence of an association between structural integration and outcomes. Many factors may be influencing the change observed, but there was no consistent evidence that the level of structural integration was associated with these changes.

**Context matters: deprivation, population density and the COVID-19 pandemic have all had an impact on the lives and health and social care needs of children and families.** CELCIS looked specifically at factors believed to be having an impact on children's outcomes. These were deprivation, population density, the effects of the COVID-19 pandemic and the associated public health restrictions, and whether the local authority had a coterminous health board (that is, whether the local authority and health board had the same boundary). CELCIS found that changes within 16 of the 25 indicators were significantly associated with the level of deprivation within a local authority area, and changes within 9 of the indicators were associated with the population density of the authority area. The impact of the COVID-19 pandemic was also present: statistically significant changes were associated with the pandemic in 14 of the 25 indicators involved. No relationship between children's outcomes and whether local authorities and health boards shared the same boundary was identified.

**The quality of children's data in Scotland needs to improve.** The breadth and quality of children's data available within Scotland impacted on the analysis. CELCIS identified areas where there continue to be gaps in what is collected and therefore what is known about children's outcomes, the experiences of children and their families, and the wellbeing of the children's services workforce.

**There are geographical patterns in the approach to structural integration in Scotland.** The level of structural integration of children's services does not appear to be randomly distributed geographically across Scotland. There is somewhat of an east/west divide in terms of the local authority areas that have not structurally integrated children's services and those that have.

### **Conclusion of Strand 3**

Analysis found that there is no consistent evidence to suggest that the level of structural integration of children's services within Health and Social Care Partnerships is associated with changes to outcomes for children, young people and their families in the period studied.

### **STRAND 4 – The views and experiences of the children's services workforce**

In November 2023, CELCIS published the final strand of work titled, [The views and experiences of the children's services workforce](#) which seeks to understand the perspectives and experiences of Scotland's children's services workforce. High level findings are in **bold text**.

CELCIS defined the children's services workforce as practitioners who provide support, care and/or protection for children, young people and families who need the support of services including social work, health, early learning and childcare, education, youth justice, police and third sector services.

CELCIS encouraged engagement with an online survey, ran a series of focus groups and interviews where participants were asked about their experiences of local services for children, young people and families, including statutory, universal, third sector and specialist services; multiagency working; continuity of support when young people transition from children's services to adult services; children, young people and families' relationships with practitioners and participation in decision-making; the support the workforce receives and needs; and their experiences of leadership and the ability of leaders to bring about change.

**The COVID-19 pandemic has had a profound impact on Scotland's children's services.** This research highlights how significant the impact of the COVID-19 pandemic has been on Scotland's children's services. Reflecting on experiences before the pandemic, services were perceived to have been improving (with the exception of young people's transitions to adult services), but the experience of the pandemic has halted many of these improvements and led to a perception that local services for children, young people and families have got worse. The members of the workforce who worked through the COVID-19 pandemic report being exhausted, and this is exacerbated by the need to respond to greater demand and the more complex needs of children, young people and families post pandemic.

**Scotland's children's services are responding to greater diversity and complexity of need.** Increasing levels of mental health difficulties and additional support needs among children, young people and families are increasing the demand for services. At the same time, the rising cost of living is contributing to more children, young people and families experiencing the pressures of poverty and housing instability. Cuts to public sector budgets, the closure of key services, and the staffing crisis in the recruitment and retention of people to the children's services workforce, are making it more challenging to respond as the level of investment in services and in the workforce is not keeping up with demand.

**The children's services workforce is in crisis and urgently needs investment.**

The children's services workforce is passionate, highly committed, and working extremely hard to build supportive relationships with Scotland's children, young people and families and best meet their needs. However, it is a workforce that has been in crisis for some time with unmanageable workloads and high levels of sickness, absence, turnover and vacancies. National and co-ordinated attention and investment in the workforce is needed.

**The legislative, policy and funding landscape is cluttered and inadvertently hindering implementation.** The volume of policies, frameworks, legislation and programmes across Scotland's children's services landscape in recent years has led to a cluttered landscape. The foundations on which Scotland's children's services are built, particularly the UNCRC (1989), Getting It Right For Every Child (2012), and The Promise of the Independent Care Review (2020), are widely supported and endorsed. However, these are not always fully aligned and the number of additional legislative, policy and funding developments targeted at different parts of the children's services system. The workforce find this challenging and confusing. New developments, which often have unrealistic timeframes for implementation and assessment of their impact, are diverting leadership and workforce attention and resources.

**There are persistent longstanding gaps and weaknesses in services and transitions.** A number of longstanding service gaps and weaknesses in Scotland's children's services continue to persist. Some are specific to children's services including:

- The provision of preventative and early intervention services, such as family support and parenting services.
- Access to specialist health services, particularly mental health services.
- Access to supports for children with additional support needs.

Other gaps and weaknesses stretch across children's and adult services:

- Holistic family support where adult services and children's services work together to respond to the needs of families as a whole.
- Transitions for young people into support from adult services.
- Recovery services for children, young people and adults who have experienced trauma for as long as they need these.

A different approach to implementing change is needed, not least having a dedicated long-term national and local focus on each of these gaps and weaknesses that builds on Scotland's growing understanding of what it takes to implement change.

**The workforce needs long-term clarity, commitment and investment from national and local leaders.** More co-ordinated leadership across all levels is needed to address the many challenges faced by Scotland's children's services. Key functions that the workforce said need to be in place are:

- Long-term clarity of policy direction and vision over a 10-20 year timeframe.
- Co-ordination between national and local leadership so that the long-term vision and agreed policy direction is held at all structural levels and geographies.
- Long-term commitment to children, young people and families so that support can follow them as long as they need it.

- A strong national children's services voice so that the needs of the sector are not lost in wider policy discussions.
- An agreed set of outcomes, and supporting indicators, that are tied to the long-term vision.
- The provision of longer-term funding, but with flexibility in commissioning to meet local needs.
- The design of effective policies and programmes that is built on a clear description of how and why a change is expected to happen.

The expectations and requirements of leaders are significant. Scotland's children's services leaders therefore also need to be supported, including technical support around change methodologies, and mentoring and peer support.

**Service structures need to enable and support practitioners to work together at the local level.** CELCIS did not find any association between different levels of structural integration and the workforce's experiences of services, nor did the workforce share any strong opinions on what a restructure of Scotland's children's services could or should look like. Instead, the main sentiment expressed about any potential restructure of Scotland's children's services was one of unease, including that:

- It would lead to significant upheaval at a time when the sector is under substantial pressure.
- Whatever the design of the restructure, no structure can encompass all services that children, young people and families need. There will consequently always be some boundaries where different services will need to work together to support children, young people and families.
- There is an 'opportunity cost' argument that the financial and human resources necessary to deliver a restructure would be better allocated to improving services, building relationships, and investing in the workforce.
- There was concern around whether Scotland's children's services leadership has the necessary skills, knowledge and capacity to deliver a significant restructure.

While there was no strong support for a significant national and/or local restructure in services and delivery, there was recognition that structures could facilitate enhanced multi-agency working to the benefit of children, young people and families. At the national level, there could be benefit in:

- Developing a national statement of service expectations to support more consistent services and practice across the country.
- Establishing nationally consistent means of referral and points of access into different services.
- Investing in an integrated data and IT infrastructure.

For the workforce, the priority was given to partnership working arrangements at the local or community level that enable practitioners to work closely and flexibly with colleagues from other services. Any strengthening of national structures, bodies or functions would therefore need to allow for 'local footprints and flexibility' so that local, community needs are responded to.

**Every service type should be valued as a key strategic and delivery partner.**



Multi-agency working requires respect for all service types and practitioner roles. Any hierarchies that exist between different professions must be challenged with the aim of fostering a culture of respect and team-working to best meet the needs of children, young people and families. There is a particularly strong need to more fully involve third sector organisations in the planning and commissioning of services, and to listen to the voices of practitioners that often know individual children, young people and families best (for example, early learning and childcare and/or family support workers) in the assessment, planning and delivery of child's plans. Addressing imbalances in pay, terms and conditions across different services and sectors can support this sense of equity and respect across partners.

**An integrated IT and data infrastructure would support practitioners to work together.** The multiple IT and management information systems that exist within and across different services is a common frustration, impeding practice and how children, young people and families can best be supported. There was therefore a desire expressed for integrated IT and data systems that facilitate the efficient sharing of information, and also support the development of multi-agency chronologies, assessments and child's plans. There is also a need for a common set of outcomes and quality indicators that all services can work towards and report on. This would help to simplify and standardise reporting, but more importantly, help to ensure all services are oriented towards the same national vision and policy direction to support children, young people and families.

#### **Conclusion of Strand 4**

CELCIS found a passionate, highly committed workforce that is working extremely hard to build supportive relationships with Scotland's children, young people and families to meet their needs but that it is a workforce which faces many challenges in being able to do their best to improve outcomes for the people they work with. CELCIS identified a number of issues to be addressed at all levels of the system but did not draw the conclusion that structural reform would provide a means of doing so.

#### **CONCLUDING SUMMARY – [Children's Services Reform Research](#): Learning and implications for Scotland** was published on 13<sup>th</sup> December 2023.

The concluding report distils findings from the 4 earlier strands of work into a set of study-wide findings focussed on what is needed to improve the wellbeing of children, young people and families rather than simply identify which services should be 'in' or 'out' of the National Care Service.

The research concluded that there is no clear structural solution that can be recommended for implementation. The review of existing national and international evidence did however highlight the importance of relationships between children, young people, families and the practitioners who support them, and of multi-agency working at the local/community level.

Across all four strands of work there was evidence of consistent challenges around access to services, workforce recruitment and retention, stable funding and in successfully translating the aims and vision of change into improving outcomes for children, young people and families.

Examination and analysis of experiences regarding structural integration in Scotland did not find evidence of a clear relationship between structural integration and outcomes for children, young people and families, or between structural integration and the experiences and views of the children's services workforce. The evidence throughout this study emphasised that whilst structures do matter in a variety of ways, what matters most is not the structure itself, but how the structure enables the workforce to provide the help and support that children, young people and families need, when they need this.

Any change to the structure and delivery of children's services must focus on creating the optimal conditions needed to enable success in improving the lives of the children, young people and families who need the support of services. The study has identified a range of elements that contribute to developing these optimal conditions:

- Supportive, trusting and consistent relationships between children, young people and families, and the practitioners who support them.
- A focus on realising rights and improving the participation of children, young people and families in decisions which affect their lives.
- Local, high quality and long-term funded service provision that is non-stigmatising and responsive to the wide range of needs of children and young people, families and communities.
- A sufficient and skilled workforce who have manageable workloads and receive the support they need from leaders at all levels.
- Some functions being led at a national level, including development and implementation of national policy and guidance, workforce planning and data infrastructure to support local service delivery.
- Structures which actively enable the workforce to provide the help and support that children, young people and families need, and to work together in partnership seamlessly across service and system boundaries.
- Effective and wide-reaching measures to combat the poverty faced by many children and families.
- A simplified and aligned legislative and policy landscape.
- An approach to planning and implementing change that acknowledges the complexity of human relations and systems, makes the best use of existing evidence but also pays attention to emerging learning. The approach needs to use both technical strategies and innovation to overcome barriers and achieve sustainable outcomes, being supported by people skilled in complex change, sufficiently resourced and with a long-term commitment.

The Independent Steering Group note that working to ensure that these elements are in place will assist Scotland to continue to work towards fulfilling its aim to be the best place in the world for children and young people to grow up in.

The Steering Group further note that the integration of services is often thought to be a solution to the challenges of providing seamless, timely and well-managed services, but the process of integration is complex and nuanced, with many factors that can facilitate or impede the ability to achieve the aims behind integration. Close attention needs to be paid to the very real examples and evidence brought together in this study to use this learning to shape the way forward for improving children's services for all Scotland's children, young people and their families.

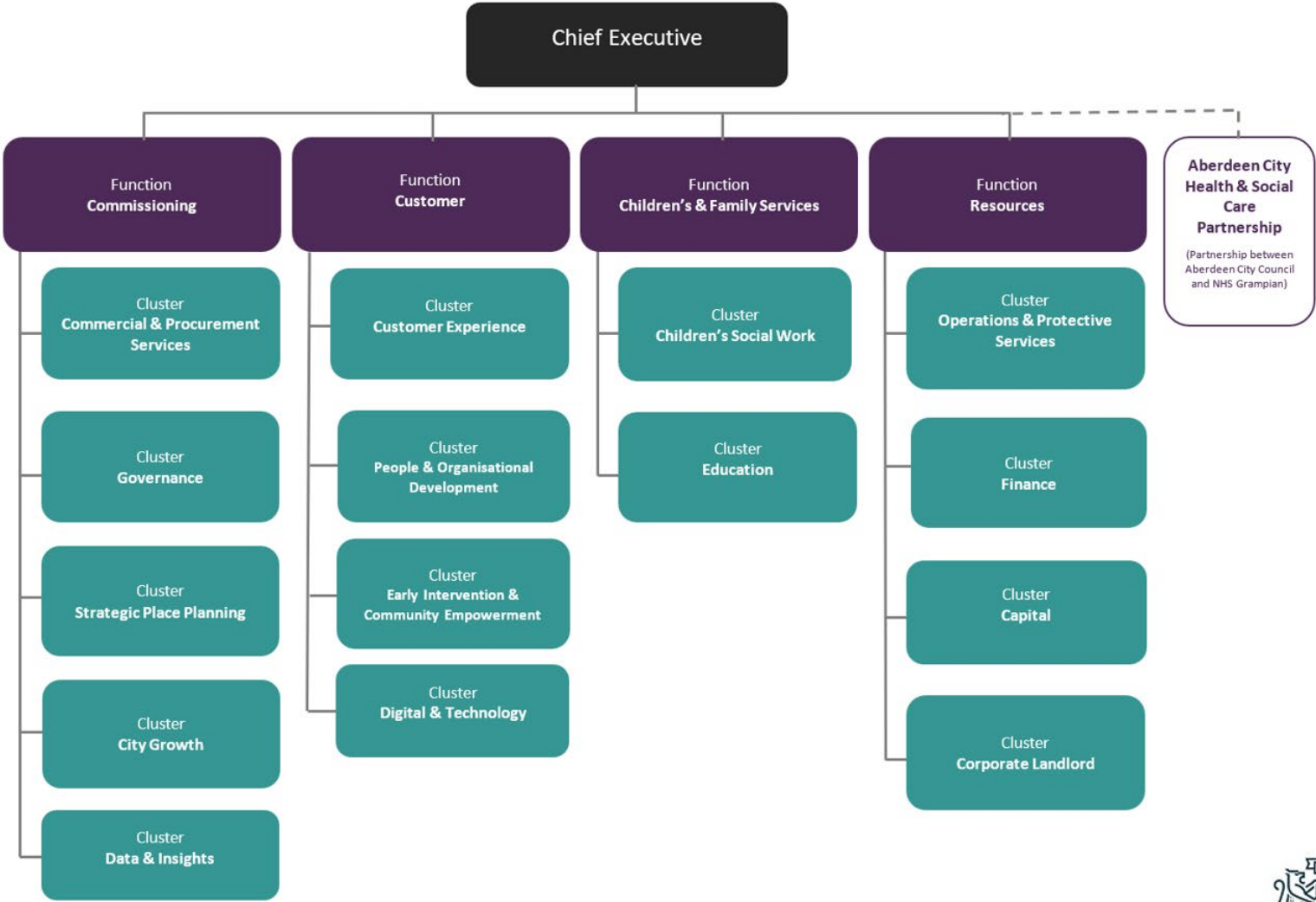
## Consultation and Trade Union Engagement

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

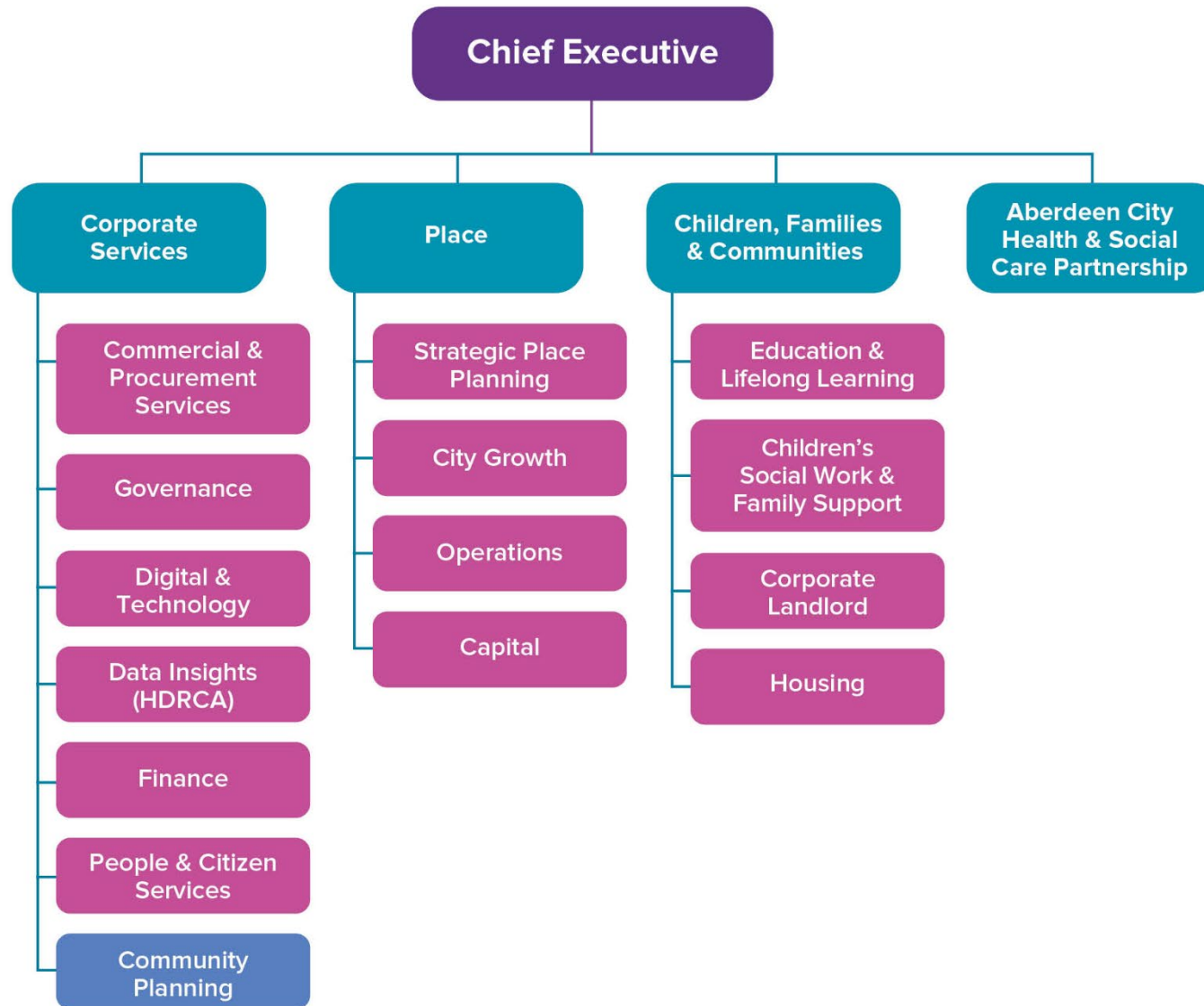
Weekly People & Organisational Development meetings with Trade Unions and the weekly Executive Director and Unions Engagement (DUE) meetings have been ongoing as standard. Alongside these, since January 2023, have been monthly People & Transformation meetings between Trade Union colleagues, the Executive Director of Customer and the Chief Officer People & OD. These sessions have shared the organisation design progress with TU colleagues throughout this time, seeking their input and feedback. In addition, there has been time with the Chief Executive to discuss the structure further at the weekly Executive Director Union Engagement meeting. Trade Union colleagues were invited to submit written responses (please see below table for these).

<b><u>Trade Union</u></b>	<b><u>Trade Union's Response</u></b>
<b><u>Unison</u></b>	(Unison sought clarification regarding Chief Officer placing in the new structure and were provided with this.) "Unison recognises the need for restructure, following the retiral of the Executive Director Resources. We welcome the detail around the new Chief Officer remit to provide clarity moving forward."
<b><u>GMB</u></b>	"GMB note the content of the report. We recognise the financial difficulties that have necessitated the reforms to organisational design and welcome the commitment to no compulsory redundancies from all political groups. No further comment at this moment."
<b><u>Unite</u></b>	"Unite note the content of the report, recognise financial difficulties of the council and appreciate the ongoing commitment to no compulsory redundancies. No further comment at this time."
<b><u>EIS</u></b>	"The EIS notes this report and welcomes the opportunity to comment at TOM meetings between Andy McDonald and sister trade unions. At this point we have no further observations to make."

Current Structure



Proposed Structure





**Aberdeen City Council**  
Job Profile

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# Chief Executive

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focused on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

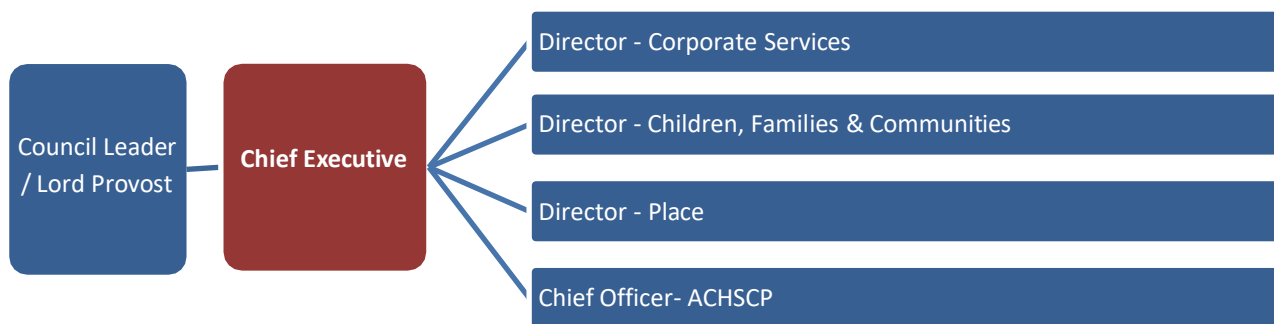
## About the Role

The Chief Executive is the Head of Paid Service and is the most senior employee of Aberdeen City Council. Their main function is to provide overall leadership and vision in developing, in close partnership with the Council, the strategic direction of the Council. The Chief Executive will manage the overall business to ensure strategic and business plans are effectively implemented, the results are monitored and reported to Council, and financial and operational objectives are maintained.

Job Title	Chief Executive
Pay Grade	SJNC Chief Officials Salary Point
Job Family	Chief Officer
Location	Marischal College

The post holder will discharge the statutory role of Returning Officer, in accordance with the Representation of the People Act 1983.

Key relationships include: Leader of the Council, the Lord Provost and the Leader of the Opposition/Political Groups, All other Elected Members, Corporate Management Team and Chief Officers, Trade Union representatives, Community Leaders, Leaders of public sector partners, Scottish and Central Government (Ministers and Senior Officials), Other Regional and National bodies and organisations, and Business and Voluntary Sector organisations.



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

Political Interface

- Acting as the principal policy adviser to the Council and assessing and advising the Council, in conjunction with other senior officers, on major issues of risk. Keeping the Council fully informed on all aspects of the Council's operational and financial affairs, and all matters of significant relevance to the Council and the citizens of Aberdeen. This includes developing and recommending strategic plans to the Council to ensure that the Council meets its vision and values and manages risk.
- Playing a key role in the vision, shape and context of the Council and its services.
- Managing the political/managerial interface.
- Ensuring that the Council's assets are adequately safeguarded and maintained.

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.



	<ul style="list-style-type: none"> <li>Overseeing the quality of timelines of financial reporting in conjunction with the Executive Director - Corporate Services. This includes recommending an annual budget for Council approval and prudently managing the Council's resources within that budget.</li> <li>Implementing, maintaining and regularly evaluating the effectiveness of internal controls, in conjunction with the Executive Director - Corporate Services, to provide reasonable assurances that the financial statements of the Council are fairly and accurately presented in accordance with statutory requirements. This includes reporting any deficiencies in such controls to Committee in a timely manner and ensuring that the appropriate remedial action is taken.</li> </ul>
Management	<ul style="list-style-type: none"> <li>Providing effective leadership to the management and employees of the Council and establishing an effective means of control and co-ordination for all operations and activities.</li> <li>Working with the Corporate Management Team to ensure commitment to a business like approach.</li> </ul>
Strategic Management	<ul style="list-style-type: none"> <li>Enabling the Council to fulfil its corporate governance function.</li> <li>Securing continuous improvement in the performance of the Council whilst ensuring that robust performance management procedures are in place.</li> <li>Driving strategic management of the Council.</li> <li>Ensuring that the core values and behaviours of the Council are maintained and promoted in all activities and at all times.</li> <li>Ensuring the effective and efficient implementation of the Council's policies, procedures and programmes.</li> <li>Developing and maintaining a sound, effective organisation structure that is "fit for purpose". This includes ensuring capable management succession planning, progressive employee training and development programmes, promoting the Council's core behaviours and reporting regularly to the Council on these matters and officer performance.</li> <li>Championing culture change and driving through a process of change management that forms the basis of the Council's objectives.</li> <li>Further developing Community Planning to deliver tangible service and financial benefits for Aberdeen's residents and tax payers.</li> <li>Ensuring that the Council has emergency planning and business continuity arrangements in place in accordance with the Civil Contingencies Act 2004 and plays the leading role in the response to emergencies as described in the Council's Emergency Planning Policy and Procedures document.</li> </ul>
Internal Relationships	<ul style="list-style-type: none"> <li>Fostering a corporate culture that promotes high quality performance and customer care, integrity and a positive work climate, enabling the Council to attract, retain and motivate a diverse and high quality workforce.</li> <li>Setting the tone, standards and values by personal example, being highly visible, both listening and informing.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>To actively build, support and encourage joint working to deliver an integrated approach to service delivery.</li> <li>Develop and maintain effective channels of communication across the organisation ensuring appropriate mechanisms to consult, listen and inform internal stakeholders including all employees, trade unions, Directors, Chief Officers and Senior Managers.</li> </ul>
External Relationships	<ul style="list-style-type: none"> <li>Ensuring that effective communications and appropriate relationships are maintained with all stakeholders including Community Planning Partners, neighbouring Councils, the Scottish Parliament and the Scottish Executive, the media, the private sector and the citizens of Aberdeen.</li> <li>Ensuring that the Council and its vision, objectives, values and services are consistently presented in a strong, positive image to relevant stakeholders.</li> <li>With Council Leaders to be responsible for liaison with external organisations and the fostering/brokering of contractual and partnership arrangements.</li> <li>Addressing community concerns and working with others in a community leadership role.</li> </ul>
Role Specific Duties	<ul style="list-style-type: none"> <li>Head of the Council's paid service.</li> <li>Acting as the Returning Officer for elections.</li> <li>Clerk to the Lieutenancy.</li> </ul>

## 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

- Relevant degree or professional qualification and/or Member of Professional Institution/Association.
- Evidence of continuous professional and management development.
- DESIRABLE:** A further Management Qualification (e.g. MBA).

As a minimum, demonstrate skills and experience in

- Demonstrable evidence of effective leadership at a senior management level (i.e. Chief executive/Director) within an organisation of comparable scope, size and complexity within the public, private or voluntary sector.
- A proven track record of achievement and decision making, strategy and policy formulation at senior management level (i.e. Chief executive/Director).
- An inclusive and visible leader who inspires confidence.
- Successfully led major organisational and cultural change through inception to delivery.
- Strong evidence of improving performance, delivering positive outcomes and establishing and maintaining a high performance culture.
- Successfully developed effective partnership working and networking with key stakeholders e.g. citizens, voluntary sector, business communities, government and public agencies.
- Demonstrable experience of successfully applying strategic and corporate management techniques and models to improve organisational performance.
- Substantial experience of working in a political environment.

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.

	<ul style="list-style-type: none"> <li>• Outstanding communication and negotiation skills and a proven ability to influence outcomes through effective reasoning and persuasion.</li> <li>• The ability to drive organisational strategy and be innovative.</li> <li>• Excellent interpersonal skills with a proven ability to effectively engage the workforce and stakeholders.</li> <li>• Motivational, empowering leader with high level of determination and resilience.</li> <li>• Sound financial management skills and commercial awareness with the ability to interpret and understand complex financial and budgetary information.</li> <li>• A personal and professional credibility that promotes and enhances the organisation's reputation locally, regionally and nationally.</li> <li>• High standard of personal and professional integrity.</li> <li>• Sound political judgement and strong political antennae locally, regionally and nationally.</li> <li>• A proven track record of effectively engaging, developing and managing talent in the organisation.</li> <li>• Ability to manage change effectively and sensitively.</li> <li>• Strong analytical skills. Ability to focus, co-ordinate and implement effective corporate strategies that deliver results.</li> <li>• Ability to motivate others to perform to the highest possible standards.</li> <li>• Has ethics, values and personal qualities consistent with the vision, culture and values of the Council.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Detailed knowledge of major legislative and other issues facing local government with a particular focus of the continuing effective delivery of services at a time of significant change.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council.</li> <li>• The Aberdeen City Council Target Operating Model.</li> <li>• The Local Outcome Improvement Plan.</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary.</li> <li>• Ability to travel to other locations within and outwith the City when required.</li> </ul>

## 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:

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

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.

Management Behaviours	
<b>Communication</b>	Communicates in a way which is clear, open, honest and constructive; shares, listens and responds to information, options, ideas and instructions.
<b>Creative Thinking</b>	Looks for creative ways to continuously improve the service.
<b>Customer Focus</b>	Recognises customer service is part of everyone's job; takes into account customer needs and expectations; strives to meet expectations where possible, manages expectations where this is not possible; is proactive in improving the service
<b>Engagement</b>	Understands the importance of employee commitment; creates a positive atmosphere which motivates people to contribute to the task at hand.
<b>Future focused</b>	Looks to the future of the organisation and its contribution to the City; focuses on sustainability; has a business focus; is commercially aware – understands that everything has a cost and is able to make best use of all resources; understands how the organisation operates both formally and informally; demonstrates awareness of political sensitivity.
<b>Leadership</b>	Provides active leadership to the team, service or organisation; demonstrates organisational values, is transparent in their approach, ethical, encourages trust and respect, is self-aware and self regulates their behaviour.
<b>Professionalism</b>	Maintains the standards expected by the service and the organisation at all times; remembers that they are representing the Council.
<b>Respect</b>	Behaves in a way that demonstrates respect for people, property and policy.

Function	Chief Executive	Version Date	January 2023
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**Aberdeen City Council**  
Job Profile

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# Director - Corporate 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

## About the Clusters within this Function

**People & Citizen Services Cluster** – This cluster is responsible for reshaping the council's workforce within the context of a 21<sup>st</sup> century workforce strategy and ensuring an aligned organisational culture. It supports the delivery of the Target Operating Model by enabling, empowering and engaging staff to maximise the employee experience and to inspire them to deliver the prescribed citizen experience and meet priority outcomes. All internal and external contact across all channels (face to face, telephony, mail, web, social media etc) will be managed by the cluster, in addition to teams supporting the talent management, employee relations, wellbeing, and people development of all staff and the promotion of good practice in internal and external communications and engagement.

**Digital and Technology Cluster** - The Digital & Technology cluster is an enabling service, providing Information Technology (IT) services that are secure, highly available, effective and efficient to enable the provision of customer focussed services to the citizens, visitors and businesses of Aberdeen. The cluster provides core IT infrastructure, implements and supports line of business applications and delivers and supports End User Computing services. The

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.

cluster also provides business analysis and project management to support digital transformation for the council and the wider city.

**Finance Cluster-** This cluster is responsible for the financial planning, monitoring and reporting of the council.

**Commercial and Procurement Services Cluster** - This cluster both commissions and procures the best service/partner to deliver the identified outcomes within agreed budgets. This will extend to include the decommissioning and/or recommissioning of services, as well as activities focused on shaping the market.

**Governance Cluster** - This cluster supports the organisation to manage its corporate governance activities, including democratic decision-making structures, legal compliance and systems of assurance; all of which are supporting the achievement of the LOIP outcomes. Through Statutory Duties: The cluster will protect and improve the public health of the people of Aberdeen, whether they live in, work in or are visiting the city. The cluster will also act as “the local weights and measures authority” enforce consumer protection and trading standards laws to protect and promote the health, safety and economic wellbeing of residents and businesses in the city. Through the Scientific Services Laboratory the cluster will develop a “Centre of Excellence” and be a Statutory Public and Agricultural Analyst Service for various local authorities across the UK and Statutory Food Examiner Service for the City and partner Local Authorities.

**Data Insights (HDRCA) Cluster** - This cluster is responsible for identifying social, economic and digital trends; how they will impact our city in future; and how we can meet these needs through stronger partnership working. At an instructional level this cluster will be responsible for understanding why people use our services, how they access our services and analysing information to understand the impact of the service. The cluster has a role in identifying outcomes which will reduce demand for services across the Council.

## About the Role

The role will be responsible for leading, directing and implementing the Council's target operating model and overseeing an executive portfolio of corporate functions which support the strong governance and financial stewardship across the council; Finance, Commercial & Procurement Services, Digital and Technology, Data & Insights (HDRCA), Governance and People & Citizen Services and Community Planning.

Job Title	Director - Corporate Services
Pay Grade	Chief Officer Salary Scale Point 58
Job Family	Chief Officer
Location	Marischal College

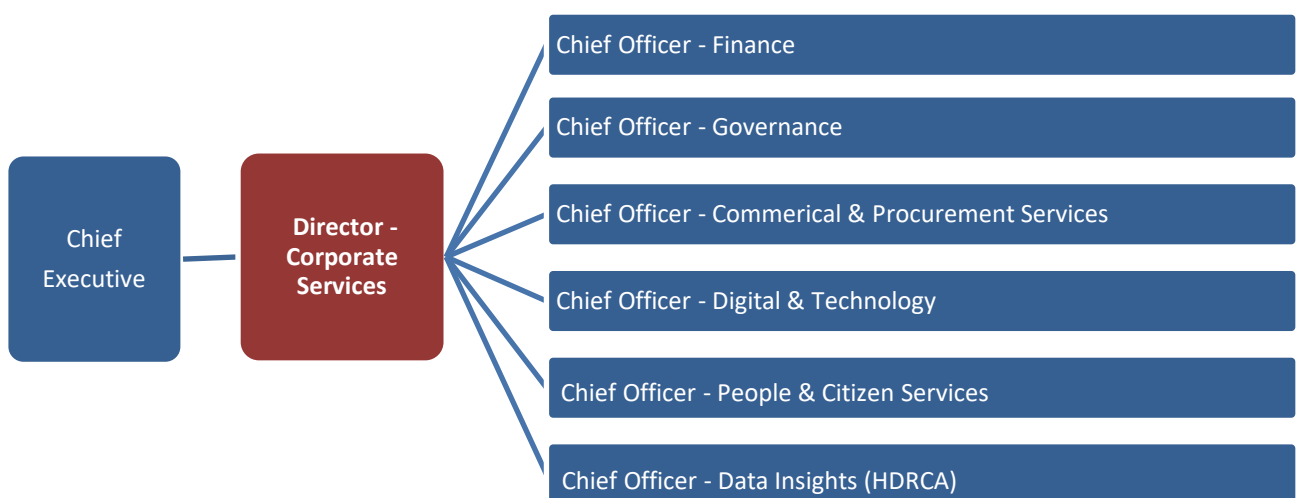
This role is responsible for the management of the ACC customer 'platform' and has the duty of dealing with the first point of enquiry, assessment, managing demand and interfacing with operations where this is necessary. The Director must be focused on helping individuals and communities to help themselves, where appropriate, as part of the whole system overview of demand which the council is facing.

The Director - Corporate Services role is there to create the conditions for more of our service offer to be delivered through digital means, to enforce customer standards and to overtime build deeper and broader services directly through to customers and communities and away from 'services'. The role is the owner of the Strategic Digital partner.

The Director - Corporate Services role will be to support the Council's credit rating and to manage our relationship with our investors through the bond to ensure we continue to meet the requirements of the London Stock Exchange regulatory framework.

Reporting directly to the Chief Executive, the Director - Corporate Services will perform at an executive level with responsibility for a range of functions and will be an intrinsic part of the Corporate Management Team. The success of this role is interdependent on relationships with the Director of Place and Director-Children, Families & Communities.

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.



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.



Key Outcomes and Task Examples	
The post holder will deliver the following outcomes:	Examples of related tasks:
<b>Further develop and embed an updated blueprint for Version 2 of the council's Operating Model</b>	<ul style="list-style-type: none"> <li>• Develop the next blueprint for continuing to evolve the council's new operating model.</li> <li>• Within this leading ACC's transformation programme and development of a new corporate services operating model.</li> <li>• As a member of CMT, provide the appropriate direction and oversight of the implementation of the next blueprint.</li> <li>• Develop the relationship with Place and Children, Families &amp; Communities to enable and support the transformation.</li> <li>• Ensure the function is appropriately designed to meet the needs of Place and Children, Families and Communities functions.</li> </ul>
<b>Being a Digitally Led Organisation</b>	<ul style="list-style-type: none"> <li>• Work with Place and Children, Families &amp; Communities Directors to deliver the council's digital agenda.</li> <li>• Working with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• To work alongside Place and Children, Families &amp; Communities Directors and our digital partner to use business intelligence to continue to re-design the delivery of services using digital solutions.</li> </ul>
<b>On a recurring basis, analyse and understand the needs of people, place and economy of Aberdeen</b>	<ul style="list-style-type: none"> <li>• Utilising Data and Insights from within ACC and across the whole system to understand current, changing and emerging needs of customers.</li> <li>• From the understanding of needs, consider scope to prevent these needs and/or to take a community empowered approach to addressing the needs.</li> <li>• 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.</li> </ul>
<b>To lead and manage change and contribute to develop the culture of the organisation</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Promoting innovation, enterprise and entrepreneurship at all levels and engage staff in the redesign and development of services.</li> <li>• Supporting staff through corporate change and developing talent at all levels.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>Promoting diversity and ensure equality of access and treatment in employment and service delivery.</li> </ul>
<b>Financial Stewardship</b>	<ul style="list-style-type: none"> <li>Ensure all regulatory conditions relating to financial reporting, including that for the LSE are fully disclosed.</li> <li>Manage the financial cycle of the council.</li> <li>To manage the requirement for the annual re-assessment of our credit rating from Moody's.</li> </ul>
<b>Developing the Workforce for a 21<sup>st</sup> Century Council</b>	<ul style="list-style-type: none"> <li>Support the alignment of culture with the vision of the target operating model.</li> <li>Develop and implement a Workforce development strategy to support the 21st century Council.</li> <li>Supporting the development of senior executive team of the council in order to ensure it is a high performing team.</li> </ul>
<b>Preventing Demand</b>	<ul style="list-style-type: none"> <li>To manage the business intelligence unit to deliver timely, accurate and robust analysed data to commissioners, customers and children's &amp; family services.</li> <li>Using digital technology to sign post customers to alternative support and/or advice.</li> <li>Using digitally unified service to interface with partners to support customers.</li> <li>Enabling customers to manage their own transactions.</li> <li>Educating customers to be self-supporting through the use of digital channels and channel shift from physical contact to digital.</li> </ul>
<b>Procurement and Contract Management</b>	<ul style="list-style-type: none"> <li>Ensuring appropriate providers are in place to deliver the specified outcomes required.</li> <li>Leading on the responsibility for contracts with providers within the national procurement framework and the management of contracts to continually improve value for money for achieving outcomes.</li> <li>Embedding the key principles of sustainability into procurement activity for the benefit of society, the economy and the environment.</li> </ul>
<b>Information Governance</b>	<ul style="list-style-type: none"> <li>To ensure the integrity of data and information within the Council and its partners.</li> </ul>
<b>Assessment &amp; Early Intervention Approach</b>	<ul style="list-style-type: none"> <li>Manage initial multi-disciplinary assessments through multi-agency teams.</li> <li>Manage early action support services which may be a range of mid/upstream drop-in and outreach services.</li> <li>Manage targeted support services which may be a package of services co-ordinated by a key support worker for customers.</li> </ul>

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.

<b>Monitoring Outcomes</b>	<ul style="list-style-type: none"> <li>• As part of a continuous improvement loop provide feedback to inform the commissioning and delivery cycles in order to drive up improvement in service delivery and ultimately outcomes.</li> <li>• Manage contracts and monitor achievement of outcomes feeding results into the business intelligence unit.</li> </ul>
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<b>Role Requirements</b>	
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"> <li>• Degree qualification and/or extensive experience relating to the position.</li> <li>• Evidence of Continuous Professional Development.</li> </ul>
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Demand management</li> <li>○ Changing an organisation culture to become customer centric</li> <li>○ Developing and managing a business intelligence unit that informs outcomes</li> <li>○ Strategic policy development and implementation</li> <li>○ Developing/managing strategic partnerships</li> <li>○ Engagement with community groups as part of building empowered communities</li> <li>○ Service transformation and improvement</li> <li>○ Successful budgetary management and control</li> <li>○ Developing integrated services</li> <li>○ Managing consultation forums and relationships with trades unions</li> <li>○ Delivering measurable outcomes</li> <li>○ Performance Management</li> <li>○ Reporting to Committees and engaging with Elected Members</li> </ul> </li> <li>• Risk analysis, risk awareness, monitoring and management of risk.</li> <li>• Practical knowledge of negotiating and influencing in complex environments.</li> <li>• Embracing new technology to deliver services in an innovative way.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council.</li> <li>• The Aberdeen City Council Target Operating Model.</li> <li>• The Local Outcome Improvement Plan.</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary.</li> <li>• Ability to travel to other locations within and outwith the City when required.</li> </ul>

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.

## 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:

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

Function	Corporate Services	Version Date	January 2024
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**Aberdeen City Council**  
Job Profile

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# Director - Children, Families & Communities

## About Aberdeen City Council

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

- Empowering staff to meet priority outcomes aligned to the determinates of good health
- Empowering the communities we serve to be self-sufficient
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Aberdeen City Council is arranged into three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Children, Families & Communities Function

This function leads the development and delivery of a Family Support Model to enable delivery of The Promise and closer multi-disciplinary working at locality and neighbourhood level. It will provide vision, leadership, strategic direction and professional advice to enable successful delivery the council's and Community Planning Partnership's priorities for children, families and our communities. The function will facilitate multi-agency working at the most local level to support children and families; and ensure readiness and effective implementation of anticipated reforms to further strengthen the model of Family Support.

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

## About the Clusters within this Function

**Education & Lifelong Learning Cluster** - The Education & Lifelong Learning cluster aims to reduce inequalities in educational outcomes and raise attainment by working with other partners to take account of what we know about the wider determinates of good health. The cluster supports lifelong learning to enable and empower the people of Aberdeen to fulfil their potential and contribute to the social, cultural and economic prosperity of our city.

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.

**Children’s Social Work & Family Support Cluster** - works with other Clusters and functions to prevent families from experiencing the care and justice systems by offering early and preventative help wherever possible. The Chief Officer is responsible for the delivery of all frontline services designed to keep children safe and to oversee their redesign of children’s social work as we transform delivery models to better reflect The Promise. The Cluster takes a lead role in ensuring that the Council complies with Corporate Parenting and child protection responsibilities and leads the coordination of the multi-agency model of Family Support.

**Housing Cluster** – The Housing cluster delivers housing strategy and services for families and aims to reduce inequalities by taking account of what we know about the wider determinates of good health. It has a key role in understanding community need, increasing community capacity and resilience, and working with partners to tackle the cause rather than the consequences of failure demand.

**Corporate Landlord Cluster** – This cluster is responsible for the management of commercial and non-commercial land and property assets, facilities management, contractor management and council house stock management.

## About the Role

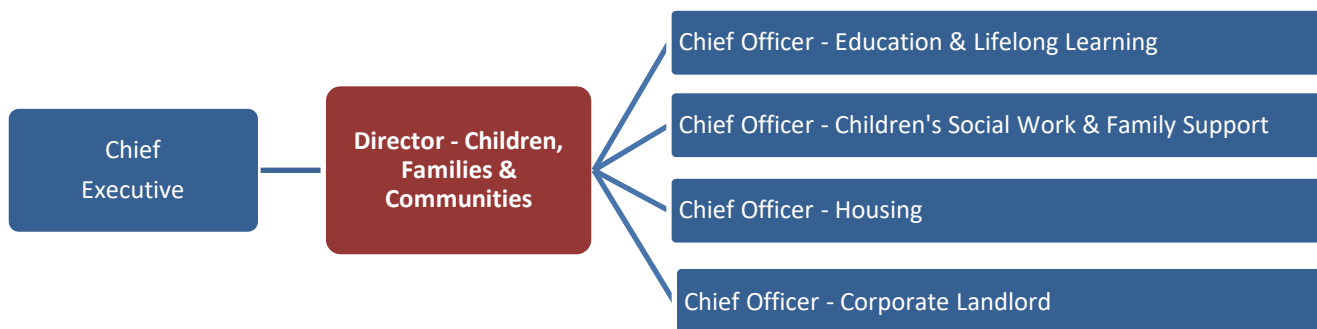
The Director - Children, Families and Communities is responsible for overseeing an executive portfolio of corporate functions in the alignment of the council's commissioning approach, through strategic planning with partners and the integration of services at a locality level.

Job Title	Director - Children, Families and Communities
Pay Grade	Chief Officer Salary Scale Point 58
Job Family	Chief Officer
Location	Marischal College

Subject to delivery of the emerging model of Family Support, 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. The role will have a key responsibility in leading the transformation required to ensure readiness for the changes associated with various reforms impacting children and families and for delivery of The Promise by using the determinates of good health and improved data to prevent harm whenever possible to do so.

Reporting directly to the Chief Executive, the Director - Children, Families & Communities will perform at an executive level with responsibility for a range of functions and will be an intrinsic part of the Corporate Management Team. The success of this role will be interdependent on relationships with the Director - Place and the Director - Corporate Services.

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.



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Further develop and embed an updated blueprint for Version 2 of the council's Operating Model**

Examples of related tasks:

- Develop the next blueprint for continuing to evolve the council's new operating model.
- Within this, leading ACC's development of a new operating model for children and families 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.
- Strategic responsibility for implementing and managing

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>the impact of the National Care Service and other reforms on services in Aberdeen City with a particular focus on children and families.</p> <ul style="list-style-type: none"> <li>• Ensuring that the work of the Children, Families &amp; Communities function helps support the economic recovery of the city.</li> </ul>
<p><b>Being a Digitally Led Organisation</b></p>	<ul style="list-style-type: none"> <li>• Work with the Director - Place and the Director - Corporate Services to deliver the council's digital agenda.</li> <li>• Work alongside Director - Place and the Director - Corporate Services and our digital partner to use business intelligence and continue to re-design the delivery of services using digital solutions where appropriate.</li> </ul>
<p><b>On a recurring basis, analyse and understand the needs of people, place and economy of Aberdeen</b></p>	<ul style="list-style-type: none"> <li>• Utilising Data and Insights from within ACC and across the whole system to understand current, changing, and emerging needs of customers.</li> <li>• From the understanding of needs, consider scope to prevent these needs and/or to take a community empowered approach to addressing need at the earliest opportunity.</li> <li>• 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.</li> <li>• Establish and maintain effective mechanisms to ensure that the lived experience of children and families helps inform the design and delivery of services.</li> <li>• Ensure that children's rights inform the work of the function.</li> <li>• Ensure the Council's property assets, commercial and operational portfolio, housing stock, building services and facilities management support our service aims and citizen needs whilst maximising financial return.</li> </ul>
<p><b>To lead, direct change and manage an efficient and effective service</b></p>	<ul style="list-style-type: none"> <li>• Responsible for the alignment of the council's commissioning approach through strategic planning with partners and the integration of services at a locality level.</li> <li>• Lead the integration of services, to ensure integrated children service planning and performance management arrangements are in place. This will include the preparation, delivery, co-ordination, and the application of key strategic documents including Children's Service Plans and Joint Commissioning Plans with Community Planning partners.</li> <li>• 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.</li> <li>• 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.</li> <li>• Providing the council with professional advice on the provision and development of education, life-long learning and children's services and to ensure that, in terms of the appropriate legislation, the Council's responsibilities are carried out.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>• Appraising, reviewing, and ensuring the council is responsive to the needs of children and their families, in the context of an inclusive society, enabling accurate forecasting of changing needs and the preparation of policy reviews and proposals.</li> <li>• Leading, managing, and directing the provision of a comprehensive and efficient Children, Family &amp; Communities function 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.</li> <li>• Leading and managing child protection services.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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 inspections, Gaelic education, additional support needs provision, devolved school management, delivery of the named person service, and the National Improvement Framework.</li> <li>• 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.</li> <li>• Lead on the redesign of the Corporate Landlord function to oversee all Council owned assets.</li> <li>• Ensure statutory obligations are met in relation to housing and the development of strategic housing plans to meet the Council’s vision and values.</li> <li>• Lead on the delivery of continual improvement in housing services across the city.</li> </ul>
<p><b>To lead and manage change and contribute to develop the culture of the organisation</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Lead the cultural shift required to achieve true integration, through personal commitment to the values of collaborative</li> </ul>

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>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.</p> <ul style="list-style-type: none"> <li>• Promoting innovation, enterprise and entrepreneurship at all levels and engage staff in the redesign and development of services.</li> <li>• Supporting staff through corporate change and developing talent at all levels.</li> <li>• Promoting diversity and ensure equality of access and treatment in employment and service delivery.</li> </ul>
<b>To work corporately and collaboratively</b>	<ul style="list-style-type: none"> <li>• Promoting corporate working within Children, Families &amp; Communities 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.</li> <li>• Leading and extending collaborative approaches involving the function working in close partnership with a range of partners represented on the Integrated Children Services Board.</li> <li>• 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 GIRFE.</li> </ul>
<b>To develop effective external relationships</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Promoting effective community engagement and developing locality management arrangements, such as with Incorporated Trades.</li> <li>• 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, Families &amp; Communities.</li> </ul>

## 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.

<b>Minimum Qualification(s) / Certificates / Memberships etc. required</b>	<ul style="list-style-type: none"> <li>• Degree level qualification or equivalent and extensive leadership experience relating to the role.</li> <li>• Evidence of Continuous Professional Development.</li> </ul>
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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>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> <li>● Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Strategic policy development and implementation</li> <li>○ Developing/Managing strategic partnerships</li> <li>○ Service transformation and improvement</li> <li>○ Developing integrated services</li> <li>○ Managing consultation forums and relationships with trades unions</li> <li>○ Successful budgetary management and control</li> <li>○ Delivering measurable outcomes</li> <li>○ Performance Management</li> <li>○ Managing and understanding a demanding client base</li> <li>○ Risk analysis, risk awareness, monitoring and management of risk</li> <li>○ Practical knowledge of negotiating and influencing in a complex environment</li> <li>○ Practical knowledge of setting strategy in a complex organisation</li> <li>○ Operational and strategic management of education, children’s and family services</li> <li>○ Reporting to Committees and engaging with Elected Members</li> </ul> </li> </ul>
<p>As a minimum, demonstrate an understanding of</p>	<ul style="list-style-type: none"> <li>● Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery</li> <li>● Children and Young People (Scotland) Act 2014 and local Getting it Right for Everyone (GIRFEC) arrangements</li> <li>● Education (Scotland) Act 1980 and 2016</li> <li>● Education (Additional Support for Learning) (Scotland) Act 2004, as amended</li> <li>● Standards in Scotland’s Schools Act 2000</li> <li>● Teachers’ terms and conditions of employment as agreed by the Scottish Negotiating Committee for Teachers</li> <li>● National Improvement Framework</li> <li>● Scottish Attainment Challenge 2.0</li> <li>● 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</li> </ul>
<p>Demonstrate commitment to</p>	<ul style="list-style-type: none"> <li>● The Guiding Principles and aims of Aberdeen City Council</li> <li>● The Aberdeen City Council Target Operating Model</li> <li>● The Local Outcome Improvement Plan</li> </ul>
<p>Other requirements</p>	<ul style="list-style-type: none"> <li>● Flexibility to work out-with normal office hours if necessary</li> <li>● Flexibility to travel to other locations within and out-with the City when required</li> </ul>

## 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.

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

Function	Children, Families & Communities	Version Date	January 2024
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**Aberdeen City Council**  
Job Profile

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# Director - Place

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

## About the Clusters within this Function

**City Growth Cluster** - This cluster is responsible for contributing to the outcomes stated in the LOIP as well as those stated in the regional economic strategy. The cluster will represent the Council and the city of Aberdeen on local, regional, national and international stages, supporting inward investment and the promotion of the city as a competitive business location. Key responsibilities will be outward trade, a diverse employability and skills base, and a focus on tourism, culture alongside the development of our events programme.

**Strategic Place Planning** - This cluster includes the physical, social and economic activities used to maintain, regenerate and strengthen the place of Aberdeen- seeking to strike the balance across economic, social and environmental outcomes as stated in the LOIP. The focus is to enable, facilitate and deliver Strategic Place Planning. This includes all transport, environment, net zero, climate change and planning strategies, development management and building standards in order to help deliver major infrastructure projects; meeting the outcomes in the Local Outcome Improvement Plan and advancing sustainable city growth.

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.

**Capital Cluster** - This cluster includes the development of design and delivery of all strands of capital, including the city centre masterplan, the city region investments, the schools estate strategy, roads infrastructure, housing and all aspects of our current general fund capital programme.

**Operations Cluster** – Responsible for the delivery of frontline services related to environment, fleet, roads, waste and NESS Energy from waste facility, with a focus on the city’s Net Zero Route map and Enabling Strategies as a key part of the operations remit and ensuring operational health and safety and fleet compliance requirements in accordance with legislation are met.



## About the Role

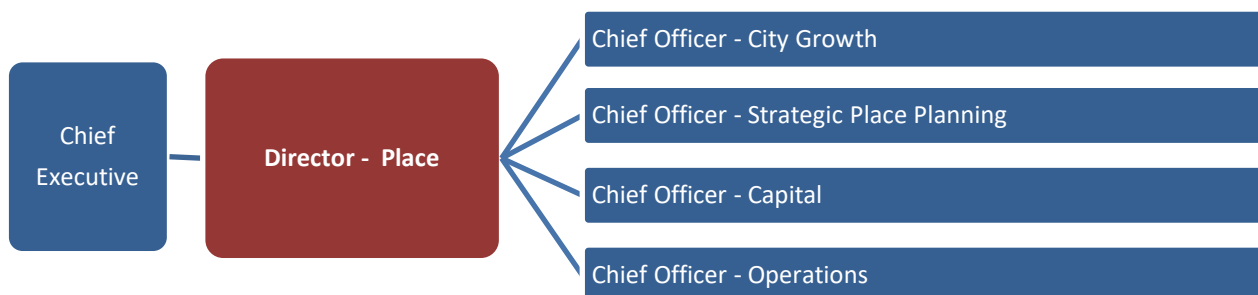
The Director role is responsible for the alignment of the council's commissioning approach through strategic planning with partners and the integration of services at a locality level.

Job Title	Director - Place
Pay Grade	Chief Officer Salary Scale Point 58
Job Family	Chief Officer
Location	Marischal College

This role will oversee an executive portfolio of the Clusters of City Growth, Strategic Place Planning, Operations, and Capital.

Reporting directly to the Chief Executive, the Director - Place will perform at an executive level and be an intrinsic part of the Corporate Management Team. The success of this role is interdependent on relationships with the Director – Corporate Services and the Director- Children, Families & Communities.

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.



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

**Further develop and embed an updated blueprint for Version 2 of the councils Operating Model**

- Develop the next blueprint for continuing to evolve the council's operating model.
- Within this, co-leading ACC's commissioning approach and development of the target operating model for Place.
- As a member of CMT, provide the appropriate direction and oversight of the implementation of the next blueprint.

**Being a Digitally Led Organisation**

- Working with Director - Corporate Services and Director - Children, Families & Communities to deliver the council's digital agenda.
- Working alongside Director - Corporate Services and Director - Children, Families & Communities and our digital partner to use business intelligence and continue to re-design the delivery of services using digital solutions.

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><b>On a recurring basis, analyse and understand the needs of people, place and economy of Aberdeen</b></p>	<ul style="list-style-type: none"> <li>• Utilising data and insights from within ACC and across the whole system to understand current, changing and emerging needs of Customers.</li> <li>• From the understanding of needs, consider scope to prevent these needs and/or to take a community empowered approach to addressing the needs.</li> <li>• 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.</li> </ul>
<p><b>In response to need, plan the delivery of services, including the redesign of services</b></p>	<ul style="list-style-type: none"> <li>• Ensuring that a comprehensive and equitable range of high quality responses to need and efficient services are commissioned within allocated resources, across services and sectors.</li> <li>• 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.</li> <li>• Scanning the landscape of the public sector for further collaboration opportunities and potential shared service arrangements; including joint ventures with the private sector.</li> </ul>
<p><b>To lead and manage change and contribute to develop the culture of the organisation</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Promoting innovation, enterprise and entrepreneurship at all levels and engage staff in the redesign and development of services.</li> <li>• Supporting staff through corporate change and developing talent at all levels.</li> <li>• Promoting diversity and ensure equality of access and treatment in employment and service delivery.</li> </ul>
<p><b>Investment in Aberdeen City's Infrastructure in order to Strengthen the Economy</b></p>	<ul style="list-style-type: none"> <li>• Have overall control on the Council's capital programmes (general fund, HRA and City Region Deal) to ensure programme management and execution of programmes is on time and within budget.</li> </ul>
<p><b>Review performance against outcomes and service standards and, using feedback, determine future commissioning activities</b></p>	<ul style="list-style-type: none"> <li>• Conducting continuous needs analysis, intelligence-gathering and performance review to inform and guide the Council's future commissioning intentions; as well as those of the community planning partnership.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>Collaborating with Corporate Services and Children, Families &amp; Communities to refine outcomes, based upon performance data as part of the feedback loop.</li> </ul>
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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"> <li>Degree level qualification or equivalent and extensive leadership experience relating to the role.</li> <li>Evidence of Continuous Professional Development.</li> </ul>
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>Proven extensive experience in: <ul style="list-style-type: none"> <li>Outcomes- based commissioning of services</li> <li>Strategic policy development and implementation</li> <li>Developing/managing strategic partnerships</li> <li>Service transformation and improvement</li> <li>Successful budgetary management and control</li> <li>Developing integrated services</li> <li>Managing consultation forums and relationships with trades unions</li> <li>Delivering measurable outcomes</li> <li>Performance Management</li> <li>Reporting to Committees and engaging with Elected Members</li> </ul> </li> <li>Managing and understanding a demanding client base</li> <li>Risk analysis, risk awareness, monitoring and management of risk</li> <li>Practical knowledge of negotiating and influencing in a complex environment</li> <li>Practical knowledge of setting strategy in a complex organisation</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery</li> <li>The importance of modelling the standards expected from all public service providers for sustainable procurement</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>The Guiding Principles and aims of Aberdeen City Council</li> <li>The Aberdeen City Council Target Operating Model</li> <li>The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>Flexibility to work out-with normal office hours if necessary</li> <li>Flexibility to travel to other locations within and out-with the City when required</li> </ul>

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

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Function	Place	Version Date	January 2024
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**Aberdeen City Council**  
Job Profile

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# Chief Officer - People & Citizen Services

## About Aberdeen City Council

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- Empowering staff to meet priority outcomes aligned to the determinates of good health
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Aberdeen City Council is arranged into three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

## About the People & Citizen Services Cluster

This cluster is responsible for reshaping the council's workforce within the context of a 21<sup>st</sup> century workforce strategy and ensuring an aligned organisational culture. It supports the delivery of the Target Operating Model by enabling, empowering and engaging staff to maximise the employee experience and to inspire them to deliver the prescribed citizen experience and meet priority outcomes. All internal and external contact across all channels (face to face, telephony, mail, web, social media etc) will be managed by the cluster, in addition to teams supporting the talent management, employee relations, wellbeing, and people development of all staff and the promotion of good practice in internal and external communications and engagement.

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.

## About the Role

This role will provide the strategic lead for the development and delivery of the Council's People & Citizen Services function.

The postholder will have responsibility for;

- People & Organisational Development including the reshaping of the council's workforce within the context of a 21<sup>st</sup> century workforce strategy and ensuring an aligned organisational culture,
- development and delivery of customer experience, maximising an assumption of self service and self-help,
- leading the councils Business Services section with responsibility for revenue and benefits, corporate business hub, transaction services, registrars, personal support and members supports.

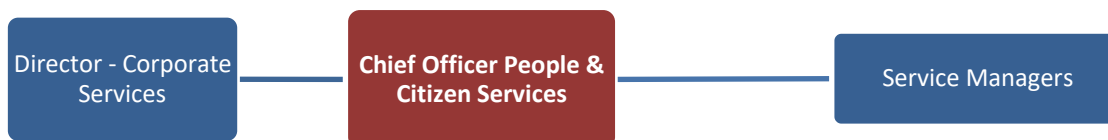
Job Title	Chief Officer – People & Citizen Services
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function where appropriate.

The role will continually improve the performance of the customer experience and support in promoting the values of 'customer' across the Council.

Reporting directly to the Director - Corporate Services, the Chief Officer – People & Citizen Services will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key external stakeholders will include all statutory partners in terms of reshaping the public sector workforce, CoSLA (pay negotiating body), our Community Planning Partners, our ACC ALEO's and our supply chain providers.



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model (Corporate Outcome)**

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their

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	<p>areas and strengthening their voice in decision-making through community empowerment.</p> <ul style="list-style-type: none"> <li>• Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</li> <li>•</li> </ul>
<b>Being a Digitally Led Organisation (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<b>Performance Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council's scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>
<b>Information Governance (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>• The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>• The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance.</li> <li>○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<b>Strategic People Partner (Cluster Responsibility)</b>	<ul style="list-style-type: none"> <li>• Promoting a clear vision for the People &amp; Citizen Services function to ensure equality, consistency, transparency and fairness in the way ACC delivers both people experience and citizen experience.</li> <li>• Lead the development and implementation of a workforce strategy suitable for the 21st century Council.</li> <li>• Responsible for organisational design and the design of job role (in conjunction with digital partner).</li> <li>• Inform, facilitate and lead on the recruitment of staff.</li> <li>• Develop and manage an effective reward and recognition process and terms and conditions that meet the needs of the organisation.</li> <li>• Develop and manage an efficient and effective performance development and appraisal system for the whole organisation</li> </ul>

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	<p>ensuring where necessary the system meets the requirements of the relevant professional bodies.</p> <ul style="list-style-type: none"> <li>• Inform and support the organisation to effectively career and succession plan.</li> <li>• In conjunction with relevant Chief Officers ensure accuracy of the professional framework ensuring that all staff can meet the requirements of all professional regulating bodies.</li> </ul>
<p><b>Employee Advocate</b> (Cluster Responsibility)</p>	<ul style="list-style-type: none"> <li>• In conjunction with Chief Officers and the Digital Partner, create a work environment in which people can contribute and be motivated.</li> <li>• Foster staff empowerment through staff self-managing and self-learning as appropriate and ensuring personal accountability.</li> <li>• Shape organisational culture and climate in which staff have competency, concern and commitment to serve customers well.</li> <li>• Promote a range of employee assistance programmes including a focus on staff, physical and mental health and wellbeing.</li> <li>• Embed a culture of progressive equality, diversity, and inclusion across the organisation, ensuring it is considered in all Council activity;</li> <li>• Lead Internal Communications and Engagement to ensure staff are engaged and informed providing opportunities for employee voice.</li> </ul>
<p><b>Citizen Experience</b> (Cluster Responsibility)</p>	<ul style="list-style-type: none"> <li>• Influence seamless user journeys with internal and external partners.</li> <li>• Develop an information, advice and signposting function which is a multi-channel, digital engagement facility that acts as first point of enquiry and puts customers in touch with the most appropriate support.</li> <li>• Develop community hubs with internal and external partners which are face-to-face offering where a range of support services may be co-located to provide easy access for communities and contribute to fostering long term independence.</li> <li>• Deliver high levels of satisfaction based on the needs of the customer.</li> <li>• Be accountable for the achievement of all key metrics and KPIs within the Cluster which will be designed to include productivity and efficiency.</li> <li>• Be responsible for the ongoing development of citizen experience standards and compliance across the Council.</li> </ul>
<p><b>Business Services</b> (Cluster Responsibility)</p>	<ul style="list-style-type: none"> <li>• Be responsible for the effective provision of administrative support and data processing across all functions.</li> <li>• To oversee all aspects of the Revenue and Benefits section ensuring compliance with appropriate regulations, legislation and council policy.</li> <li>• To administer the Council's payroll system.</li> <li>• Be accountable for the recovery of all service income and Council house unpaid rent due to the Council in accordance with legislation.</li> <li>• Actively improve outcomes for themes such as financial inclusion.</li> </ul>

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<p><b>Preventing Demand</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Using the Business Intelligence Unit to understand the causes of demand and inform initiatives to manage the causes of demand and demand itself.</li> <li>• Using digital technology to sign post customers to alternative support and/or advice.</li> <li>• Using digitally integrated solutions to ensure automated end to end service. Educating and enable customers to be self-supporting using digital channels and channel shift from physical contact to digital.</li> </ul>
<p><b>Change Champion</b> (Cluster Responsibility)</p>	<ul style="list-style-type: none"> <li>• Ensure appropriate disciplines for change management are in place prior to significant change programmes being introduced.</li> <li>• Monitor organisational and community satisfaction and measure results of organisation initiatives, taking appropriate actions with lesson learned approaches adopted.</li> <li>• Develop and take forward strategies to enable cultural, behavioural and organisational change, encourage new ways of thinking and working across the Council and its partner organisations to deliver better outcomes for the people of Aberdeen.</li> <li>• Challenge existing practices and lead initiatives for new and more efficient use of resources by providing effective leadership and management that will contribute to the continuous improvement and innovation of the Council.</li> <li>• As part of a continuous improvement loop provide feedback to inform the commissioning and delivery cycles to drive up improvement in service delivery and ultimately outcomes.</li> <li>• In conjunction with the Data Insights (HDRCA) Cluster understand the causes of demand and apply this to inform initiatives to manage the causes of demand and demand itself</li> </ul>

## 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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> <li>• Relevant degree or professional qualification and / or extensive experience related to the role.</li> <li>• Evidence of continuous professional development.</li> </ul>
<p>As a minimum, demonstrate skills and experience in</p>	<p>Proven extensive experience in:</p> <ul style="list-style-type: none"> <li>• Managing and delivering effective human resource capital</li> <li>• Strategic policy development and implementation</li> <li>• Developing/Managing strategic partnerships</li> <li>• Service transformation and improvement</li> <li>• Successful budgetary management and control</li> <li>• Developing integrated services</li> <li>• Business intelligence and demand management</li> <li>• Engagement with community groups as part of building empowered Communities</li> <li>• Delivering measurable outcomes</li> <li>• Changing an organisation culture to become customer centric</li> </ul>

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.

	<ul style="list-style-type: none"> <li>• Managing consultation forums and relationships with trades unions, in line with the FAIR agreement.</li> <li>• Risk analysis, risk awareness, monitoring and management of risk.</li> <li>• Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> <li>• Practical knowledge of negotiation and influencing in a complex organisation.</li> <li>• Practical knowledge of working in a commissioning organisation.</li> <li>• Embracing new technology to deliver services in an innovative way.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Relevant Employment Acts, including an awareness of Teachers' legislation</li> <li>• Relevant legislation pertaining to the revenue and benefits section including Welfare Funds (Scotland) Act 2015.</li> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary</li> <li>• Ability to travel to other locations within and outwith the City when required</li> </ul>

### 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:

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

### Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
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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.

Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Corporate Services	Version Date	January 2024		
Cluster	People & Citizen Services	Job Family	Chief Officers	JE Number	-

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.



**Aberdeen City Council**  
Job Profile

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**Chief Officer**  
**Commercial &**  
**Procurement 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the **Corporate Services** Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

## About the **Commercial & Procurement Services** Cluster

This cluster both commissions and procures the best service/partner to deliver the identified outcomes within agreed budgets. This will extend to include the decommissioning and/or recommissioning of services, as well as activities focused on shaping the market.

## About the Role

This role will provide the strategic lead for devising and implementing the procurement plan to support the commissioning strategy of ACC and Aberdeen’s Integrated Joint Board.

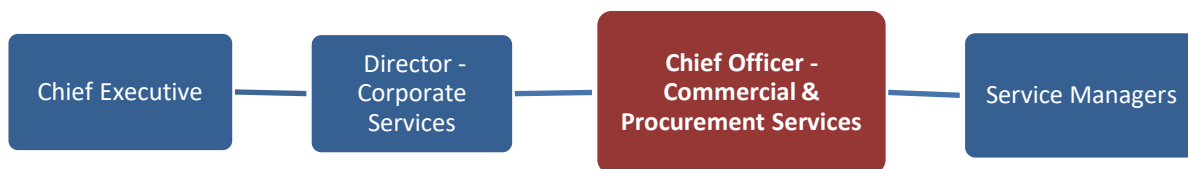
Responsible for the procurement services agreed under the SLA with Highland Council and Aberdeenshire Council which cover a range of commodities and includes supporting their IJBs.

This role will ensure the Council’s compliance with statutory obligations and scrutiny regimes pertaining to services within the function.

Reporting directly to the Director Corporate Services, the Chief Officer Commercial and Procurement Services will play an intrinsic part in the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees and ACC ALEOs.

Key external stakeholders will include all Community Planning Partners and our existing supply chain of private and 3rd sector bodies locally and nationally and our service agreement with Highland and Aberdeenshire Councils.

Job Title	Chief Officer – Commercial & Procurement Services
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College / Woodhill House



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model (Corporate Outcome)**

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.

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><b>Being a Digitally Led Organisation</b> (Corporate Outcome)</p>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<p><b>Developing the Workforce for a 21st Century Council</b> (Corporate Outcome)</p>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<p><b>Performance Management</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<p><b>Risk Management</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<p><b>Financial Management &amp; Stewardship</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>

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><b>Information Governance (Chief Officer Responsibility)</b></p>	<ul style="list-style-type: none"> <li>• Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<p><b>Statutory Responsibilities (Chief Officer Responsibility)</b></p>	<ul style="list-style-type: none"> <li>• To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>• The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>• The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance.</li> <li>○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<p><b>Specify Services for the Achievement of the LOIP (Cluster Specific Outcome)</b></p>	<ul style="list-style-type: none"> <li>• Develop a strategic framework to ensure that policies, procedures and practices provide for the effective provision of commissioning, procurement and commercial services.</li> <li>• Develop an effective strategic commissioning framework, market development and contract management systems for the Council.</li> <li>• Ensure a comprehensive and equitable range of high quality, response to need and efficient services are commissioned within allocated resources across services, its group structure and broader external Council’s supply chain.</li> <li>• Promote an environment of customer focussed development and delivery, continuous improvement and innovation that will support the Council’s ambitions for providing high quality services that can be developed for external trading where appropriate.</li> <li>• Constantly scan the landscape of the public sector for opportunities for greater collaboration and potential shared service arrangements including joint ventures with the private sector.</li> </ul>

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><b>Procurement and Contract Management</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Identify appropriate providers that will deliver the specified outcomes required.</li> <li>• Agree contracts with providers within the national and regional procurement framework.</li> <li>• Manage contracts and monitor achievement of outcomes, liaising with the business intelligence unit to identify areas for continual improvement</li> <li>• Manage contracts to continually improve value for money for achieving outcomes</li> <li>• Maximise use of commissioning benefit clauses within all contracts awarded, linked to the outcomes in the LOIP.</li> <li>• Ensure legal compliance with all commissioning, procurement and commercial matters</li> <li>• Lead in the identification, assessment and management of potential risks associated with different sourcing strategies.</li> <li>• Be constantly aware of local and national policy changes to procurement and devise implementation plans accordingly.</li> </ul>
<p><b>Monitoring and Improving the Commissioning of Outcomes</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Conduct continuous needs analysis and intelligence gathering to inform and guide the Council’s strong commissioning role.</li> <li>• As part of the feedback loop, work with the other functions to refine outcomes based upon performance data.</li> </ul>

<h2>Role Requirements</h2>	
<p>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.</p>	
<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> <li>• Relevant degree and/or professional qualification and/or extensive experience related to the role.</li> <li>• Evidence of continuous professional development.</li> </ul>
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Outcome based commissioning of services</li> <li>○ Strategic policy development and implementation</li> <li>○ Developing/Managing strategic partnerships</li> <li>○ Service transformation and improvement</li> <li>○ Successful budgetary management and control</li> <li>○ Developing integrated services</li> <li>○ Performance Management</li> </ul> </li> <li>• Managing and understanding a demanding client base</li> <li>• Risk analysis, risk awareness, monitoring and management of risk</li> <li>• Practical knowledge of negotiating and influencing in a complex environment</li> <li>• Practical knowledge of setting strategy in a complex organisation</li> </ul>
<p>As a minimum, demonstrate an understanding of</p>	<ul style="list-style-type: none"> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>

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.

Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary</li> <li>• Ability to travel to other locations within and outwith the City when required</li> </ul>

## 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:

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<b>Trust</b>	We trust each other and take responsibility
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## Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>

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.

Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Corporate Services	Version Date	January 2024		
Cluster	Commercial & Procurement Services	Job Family	Chief Officer	JE Number	7866

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.



**Aberdeen City Council**  
Job Profile

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# Chief Officer - Data Insights (HDRCA)

## 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:

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- **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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focused on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

## About the Data Insights (HDRCA) Cluster

This cluster is responsible for identifying social, economic and digital trends; how they will impact our city in future; and how we can meet these needs through stronger partnership working. At an instructional level this cluster will be responsible for understanding why people use our services, how they access our services and analysing information to understand the impact of the service. The cluster has a role in identifying outcomes which will reduce demand for services across the Council.

## About the Role

This role will provide the strategic lead for the delivery and development of the Council's Data Insights (HDRCA) function.

The role will develop and deliver data analysis, intelligence, evidence, evaluation, performance and information strategy and ensure the quality and protection of data as well as the direct delivery and support for high-quality analysis and evaluation of key data and information to support the strategic objectives of the Council and its services.

The role will ensure that data is effectively managed across all of the Council's functions and that those functions have access to up-to-date and relevant data, analysis and evidence as well as effective Performance Management and Improvement tools and techniques in order to make continuous improvements to service delivery in line with organisational priorities and objectives and the statutory duty of continuous improvement.

The post holder will make arrangements on behalf of the Council to ensure that all duties and responsibilities associated with the following roles are discharged:

- Data Controller in accordance with the Data Protection Act 1998;
- Data Protection Officer in accordance with the General Data Protection Regulation.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function, if appropriate.

The post-holder, in the role of Chief Officer of Data Insights (HDRCA), will lead the delivery and development of the Health Determinants Research Collaboration Aberdeen (HDRCA) as Director of the collaboration. This is a high profile role delivering a major project for a national external funding body to ensure that ACC becomes an exemplar of a research led Council.

The HDRCA vision is that:

Aberdeen City Council is a research active organisation, commissioning and generating research, curating and translating research evidence to support people to be healthy, happy and prosper regardless of their background or where they live.

Through the initial funded 5 years, objectives of the HDRCA are:

- Research outputs, evaluation generated by the HDRCA and its partners, are consistently used to support decision making locally and more widely
- Research evidence is mobilised, translated and applied for use in local contexts to support local planning and change in practice
- Strategies, plans and programmes of activity are rigorously evaluated with support from the HDRCA multidisciplinary research and development team
- Research programmes on health determinants are established, comprising locally commissioned and externally funded projects
- Strong community engagement and involvement in health determinants research and its translation into practice, including local and national planning and policy making
- Health determinants datasets are made available for research and are accessible by local, national and international researchers
- Training in research skills is embedded in routine staff development
- The HDRCA positively impacts health outcomes locally, nationally and internationally

Reporting directly to the Director of Corporate Services, the Chief Officer Data Insights (HDRCA) will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key external stakeholders will include all our Statutory Partners and other Partners within the CPP Partnership,

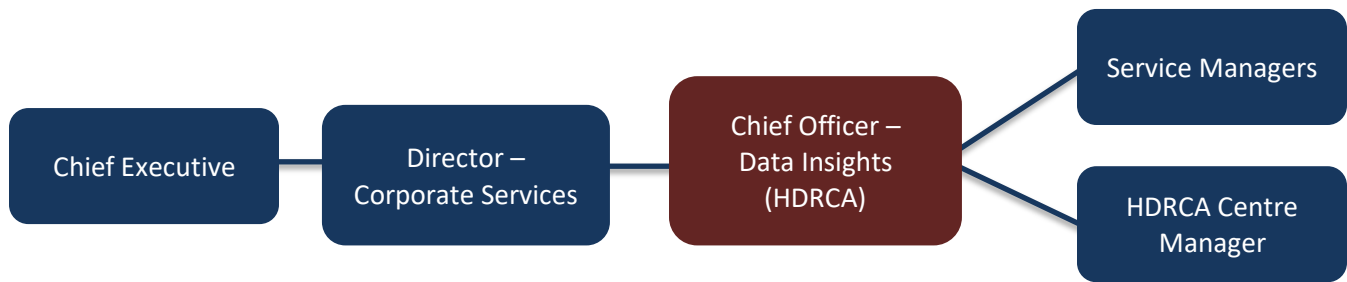
Job Title	Chief Officer – Data Insights (HDRCA)
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College

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.



including the IJB.

Key ECMT relationships with: Chief Officer – Digital and Technology and Chief Officer - Governance and Chief Officer - Finance.



**Key Outcomes and Task Examples**

The post holder will deliver the following outcomes:	Examples of related tasks:
<p><b>Working within the Target Operating Model (Corporate Outcome)</b></p>	<ul style="list-style-type: none"> <li>• Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.</li> <li>• Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.</li> <li>• Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.</li> <li>• In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.</li> <li>• Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</li> </ul>
<p><b>Being a Digitally Led Organisation (Corporate Outcome)</b></p>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<p><b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b></p>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>

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.  
 JP Template: 12 May 2023

<b>Performance Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>
<b>Information Governance (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>• The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>• The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance.</li> <li>○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<p><b>Lead the delivery of the HDRCA programme, working across the Council and with partners to ensure programme development, delivery and reporting</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Strategic planning through collaborative needs assessment and prioritisation to produce, resource and deliver the key outputs from the cluster.</li> </ul>
<p><b>Lead on development of research infrastructure and capacity within the organisation and across partners</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Oversee data analytics and data science, research skills, training and infrastructure needs assessment for ACC and related partnerships.</li> <li>• Oversee development of a long term data analytics, data science and research skills, training and infrastructure programme to meet needs.</li> <li>• Oversee delivery of the programme.</li> </ul>
<p><b>Lead on the commissioning of new research and management of varied research portfolio</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Lead on prioritisation of data analytics, data science and research to be commissioned and ensure that the undertaking commissioned activity is appropriate and effective</li> <li>• Ensure that research is relevant, timely, independent and effectively disseminated</li> </ul>
<p><b>Establish strong engagement and ways of working between policy makers and academic researchers</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Act as the key strategic lead and link between Data Insights (HDRCA) and policy makers both within ACC and Community Planning Aberdeen</li> <li>• Continuous high level engagement with decision makers, providing both support and challenge of the use of data, research and evidence</li> </ul>
<p><b>Support the operation of HDRCA governance structures so that infrastructure and policies are robust and research is commissioned and managed to high standards</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Establish Data Insights (HDRCA) governance structures including the Steering Group and Expert Advisory Group</li> <li>• Chair the HDRCA Executive Management Group</li> <li>• Produce reporting and provide assurance through ACC, partner and NIHR governance arrangements on the effective operation and impact of the cluster.</li> </ul>

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><b>Develop strong working relationships with local partners and communities</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Embed community representation within the work of the cluster</li> <li>• Organise and attend engagement events, representing the leadership of the cluster/ HDRCA</li> </ul>
<p><b>Oversee the development of a research culture within the Council and partnerships</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Lead the strategic development of a culture change programme</li> <li>• Contribute to culture change through visibility and communications</li> </ul>
<p><b>Oversee the development of research data infrastructure and practices to support wider determinants of health research</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Provide strategic leadership across ACC and with partner organisations to develop and implement a prioritised data analytics, data science, research data and information strategy, ensuring the collection, storage, management, quality, sharing and protection of data to support the strategic objectives of the cluster, the Council and Community Planning Aberdeen.</li> </ul>
<p><b>Develop and maintain policies, procedures and systems for information and data governance</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Oversee data protection arrangements for the Council</li> <li>• Ensure maintenance of the Council’s Information Asset Register</li> </ul>
<p><b>Participate in and promote knowledge sharing locally, regionally, nationally and internationally to support the development and growth of the wider health determinants evidence base</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Develop relationships and networks across Scottish, UK and international institutes colleagues</li> <li>• Contribute the wider network of HDRCs across the UK</li> <li>• Ensure HDRCA is properly represented and both shares its learning and that learning is taken from others</li> </ul>

## 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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> <li>• Relevant degree/professional qualification and/or extensive experience related to the post.</li> <li>• Evidence of continued professional development.</li> </ul>
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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.

As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Developing outcome for an outcome based commissioning of services.</li> <li>○ Designing, developing and implementing performance management regimes.</li> <li>○ Developing and managing a business intelligence unit that informs outcomes.</li> <li>○ Strategic policy development and implementation.</li> <li>○ Developing/Managing strategic partnerships.</li> <li>○ Service transformation and improvement.</li> <li>○ Successful budgetary management and control.</li> <li>○ Developing integrated services.</li> <li>○ Performance Management.</li> </ul> </li> <li>• Managing and understanding a demanding client base.</li> <li>• Managing consultation forums and relationships with trades unions.</li> <li>• Risk analysis, risk awareness, monitoring and management of risk.</li> <li>• Practical knowledge of negotiating and influencing in a complex environment.</li> <li>• Practical knowledge of setting strategy in a complex organisation.</li> <li>• Practical knowledge of working in a commissioning organisation.</li> <li>• Embracing new technology to deliver services in an innovative way.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> <li>• Statistics, public health policy, health economics and the wider determinants of health evidence base</li> <li>• Social and political environments</li> <li>• Data management including Information Governance</li> <li>• Equality and Diversity issues</li> <li>• The opportunities and issues facing Aberdeen and its communities</li> <li>• Organisational culture and change</li> <li>• Community engagement and empowerment</li> <li>• Approaches to early intervention and prevention</li> <li>• Relevant legislation e.g. UK GDPR and the Data Protection Act 2018</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary</li> <li>• Ability to travel to other locations within and outwith the City when required</li> </ul>

## 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:

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

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.

## Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candor to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Corporate Services	Version Date	January 2024		
Cluster	Data Insights (HDRCA)	Job Family	Chief Officer	JENumber	7883

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.



**Aberdeen City Council**  
Job Profile

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**Chief Officer**  
**Digital & Technology**



## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

## About the Digital & Technology Cluster

The Digital & Technology cluster is an enabling service, providing Information Technology (IT) services which are secure, highly available, effective and efficient in enabling the provision of customer focussed services to the citizens, visitors and businesses of Aberdeen. The cluster provides core IT infrastructure, implements and supports line of business applications and delivers and supports End User Computing services. The cluster also provides business analysis and project management to support digital transformation for the Council and the wider city.

## About the Role

This role holds the responsibility for the provision of a corporate ICT service encompassing strategy, operational support, infrastructure and security.

The role is also the lead for digital innovation, delivering the digital strategy and managing the Digital Partner(s), while continuing to introduce technical and service innovation at the Council.

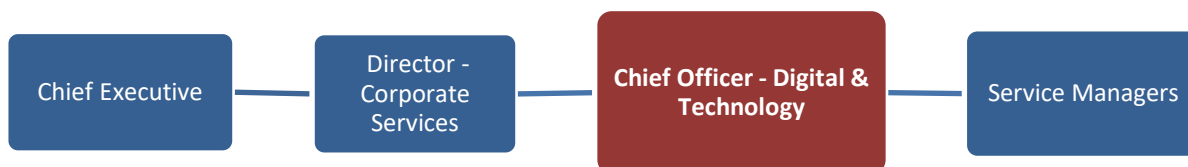
As part of this, the role will also be responsible for the ongoing phased digital transformation for the Council, demonstrating strong leadership delivery of a development plan for the overall division, whilst maintaining good communication throughout the process.

The role ensures the Council's compliance with statutory obligations and scrutiny regimes pertaining to the services provided by functions.

Reporting directly to the Director - Corporate Services, the Chief Officer - Digital and Technology will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees and ALEOs.

Key external stakeholders will include all Community Planning Partners and our existing supply chain of private and third sector bodies, locally and nationally.

Job Title	Chief Officer – Digital & Technology
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model (Corporate Outcome)**

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration

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	<p>with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.</p> <ul style="list-style-type: none"> <li>• Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</li> </ul>
<b>Being a Digitally Led Organisation (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<b>Performance Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>• Accountable for the management of the financial performance of the function.</li> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>
<b>Information Governance (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>• The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>• The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance.</li> <li>○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>

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><b>Specify Services for the Achievement of the LOIP</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Develop a strategic framework to ensure that policies, procedures and practices provide for the effective provision of customer-centric digital services.</li> <li>• Ensure a comprehensive and equitable range of high quality, response to need and efficient customer-centric digital services are implemented within allocated resources across services and sectors.</li> <li>• Promote an environment of customer focussed development and delivery, continuous improvement and innovation that will support the Council’s ambitions for providing high quality digital services that can be developed for external trading where appropriate.</li> <li>• Scan the landscape of the public sector for opportunities for greater collaboration and potential shared service arrangements including joint ventures with the private sector.</li> </ul>
<p><b>Digital Services and Digital Partner(s) Management</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• To lead the development and implementation of digital strategies for the delivery of customer-centric services.</li> <li>• To develop and monitor digital programme(s) and the effective allocation of resources and to monitor the delivery of digital projects.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> <li>• To direct and monitor the work of the digital partner(s) to support the implementation of new customer centric services Council-wide.</li> <li>• To maximise emerging digital technologies and enhance self-service provision for customers and automation opportunities of staff.</li> <li>• To lead the implementation of the IT architecture that will further enable the digitisation of services.</li> <li>• To engage with suppliers to ensure that prospective platforms/systems align with the TOM design principles, to ensure they meet all business processing and user requirements and that service levels are adhered to.</li> <li>• To be responsible for ensuring the controlled transfer between the projects and operations teams and to further develop the roadmap for the transition of digital services within the organisation. Establish transition processes and transition readiness criteria and design the necessary internal controls to ensure adherence to the processes.</li> <li>• To work closely with the Chief Officer – People &amp; Citizen Services to implement solutions designed to further increase digital service provision.</li> <li>• To have foresight of upcoming changes associated with service transitions and to ensure that change associated with service transitions is managed effectively.</li> </ul>
<p><b>Digital and Technology Services Management</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Accountable for the design and delivery of the Digital and Technology function of the Council.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>• Responsible for technology business leadership and for providing and maintaining a single source of consistent information on all IT services delivered to the council.</li> <li>• Responsible for data platform architecture and alignment with technology services to ensure outcomes can be evidenced using performance data.</li> <li>• Ensure and verify service performance against stated Service Level Agreements while overseeing and managing the service delivery of third parties as contractually obligated.</li> <li>• Ensure the Digital and Technology function provides support to the organisational structure via a professional and customer focussed service.</li> <li>• Coordinate Disaster Recovery testing and Business Continuity Planning.</li> <li>• Manage technology services over cross sector services including corporate services and school estates.</li> </ul>
<p><b>Monitoring and Improving the Digitisation of Outcomes</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Conduct continuous needs analysis and intelligence gathering to inform and guide the Council’s key customer-service role.</li> <li>• As part of the feedback loop, work with commissioning, customer and operations to refine outcomes based upon performance data.</li> <li>• To work alongside the Chief Officer – People &amp; Citizen Services and Chief Officer – Data Insights (HDRCA) to utilise data and performance trends to inform digital opportunities and initiatives.</li> </ul>

## 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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> <li>• Relevant degree or professional qualification and/or extensive experience related to the role.</li> <li>• Evidence of continued professional development.</li> </ul>
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Design, development and implementation of customer centric digital services</li> <li>○ Managing Digital and Technology strategy within a large complex organisations</li> <li>○ Managing and delivering effective human resource capital</li> <li>○ Service Planning, strategic policy development and implementation</li> <li>○ Developing/Managing strategic partnerships</li> <li>○ Service transformation and improvement</li> <li>○ Successful balance sheet management</li> <li>○ Developing integrated services</li> <li>○ Experience of providing strategic and technical IM&amp;T advice</li> <li>○ Delivering large scale change and knowledge of quality improvement methodologies and evidence.</li> <li>○ Creating integrated digital platforms of online and offline solutions</li> <li>○ Procuring and implementing digital solutions in large complex organisations</li> </ul> </li> </ul>

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.

	<ul style="list-style-type: none"> <li>• Managing consultation forums and relationships with trade unions.</li> <li>• Risk analysis, risk awareness, monitoring and management of risk.</li> <li>• Practical knowledge of negotiating and influencing in complex environments.</li> <li>• Practical knowledge of working in a commissioning organisation.</li> <li>• Embracing new technology to deliver services in an innovative way.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The Guiding Principles of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Flexibility to work outwith normal office hours if necessary</li> <li>• Flexibility to travel to other locations within and outwith the City when required</li> </ul>

<b>Our Guiding Principles</b>	
<b>We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:</b>	
<b>Purpose</b>	We care about our purpose, our people and our city
<b>Pride</b>	We take pride in what we do and work to make things better
<b>Team</b>	One team, one council, one city
<b>Trust</b>	We trust each other and take responsibility
<b>Value</b>	We value each other and recognise a job well done

<b>Five Core Capabilities form the basis of the Capability Framework for Chief Officers:</b>	
<b>Delivering outcomes for our customers</b>	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
<b>Change &amp; Improvement</b>	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>

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.

Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Corporate Services	Version Date	January 2024		
Cluster	Digital & Technology	Job Family	Chief Officer	JE Number	7869

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.





**Aberdeen City Council**  
Job Profile

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# Chief Officer Finance

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

## About the Finance Cluster

This cluster is responsible for the financial planning, monitoring and reporting of the Council.

## About the Role

This role will provide the strategic lead for all aspects of financial management, strategy and governance, supporting the strategic aims and objectives of the Council.

This role has responsibility for the statutory duties of The Proper Officer under Section 95 of the Local Government (Scotland) Act 1973 and for meeting the financial reporting requirements of the London Stock Exchange (LSE), credit rating agencies and other relevant bodies.

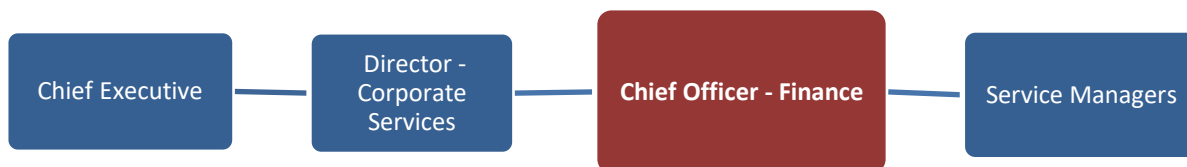
This role will lead the Finance function including the administration of the pension funds and ensuring compliance with legislation on behalf of members and employers.

Reporting directly to the Director - Corporate Services, the Chief Officer - Finance will play an intrinsic part of the Extended Corporate Management Team (ECMT) and will ensure excellent working relationships with all appropriate stakeholders. This will include other Council functions, elected members, trade union representatives, employees, external stakeholders, all external audit and inspection bodies, internal audit, credit rating agencies.

The post holder will report directly to the Chief Executive where matters are deemed appropriate for escalation.

Key ECMT relationships: The success of this role is interdependent on the relationship with Chief Officer - Capital; Chief Officer – City Growth; Chief Officer – People & Citizen Services.

Job Title	Chief Officer - Finance
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model (Corporate Outcome)**

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift

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	resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.
<b>Being a Digitally Led Organisation (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<b>Performance Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.</li> </ul>
<b>Information Governance</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>• Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>• To discharge the Council's duties; as delegated to the post holder in accordance with the Council's scheme of delegation.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>• The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>• The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council's Scheme of Governance.</li> <li>○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<b>Financial Governance</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Be responsible for the financial governance and scrutiny in the organisation.</li> <li>• Ensure that the Council's relationship with external and internal audit is effective in relation to financial controls.</li> <li>• Develop and maintain a scheme of financial delegation, which reflects the development of the commissioning model and increased community empowerment.</li> <li>• Oversee the stewardship of the Council to ensure that the authority puts in place effective internal financial controls covering codified guidance, budgetary systems, supervision, management review and monitoring, physical safeguards, segregation of duties, accounting procedures, information systems and authorisation and approval processes, cash flows borrowings and investments and financial systems.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Oversee the stewardship of the Council to ensure that corporate financial policies are effectively co-ordinated and implemented at all levels across the Council including revenue and capital budgets and budgetary control, collection of income, treasury management, banking and statutory accounts, prudential framework and reserves.</li> <li>• Responsible for the provision of financial advice and assistance to the Council in respect of Arms-Length External Organisations, Trusts, Partnership Arrangements and other bodies or organisations as directed by the Council.</li> <li>• Advise on corporate risk profiling and management, including safeguarding of assets.</li> </ul>
<p><b>Financial Planning</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Support the commissioning function to develop its financial outcomes framework.</li> <li>• Ensure the Council’s corporate aims and objectives are achieved through the provision of financial leadership, vision, strategy and plans.</li> <li>• Work with the Chief Officer - Capital in developing the Council’s capital budget and lead the financing of the capital programme.</li> <li>• Provide financial advice to the Council’s requirement to set and administer a council tax and national non-domestic rates, as per legislation.</li> <li>• Support the requirement of the LSE to produce a long-term financial plan.</li> <li>• Develop and negotiate partnership and collaborative arrangements including with other Local Authorities, acting as lead finance negotiator on delivery models.</li> </ul>
<p><b>Finance for Decision-Making</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Provide the financial analysis for inclusion in all capital outline and full business cases and provide the financial analysis for including in benefits tracking.</li> <li>• Provide financial analysis to support the development of the Target Operating Model.</li> <li>• Develop and implement strategies for the effective acquisition, deployment and safeguarding of the Council’s resources considering actual and anticipated developments in the external environment.</li> <li>• Provide strategic financial advice related to assets and investments, sourcing and procuring external advice as appropriate and building relationships with external advisers.</li> <li>• Provide financial guidance and advice to develop innovative solutions for the funding and implementation of corporate strategies and the effective use of resources.</li> </ul>
<p><b>Financial Monitoring and Reporting</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Ensure that the financial statements meet the deadlines and requirements of the law and of accounting standards as reflected in the Code of Practice on Local Authority Accounting in Great Britain, developed by CIPFA/LASAAC Joint Committee.</li> <li>• Ensure the Council’s reporting meets the requirements of the LSE, credit rating agencies and any other applicable requirements related to the Council’s portfolio of treasury instruments, investments and interests.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Produce a full set of financial statements on a quarterly basis to Elected Members and the LSE.</li> <li>• Monitor the financial benefits being realised through the implementation of the Transformation Programme and Target Operating Model.</li> </ul>
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## 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"> <li>• Qualified membership of a recognised UK chartered accountancy body and extensive experience related to the role.</li> <li>• Evidence of continuous professional development.</li> </ul>
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Strategic policy development and implementation</li> <li>○ Developing/managing strategic partnerships</li> <li>○ Service transformation and improvement</li> <li>○ Successful asset and balance sheet management</li> <li>○ Developing integrated services</li> </ul> </li> <li>• Managing consultation forums and relationships with trades unions</li> <li>• Risk analysis, risk awareness, monitoring and management of risk</li> <li>• Practical knowledge of negotiation and influencing in a complex organisation</li> <li>• Practical knowledge of working in a commissioning organisation</li> <li>• Embraces new technology to deliver services in an innovative way</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery</li> <li>• Relevant legislation e.g. Local Government (Scotland) Act 1973</li> <li>• Local Government Pension Regulations.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary</li> <li>• Ability to travel to other locations within and outwith the City when required</li> </ul>

## 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:

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

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Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:	
Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
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Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Corporate Services	Version Date	January 2024
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Cluster	Finance	Job Family	Chief Officer	JE Number	7877
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**Aberdeen City Council**  
Job Profile

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# Chief Officer Governance

## About Aberdeen City Council

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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:

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

- Empowering staff to meet priority outcomes aligned to the determinates of good health
- 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 improve outcomes
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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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Corporate Services Function

This function brings together our services which support strong governance and financial stewardship across the council. It holds the responsibility for the architecture which enables the council to continue to be a commissioning-led council, through the capability within the Health Determinants Research Collaboration Aberdeen (HDRCA) and procurement and the method by which this is then expressed into the annual planning discipline of the council's budget and delivery plan.

## About the Governance Cluster

This cluster supports the organisation to manage its corporate governance activities, including democratic decision-making structures, legal compliance and systems of assurance; all of which are supporting the achievement of the LOIP outcomes.

Through Statutory Duties: The cluster will protect and improve the public health of the people of Aberdeen, whether they live in, work in or are visiting the city. The cluster will also act as “the local weights and measures authority” enforce consumer protection and trading standards laws to protect and promote the health, safety and economic wellbeing of residents and businesses in the city. Through the Scientific Services Laboratory the cluster will develop a “Centre of Excellence” and be a Statutory Public and Agricultural Analyst Service for various local authorities across the UK and Statutory Food Examiner Service for the City and partner Local Authorities.

## About the Role

The Chief Officer – Governance will ensure that the Council fulfils its statutory duties and performs its functions and activities in accordance with the law and the principles of good governance.

Responsible for developing, leading and overseeing the management of a first-class Policy and Assurance Framework for the Council.

Job Title	Chief Officer – Governance
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College

The post holder will discharge the following statutory roles:

- Monitoring Officer under Section 5 of the Local Government and Housing Act 1989.
- Act as Depute to the Returning Officer, in accordance with the Representation of the People Act 1983;

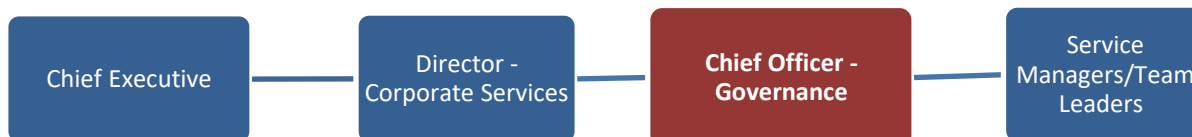
The post holder will make arrangements on behalf of the Council to ensure that all duties and responsibilities associated with the following roles are discharged:

- Clerk to the Licensing Board in accordance with the Licensing (Scotland) Act 2005; and
- Senior Information Risk Owner

Reporting directly to the Director - Corporate Services, the Chief Officer - Governance will play an intrinsic role in the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees and the public.

The success of this role is interdependent on relationships with Chief Officer - Finance; Chief Officer - Commercial and Procurement Services; Chief Officer – People & Citizen Services and Chief Officer – Corporate Landlord.

Key external Stakeholders: The Commissioner for Ethical Standards in Public Life in Scotland, Freedom of Information Commissioner, Moody’s (Credit Rating Agency).



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model (Corporate Outcome)**

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with

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>communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.</p> <ul style="list-style-type: none"> <li>• Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</li> </ul>
<b>Being a Digitally Led Organisation (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<b>Performance Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council's scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>
<b>Information Governance (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>• The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>• The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance.</li> <li>○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<b>Cluster Specific Outcomes</b>	<ul style="list-style-type: none"> <li>• Make arrangements to ensure that the Council discharges its statutory duties in the area of information and data protection law and the Regulatory of Investigation Powers (Scotland) Act.</li> <li>• Ensure that the Council’s corporate governance framework is robust and effective and ensures compliance with the Council’s duties as the holder of a credit rating and as an issuer of bonds on the London Stock Exchange.</li> <li>• Act as the Council’s principal legal adviser and ensure the provision of an innovative, comprehensive and robust legal service.</li> <li>• Ensure that the Governance function operates to best practice strategically in respect of the health, safety and wellbeing of staff.</li> <li>• Make arrangements to ensure that the Council is aware of and responsive to proposed changes to law and policy.</li> <li>• Oversee the ALEO Assurance Framework.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>• Develop, maintain and improve the Council’s Local Code of Corporate Governance.</li> <li>• Ensure that the Council’s interests are well-served and promoted in respect of any activity, partnership or collaborate working.</li> <li>• Ensure the implementation of any legal action required to support the Council’s activities.</li> <li>• Develop, lead and oversee the management of a corporate and effective approach to legal and democratic services through digitisation, staff and community empowerment, and the delivery of local and national elections.</li> <li>• Oversee the development, maintenance and improvement of the Council’s Scheme of Governance.</li> <li>• Develop, lead and oversee the management of a first-class Policy and Assurance Framework for the Council with reference to the corporate functions of: <ul style="list-style-type: none"> <li>○ internal audit;</li> <li>○ risk;</li> <li>○ investigations;</li> <li>○ public protection;</li> <li>○ corporate H&amp;S</li> <li>○ information governance;</li> <li>○ emergency planning;</li> <li>○ business continuity;</li> <li>○ protective services;</li> <li>○ community safety and enforcement; and</li> <li>○ internal and external policy development.</li> </ul> </li> <li>• Responsible for the management and provision of services to the Licensing Board and Licensing Committee.</li> <li>• Ensure Elected Members are supported in their leadership and community roles and that they receive appropriate support, training and development to carry out their roles in accordance with the Councillors’ Code of Conduct.</li> <li>• Develop, lead and oversee the management and promotion of a civic affairs function to promote the interests of the Council and the city.</li> </ul>
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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"> <li>• Admitted as a solicitor in Scotland and holding a Practising Certificate from the Law Society of Scotland.</li> <li>• Relevant degree or professional qualification.</li> <li>• Evidence of Continuous Professional Development.</li> </ul>

As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>● Proven experience or understanding of: <ul style="list-style-type: none"> <li>○ Managing corporate governance activities at a senior management level in a complex, multi-functional organisation, including experience of legal and democratic services.</li> <li>○ Strategic policy development and implementation.</li> <li>○ Developing / managing strategic partnerships.</li> <li>○ Service transformation and improvement.</li> <li>○ Successful budgetary management and control.</li> <li>○ Developing integrated services.</li> <li>○ Performance management.</li> </ul> </li> <li>● Managing and understanding a demanding client base.</li> <li>● Risk analysis, risk awareness, monitoring and management of risk.</li> <li>● Practical knowledge of negotiating and influencing in a complex environment.</li> <li>● Practical knowledge of setting strategy in a complex organisation.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>● Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> <li>● Local Government (Scotland) Act 2003</li> <li>● Community Empowerment (Scotland) Act 2015</li> <li>● Data Protection Act 1998</li> <li>● Local Government and Housing Act 1989</li> <li>● Licenses, Civic Government (Scotland) Act 1982</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>● The principles and aims of Aberdeen City Council</li> <li>● The Aberdeen City Council Target Operating Model</li> <li>● The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>● Ability to work outwith normal office hours if necessary</li> <li>● Ability to travel to other locations within and outwith the city when required</li> </ul>

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:	
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



Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Corporate Services	Version Date	January 2024		
Cluster	Governance	Job Family	Chief Officer	JE Number	7879

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.



**Aberdeen City Council**  
Job Profile

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**Chief Officer**  
**Education & Lifelong**  
**Learning**

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Children, Families & Communities Function

This function leads the development and delivery of a Family Support Model to enable delivery of The Promise and closer multi-disciplinary working at locality and neighbourhood level. It will provide vision, leadership, strategic direction and professional advice to enable successful delivery the council's and Community Planning Partnership's priorities for children, families and our communities. The function will facilitate multi-agency working at the most local level to support children and families; and ensure readiness and effective implementation of anticipated reforms to further strengthen the model of Family Support.

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

## About the Education & Lifelong Learning Cluster

The Education & Lifelong Learning cluster aims to reduce inequalities in educational outcomes and raise attainment by working with other partners to take account of what we know about the wider determinates of good health. The cluster supports lifelong learning to enable and empower the people of Aberdeen to fulfil their potential and contribute to the social, cultural and economic prosperity of our city.

## About the Role

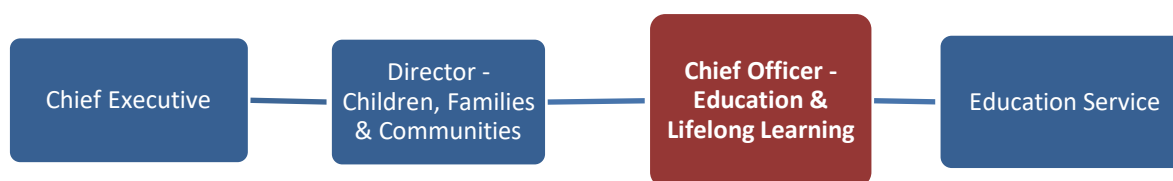
The purpose of this role is to provide the lead on the strategic development of all education services for the city of Aberdeen, including adult learning, family learning, libraries, community learning, in school learning, transitions, early years, employability services, inclusion and attainment and, in accordance with 'Getting It Right for Every Child', deliver improved outcomes for children and young people.

Job Title	Chief Officer – Education & Lifelong Learning
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College

As Chief Education Officer, the postholder will ensure the provision of effective, professional advice to the local authority, elected members and officers in relation to the authority's provision of education related services.

Reporting directly to the Director - Children, Families & Communities, the Chief Officer - Education & Lifelong Learning will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key Extended Corporate Management Team: the success of this role is interdependent on relationships with the Chief Officer - Children's Social Work & Family Support, Chief Officer - Housing, Chief Officer - Commercial and Procurement Services and Chief Officer – Data Insights (HDRCA).



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

**Working within the Target Operating Model (Corporate Outcome)**

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.

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.

	<ul style="list-style-type: none"> <li>Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</li> </ul>
<b>Being a Digitally Led Organisation (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>Support the alignment of culture with the vision of the target operating model.</li> <li>Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<b>Performance Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>Be accountable under the Council's scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>Accountable for the management of the financial performance of the function.</li> <li>Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>
<b>Information Governance (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> </ul>
<b>Deliver commissioned outcomes (Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>Utilise improvement science, in conjunction with national requirements, to specify actions for continual improvement in education across the city.</li> <li>Maximise the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes.</li> <li>Responsible for promoting and improving outcomes and positive destinations for children and young people and the people of Aberdeen.</li> <li>Ensure that the Council meets its statutory obligations in relation to Education and developing and recommending long-term strategic plans to ensure that the Council meets its vision and values with regards to integrated children’s services.</li> <li>Deliver commissioned outcomes within the framework below, covering: <ul style="list-style-type: none"> <li>Community engagement and empowerment</li> <li>Universal</li> <li>Targeted interventions</li> <li>Specialist</li> </ul> </li> <li>Ensure that a commissioning approach is the centre of children’s services in Aberdeen, driving change and innovation with a relentless focus on improving outcomes aligned to the determinates of good health.</li> <li>Manage the strategic planning cycle relating to “Analyse, Plan, Do, Review”.</li> <li>Adopt a whole system approach to needs assessment, design, facilitation and performance.</li> <li>Incorporate a joint commissioning approach to leadership and governance to secure partner commitment and delivery of improvement across the system.</li> </ul>

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><b>Monitoring &amp; Improve Delivery of outcomes associated with, but not limited to the determinates of good health</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Be responsible to the customer for ensuring that the quality and achievement of service provision meets or exceeds customer expectations.</li> <li>• Develop and implement strategies for the delivery of services provided by the cluster and function, considering anticipated developments in the external environment and to influence those developments where possible.</li> <li>• Actively review all services to identify opportunities to improve delivery, on-going skills requirements, capacity and efficiencies to ensure that the Council is maximising outcomes for Aberdeen City.</li> <li>• To engage with the customer, resources and commissioning functions to review effectiveness in delivering outcomes and meeting customer needs based on measurable performance indicators and data analysis.</li> <li>• Conduct forensic analysis of performance to inform continual improvement by using measurable improvement methodologies.</li> <li>• Manage all operational services provided or purchased by the Council to ensure that a range of appropriate services are in place, provide best value and meet the needs of all.</li> </ul>
<p><b>Best Start in Life</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Improve access to wider Family supports including the provision of childcare across the city by ensuring that delivery models are underpinned by appropriate universal, targeted and specialist services.</li> <li>• Ensure support for care experienced children and their families is effective.</li> <li>• Where appropriate, support NHS Grampian to improve health outcomes for children and their families.</li> </ul>
<p><b>Safe and responsible</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Improve multi agency support for vulnerable children and their families</li> <li>• In conjunction with Chief Officer- Children’s Social Work &amp; Family Support and Chief Officer - Housing , improve multi agency support for vulnerable children and their families.</li> <li>• In conjunction with Chief Officer – Data Insights (HDRCA) and the digital partner, look at how to improve the sharing of information across partners in order to facilitate predictive modelling with a view to preventing harm to children.</li> </ul>
<p><b>Respected, Included and Achieving</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Actively promote children’s rights in keeping with the UN convention on Rights of Children and their participation in decisions which affect them across universal, targeted services and specialist services.</li> <li>• In conjunction with the Chief Officer – Strategic Place Planning, Chief Officer - Children’s Social Work &amp; Family Support and Chief Officer - Housing, ensure that children and young people have a genuine voice in the future of the city.</li> <li>• Collaborate nationally, regionally and at locality level to close the attainment gap for all children and young people.</li> </ul>

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><b>Management of Integrated Information</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• In conjunction with the Chief Officer - City Growth, Chief Officer - Children’s Social Work &amp; Family Support and Chief Officer Housing, maximise employment, education and training opportunities for all school leavers, ensuring required support for vulnerable children and their families.</li> </ul>
<p><b>Improving our Service User experience</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services and Chief Officer- Children’s Social Work &amp; Family Support, develop responsive mainstream services: <ul style="list-style-type: none"> <li>o Make it easy for front line staff to find out who does what across the whole children services system and processes they use and response times.</li> <li>o Improve access to targeted and specialist services across education, health and social care.</li> <li>o Develop integrated child and family assessments supported by multi-disciplinary teams.</li> <li>o Reduce waiting times for child assessments across education, health and social care.</li> <li>o Empower children and families to self-care.</li> <li>o Make best use of innovation in customer experience by integrating first contact and continuing responses across sectors.</li> </ul> </li> </ul>
<p><b>In conjunction with the Joint Accountable officer (IJB)</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Consider how to improve links between education, health and social care within localities across the city to provide integrated services to children and families.</li> </ul>
<p><b>Management of the market</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• In conjunction with the Director - Place, Chief Officer - Children’s Social Work &amp; Family Support and Chief Officer Commercial and Procurement Services, develop the best commission mix within and across education, social work and health considering: <ul style="list-style-type: none"> <li>o Range and volume of services.</li> <li>o Resource availability.</li> <li>o Risk management.</li> <li>o Manageability.</li> </ul> </li> </ul>
<p><b>A high performing Education service that delivers on national and local priorities and is fully integrated with the other aspects of Children’s and Family services</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Lead on the development of an Education, Learning and Attainment strategy focused on improvement which takes into account legislative requirements and national and local drivers for delivery and improvements in education, learning and attainment</li> <li>• Manage the delegated budget and be able to demonstrate the service’s value proposition</li> <li>• Ensure effective deployment of staff and resources to ensure that operational priorities are delivered</li> <li>• Ensure active engagement with colleagues within and across clusters and functions to ensure that robust support and appropriate challenge is in place, thus leading to improved outcomes across all stages of the young person’s involvement with the integrated children’s and family services</li> <li>• Ensure the development and maintenance of effective partnerships with other local authorities and stakeholders in the public, private and voluntary sectors</li> </ul>

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><b>As Chief Education Officer, an Education service which performs all statutory functions as outlined in legislation</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Advise on matters relating to statutory responsibilities in the Education (Scotland) Act 1980, Education (Scotland) Act 2016, Standards in Scotland’s Schools Act 2000, Education (Additional Support for Learning) (Scotland) Act 2004, as amended, Children and Young People (Scotland) Act 2014, CLD regulations 2013 and all other legislation pertaining to Scottish education</li> <li>• Ensure that the education authority discharges its function in relation to a wide range of matters including inequalities outcomes in education and ensuring the interests of children are paramount including their safety and wellbeing</li> <li>• Ensure that there is an adequate and effective scheme of devolved school management for all schools in the education authority</li> <li>• Lead consultation processes with stakeholders as required by legislation</li> <li>• Ensure that effective governance, risk management and business continuity arrangements are in place as appropriate</li> </ul>
<p><b>A collaborative service that actively participates in the strategic development of the Council</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>• Actively contribute to corporate policy, planning and strategic decision making</li> <li>• Lead and contribute to joint service planning and delivery in partnership with all the relevant internal/external stakeholders and/or service providers</li> </ul>

## 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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> <li>• Education related degree or postgraduate degree</li> <li>• Eligibility for full GTCS registration</li> <li>• Evidence of Continuous Professional Development.</li> </ul>
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> <li>• Operational and strategic management of education services</li> <li>• Managing stakeholder consultation and working with trade unions</li> <li>• Reporting to Committees and engaging with Elected Members</li> <li>• Motivating and empowering staff to high levels of performance and autonomy</li> <li>• Proactively managing the health, safety and wellbeing for self and others</li> <li>• Solution focussed problem solving</li> <li>• Managing and deploying resources including human, financial and ICT to ensure effective service delivery</li> <li>• Working with others, both within and outwith ACC, co-operatively and flexibly to achieve fully integrated services and customer-focused outcomes.</li> <li>• Proven education experience and knowledge covering: <ul style="list-style-type: none"> <li>• Additional Support Needs legislation.</li> <li>• HGIOS4.</li> <li>• Parental Engagement.</li> </ul> </li> </ul>

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.

	<ul style="list-style-type: none"> <li>• Getting It Right For Every Child (GIRFEC).</li> <li>• Curriculum for Excellence.</li> <li>• Closing the Gap.</li> <li>• School improvement and curriculum development.</li> <li>• Inclusive practice and research, particularly around the presumption of mainstreaming and Additional Support Needs legislation.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Children and Young People (Scotland) Act 2014</li> <li>• Education (Scotland) Act 1980 and 2016</li> <li>• Education (Additional Support for Learning) (Scotland) Act 2004, as amended</li> <li>• Standards in Scotland's Schools Act 2000</li> <li>• Teachers' terms and conditions of employment as agreed by the Scottish Negotiating Committee for Teachers</li> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary</li> <li>• Ability to travel to other locations within and outwith the City when required</li> </ul>

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:	
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

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:	
Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>

Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Children, Families & Communities	Version Date	January 2024		
Cluster	Education & Lifelong Learning	Job Family	Chief Officer	JE Number	8284

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.



**Aberdeen City Council**  
Job Profile

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**Chief Officer**  
**Children's Social Work &**  
**Family Support**

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Children, Families & Communities Function

This function leads the development and delivery of a Family Support Model to enable delivery of The Promise and closer multi-disciplinary working at locality and neighbourhood level. It will provide vision, leadership, strategic direction and professional advice to enable successful delivery the council's and Community Planning Partnership's priorities for children, families and our communities. The function will facilitate multi-agency working at the most local level to support children and families; and ensure readiness and effective implementation of anticipated reforms to further strengthen the model of Family Support.

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

## About the Children's Social Work & Family Support Cluster

The Children's Social Work & Family Support Cluster works with other Clusters and functions to prevent families from experiencing the care and justice systems by offering early and preventative help wherever possible. The Chief Officer is responsible for the delivery of all frontline services designed to keep children safe and to oversee their redesign of children's social work as we transform delivery models to better reflect The Promise. The Cluster takes a lead role in ensuring that the Council complies with Corporate Parenting and child protection responsibilities and leads the coordination of the multi-agency model of Family Support.

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.

## About the Role

This role provides the strategic leadership to help improve outcomes for children, young people and their families who are impacted by abuse and neglect as well as those within the care and justice systems by offering coordinated intensive and targeted services to prevent and mitigate risk for children and their families across the Council and wider partnership. As the Chief Social Work Officer the post holder has a key role in sharing emerging risks with universal and targeted services so that our partnership model of Family Support can flex accordingly.

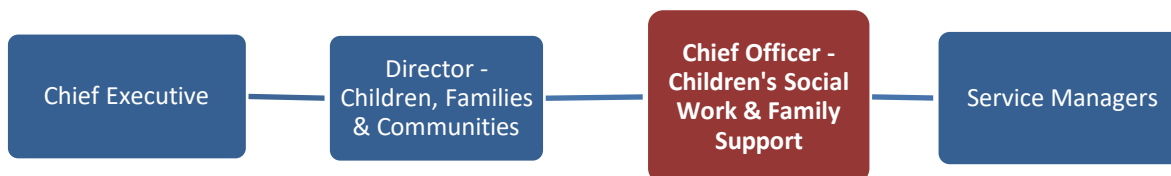
Job Title	Chief Officer – Children’s Social Work & Family Support
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College

The post holder will ensure the Council’s compliance with statutory obligations and scrutiny regimes pertaining to the children’s social work and partnership services designed to keep children safe. The post holder will carry out the responsibilities of the Chief Social Work Officer for Aberdeen City Council 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.

Reporting directly to the Director - Children, Families and Communities, the Chief Officer - Children’s Social Work & Family Support will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

As Chief Social Work Officer, the post holder will have direct access to the Chief Executive on matters deemed necessary to escalate and will liaise with the Leader/s of the Council and Conveners of relevant Committees as appropriate.

The success of this post is interdependent on all Council functions and Clusters prioritising the needs of those we have a duty to protect from abuse and harm as well as those we hold Corporate Parenting responsibilities for and being a key interface with adult services.



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

Examples of related tasks:

**Working within the Target Operating Model (Corporate Outcome)**

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.

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	<ul style="list-style-type: none"> <li>• In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.</li> <li>• Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</li> </ul>
<b>Being a Digitally Led Organisation (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<b>Performance Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council's scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Accountable for the management of the financial performance of the function.</li> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>
<b>Information Governance (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• To discharge the Statutory role of Chief Social Work Officer in accordance with legislation, including on-call requirements.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>• The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> </ul>
<b>Deliver commissioned outcomes (Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>• Support commissioning functions within the Council in conjunction with national requirements, to specify actions for continual improvement in education across the city.</li> <li>• Maximise the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes.</li> <li>• Responsible for promoting and improving outcomes and positive destinations for children and young people and the people of Aberdeen.</li> <li>• Ensure that the Council meets its statutory obligations in relation to children’s social work and developing and recommending long-term strategic plans to ensure that the Council meets its vision and values with regards to children and families.</li> <li>• Deliver commissioned outcomes within the framework below, covering: <ul style="list-style-type: none"> <li>○ Community engagement and empowerment.</li> <li>○ Universal.</li> <li>○ Targeted interventions.</li> <li>○ Intensive.</li> </ul> </li> <li>• Ensure that a commissioning approach is the centre of children's services in Aberdeen, driving change and innovation with a relentless focus on improving outcomes aligned to the determinates of good health</li> <li>• Manage the strategic planning cycle relating to “Analyse, Plan, Do, Review”</li> <li>• Adopt a whole system approach to needs assessment, design, facilitation and performance</li> </ul>

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	<ul style="list-style-type: none"> <li>• Incorporate a joint commissioning approach to leadership and governance to secure partner commitment and delivery of improvement across the system</li> </ul>
<b>Monitoring &amp; Improve Delivery of outcomes associated with, but not limited to the determinates of good health</b> <b>(Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>• Be responsible to children, young people and families for ensuring that the quality and achievement of service provision meets or exceeds expectations in part through regular reporting of data to the Chief Officers Group and Child Protection Committees.</li> <li>• Develop and implement strategies for the delivery of services provided by the cluster and function, considering anticipated developments in the external environment and to influence those developments where possible.</li> <li>• Actively review all services to identify opportunities to improve delivery, on-going skills requirements, capacity and efficiencies to ensure that the Council is maximising the outcomes for children, young people and families of Aberdeen City.</li> <li>• To engage with the Corporate Services and Place functions to review effectiveness in delivering outcomes and meeting customer needs based on measurable performance indicators and data analysis.</li> <li>• Conduct forensic analysis of performance to inform continual improvement by using measurable improvement methodologies.</li> <li>• Manage all operational services provided or purchased by the Council to ensure that a range of appropriate services are in place, provide best value and meet the needs of all.</li> </ul>
<b>Best Start in Life</b> <b>(Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>• Improve access to wider Family supports across the city by ensuring that delivery models are underpinned by appropriate universal, targeted and intensive services.</li> <li>• Ensure support for care experienced children and their families is effective.</li> <li>• Work to improve the outcomes for children identified at being at risk of harm and neglect by ensure effective multi-agency support and intervention.</li> <li>• Where appropriate, support NHS Grampian to improve health outcomes for children and their families.</li> </ul>
<b>Safe and responsible</b> <b>(Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>• Work with multi-agency partners to improve support and protection to vulnerable children and their families</li> <li>• In conjunction with Chief Officer Housing, improve early intervention support for young offenders and their families in order to support them to become responsible and contributing citizens.</li> <li>• In conjunction with Chief Officer - Data Insights (HDRCA) and the digital partner, look at how to improve the sharing of information across partners in order to facilitate predictive modelling with a view to preventing harm to children.</li> </ul>
<b>Respected, Included and Achieving</b> <b>(Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>• Actively promote children's rights in keeping with the UN convention on Rights of Children and their participation in decisions which affect them across universal, specialist or targeted services.</li> </ul>

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.

	<ul style="list-style-type: none"> <li>Proactively guide the participation of children and young people and use their lived experience to support service improvement.</li> <li>Ensure that children and young people identified as being more vulnerable are able to have a voice in Council decision making</li> </ul>
<b>Management of Integrated Information (Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>In conjunction with the Chief Officer - Housing and Chief Officer - Education &amp; Lifelong Learning support community capacity building to target the conditions that affect families and communities ability to care for their children.</li> <li>Continue to improve shared intelligence with partners including NHS Grampian, the Health and Social Care Partnership, Police Scotland and the third sector.</li> </ul>
<b>Improving our Service User experience (Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>In conjunction with the Chief Officer People &amp; Citizen Services, develop responsive mainstream services: <ul style="list-style-type: none"> <li>Make it easy for front line staff to find out who does what across the whole children services system and processes they use and response times.</li> <li>Improve accessibility to intensive services across education, health and social care.</li> <li>Develop integrated child and family assessments supported by multi- disciplinary teams.</li> <li>Reduce waiting times for child assessments across education, health and social work.</li> <li>Empower children and families to self-care.</li> <li>Make best use of innovation in customer experience by integrating first contact and continuing responses across sectors.</li> </ul> </li> </ul>
<b>In conjunction with the Joint Accountable officer (IJB) (Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>In collaboration with Adult Social Work, work to improve links between children's and adult services in order to provide more integrated services to children and families.</li> <li>Implement the ACC/IJB Carers Strategy in terms of children who are carers themselves.</li> <li>Implement the ACC/IJB Autism Strategy.</li> </ul>
<b>Management of the market (Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>In conjunction with the Director - Place and Chief Officer Commercial and Procurement Services, develop the best commissioning mix within and across the partnership considering: <ul style="list-style-type: none"> <li>Range and volume of services.</li> <li>Resource availability.</li> <li>Risk management.</li> <li>Manageability.</li> </ul> </li> </ul>
<b>Act as Chief Social Work Officer in terms of the relevant legislation (Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>Oversee and ensure the professional registration and fitness to practise of social workers with the SSSC.</li> <li>To ensure that social work and social care services that are commissioned or directly provided by Aberdeen City Council and the Health and Social Care Partnership meet statutory and regulatory requirements.</li> <li>Undertake the role of Agency Decision Maker in Fostering and Adoption.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Make the legal decisions about Secure Accommodation for Children and Young People, and challenge, where appropriate, Children’s Hearings decisions.</li> <li>• Oversee and authorise the appointment of Mental Health Officers.</li> <li>• Authorise, ensure compliance with legislation, and act as Legal Guardian for adults without capacity.</li> <li>• Make decisions about the transfer of a child subject to a Supervision Order in cases of urgent necessity.</li> <li>• Make decisions associated with the management of drug treatment and testing orders.</li> <li>• Carry out functions as the appropriate authority in relation to a breach of a supervised release order, or to appoint someone to carry out these functions.</li> <li>• Attend the Integrated Joint Board of the Health and Social Care Partnership as a professional advisor.</li> </ul>
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## 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.

<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> <li>• Relevant professional Social Work qualification (i.e. Dip SW, CSS, CQSW or equivalent).</li> <li>• Educated to degree level or above.</li> <li>• Current registration with the Scottish Social Services Council or UK equivalent.</li> <li>• Evidence of Continuous Professional Development.</li> </ul>
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> <li>• Leading children and family social work.</li> <li>• Strategic policy development and implementation.</li> <li>• Developing/Managing strategic partnerships.</li> <li>• Service transformation and improvement.</li> <li>• Successful balance sheet management.</li> <li>• Developing integrated services.</li> <li>• Managing consultation forums and relationships with trade unions.</li> <li>• Risk analysis, risk awareness, monitoring and management of risk.</li> <li>• Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> <li>• Practical knowledge of negotiation and influencing in a complex organisation.</li> <li>• Practical knowledge of working in a commissioning organisation.</li> <li>• Embracing new technology to deliver services in an innovative way.</li> </ul> <p>Proven social care experience and knowledge covering:</p> <ul style="list-style-type: none"> <li>• Child Protection Services.</li> <li>• Looked after Children.</li> <li>• Statutory legislation relevant to social care, youth justice, Every Child Matters.</li> <li>• High level, extensive operational and strategic management of social work and social care in both children’s and adult’s services.</li> <li>• Key legislation and regulations that underpin the provision of social work services and the functions of the CSWO in single and integrated settings.</li> <li>• Influencing change and providing challenge at a senior level.</li> </ul>

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.  
 JP Template: 12 May 2023

	<ul style="list-style-type: none"> <li>Financial management, in order to provide well balanced advice on the impact of fiscal decisions on social work services in single and integrated settings.</li> <li>Performance management and data analysis in order to provide oversight and challenge on the effectiveness and impact of social work services.</li> <li>Making high level, complex decisions about the deprivation of liberty of children and adults; adoption and permanence of children and young people, child and adult support and protection.</li> <li>Advising, influencing, persuading, acting assertively and commanding confidence in a political environment and with a range of internal and external key partners.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>Relevant legislation e.g. Social Work (Scotland) Act 1968, Children (Scotland) Act 1995, Children’s Hearings (Scotland) Act 2011, Social Care (Self-directed Support) (Scotland) Act 2013, Children and Young People (Scotland) Act 2014, Adoption and Children (Scotland) Act 2007, Looked After Children (Scotland) Regulations 2009 other legislation relating to children’s social work matters.</li> <li>Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>The principles and aims of Aberdeen City Council</li> <li>The Aberdeen City Council Target Operating Model</li> <li>The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>Ability to work outwith normal office hours if necessary</li> <li>Ability to travel to other locations within and outwith the City when required</li> </ul>

<b>Our Guiding Principles</b>	
<b>We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:</b>	
<b>Purpose</b>	We care about our purpose, our people and our city
<b>Pride</b>	We take pride in what we do and work to make things better
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<b>Trust</b>	We trust each other and take responsibility
<b>Value</b>	We value each other and recognise a job well done

<b>Five Core Capabilities form the basis of the Capability Framework for Chief Officers:</b>	
<b>Delivering outcomes for our customers</b>	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>Demonstrates visionary and strategic thinking</li> <li>Engages and influences stakeholders</li> <li>Considers the wider context and the long-term impact of a decision</li> <li>Communicates clearly and in a structured way, persuading others effectively</li> <li>Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>Connects and inspires others behind shared strategic outcomes</li> </ul>

Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Children, Families & Communities	Version Date	January 2024		
Cluster	Children's Social Work & Family Support	Job Family	Chief Officer	JE Number	8283

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.



**Aberdeen City Council**  
Job Profile

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# Chief Officer

## Housing

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Children, Families and Communities Function

This function leads the development and delivery of a Family Support Model to enable delivery of The Promise and closer multi-disciplinary working at locality and neighbourhood level. It will provide vision, leadership, strategic direction and professional advice to enable successful delivery the council's and Community Planning Partnership's priorities for children, families and our communities. The function will facilitate multi-agency working at the most local level to support children and families; and ensure readiness and effective implementation of anticipated reforms to further strengthen the model of Family Support.

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

## About the Housing Cluster

The Housing cluster delivers housing strategy and services for families and aims to reduce inequalities by taking account of what we know about the wider determinates of good health. It has a key role in understanding community need, increasing community capacity and resilience, and working with partners to tackle the cause rather than the consequences of failure demand.

## About the Role

The role will provide the strategic lead for the development and delivery of the Council's Housing function.

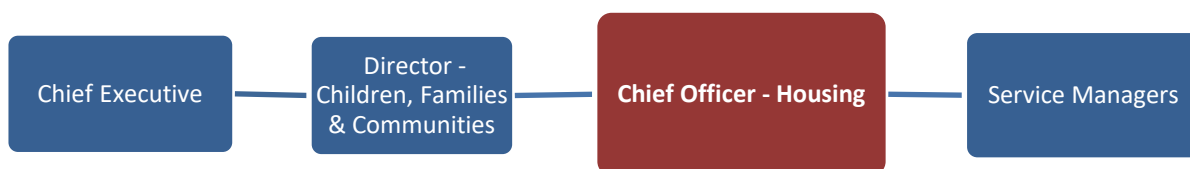
This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function as appropriate.

This role will take a strategic lead in Housing strategy and shifting the Council (and partners) to adopt a more upstream preventative approach in order to tackle cause rather than consequences of failure demand.

Reporting directly to the Director - Children, Families & Communities, the Chief Officer - Housing will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key Extended Corporate Management Team: the success of this role is interdependent on relationships with the Chief Officer Data Insights (HDRCA), Chief Officer Education & Life Long Learning, Chief Officer Children's Social Work & Family Support and the Chief Officer of Commercial and Procurement Services.

Job Title	Chief Officer - Housing
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model (Corporate Outcome)**

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.

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><b>Being a Digitally Led Organisation</b> (Corporate Outcome)</p>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<p><b>Developing the Workforce for a 21st Century Council</b> (Corporate Outcome)</p>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<p><b>Performance Management</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<p><b>Risk Management</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<p><b>Financial Management &amp; Stewardship</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>

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><b>Information Governance</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<p><b>Statutory Responsibilities</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance.</li> <li>Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<p><b>Deliver commissioned outcomes</b> (Cluster Specific Outcome)</p>	<p>Support the commissioning function, in conjunction with National requirements, to specify actions for continual improvement in housing services across the city by:</p> <ul style="list-style-type: none"> <li>Maximising the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes.</li> <li>Ensure that the Council meets its statutory obligations in relation to housing and developing and recommending long-term strategic plans to ensure that the Council meets its vision and values</li> <li>Deliver preventative and early intervention approaches to support a reduction in longer term demand whilst taking account of the determinates of good health</li> <li>Manage the strategic planning cycle relating to “Analyse, Plan, Do, Review”</li> <li>Adopt a whole system approach to needs assessment, design, facilitation and performance</li> <li>Incorporate a joint commissioning approach to leadership and governance to secure partner commitment and delivery of improvement across the system</li> </ul>

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<b>Customer Engagement</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Work with communities, partners and business intelligence to identify causes of demand and implement mitigating solutions to manage the emergence of the demand.</li> <li>• Develop an information, advice and signposting function which is a multi-channel, digital engagement facility that acts as first point of enquiry and puts customers in touch with the most appropriate support.</li> <li>• Develop community hubs which are face-to-face offering where a range of support services may be co-located to provide easy access for communities and contribute to fostering long term independence.</li> </ul>
<b>Community Capacity Building and Empowerment</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Support strategies which bring together physical and social regeneration interventions which meet the desires and expectations of communities in so far as is possible within resource constraints.</li> <li>• In conjunction with our External Communications team and the Director of Public Health (NHS Grampian) devise whole and targeted population campaigns to influence behaviour which could result in improved public health.</li> <li>• Ensure effective management, administration and governance of the Council's grants programmes associated with community capacity building and empowerment.</li> </ul>
<b>Monitoring Outcomes</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• As part of a continuous improvement look to provide feedback to inform the commissioning and delivery cycles to drive up further upstream preventative activity.</li> </ul>

## 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.

<b>Minimum Qualification(s) / Certificates / Memberships etc. required</b>	<ul style="list-style-type: none"> <li>• Relevant degree or professional qualification and / or extensive experience related to the role.</li> <li>• Evidence of continuous professional development.</li> </ul>
<b>As a minimum, demonstrate skills and experience in</b>	<ul style="list-style-type: none"> <li>• Proven extensive experience in:             <ul style="list-style-type: none"> <li>○ Designing prevention and early intervention services with communities and partners.</li> <li>○ Business intelligence and demand management.</li> <li>○ Strategic policy development and implementation.</li> <li>○ Engagement with community groups as part of building empowered communities.</li> <li>○ Service transformation and improvement.</li> <li>○ Successful budgetary management and control.</li> <li>○ Developing integrated services.</li> <li>○ Delivering measurable outcomes.</li> <li>○ Changing an organisation culture to become customer centric.</li> </ul> </li> <li>• Risk analysis, risk awareness, monitoring and management of risk.</li> <li>• Practical knowledge of negotiating and influencing in complex environments.</li> <li>• Embraces new technology to deliver services in an innovative way.</li> </ul>

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As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council.</li> <li>• The Aberdeen City Council Target Operating Model.</li> <li>• The Local Outcome Improvement Plan.</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary.</li> <li>• Ability to travel to other locations within and outwith the City when required.</li> </ul>

Our Guiding Principles	
<b>We are all responsible for the culture we work in, and our Guiding Principles help guide what we expect from each other:</b>	
<b>Purpose</b>	We care about our purpose, our people and our city
<b>Pride</b>	We take pride in what we do and work to make things better
<b>Team</b>	One team, one council, one city
<b>Trust</b>	We trust each other and take responsibility
<b>Value</b>	We value each other and recognise a job well done

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:	
Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
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Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Children, Families & Communities	Version Date	January 2024		
Cluster	Housing	Job Family	Chief Officer	JE Number	7870

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.



**Aberdeen City Council**  
Job Profile

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**Chief Officer**  
**Corporate Landlord**

## About Aberdeen City Council

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- Empowering staff to meet priority outcomes aligned to the determinates of good health
- 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 improve outcomes
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## About the Children, Families & Communities Function

This function leads the development and delivery of a Family Support Model to enable delivery of The Promise and closer multi-disciplinary working at locality and neighbourhood level. It will provide vision, leadership, strategic direction and professional advice to enable successful delivery the council's and Community Planning Partnership's priorities for children, families and our communities. The function will facilitate multi-agency working at the most local level to support children and families; and ensure readiness and effective implementation of anticipated reforms to further strengthen the model of Family Support.

The function comprises of Education & Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, and Housing. The function will ensure that services are delivered in an integrated manner to achieve better outcomes for people in Aberdeen City, within the framework of statutory responsibilities and consistent with the Council's strategic objectives.

## About the Corporate Landlord Cluster

This cluster consolidates all our corporate landlord activities, which include the consolidation of all health and safety activities, and is responsible for the management of commercial and non-commercial land and property assets, facilities management, contractor management and council house stock management.

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.

## About the Role

This role will provide the strategic lead for the delivery and development of the Council’s Corporate Landlord function.

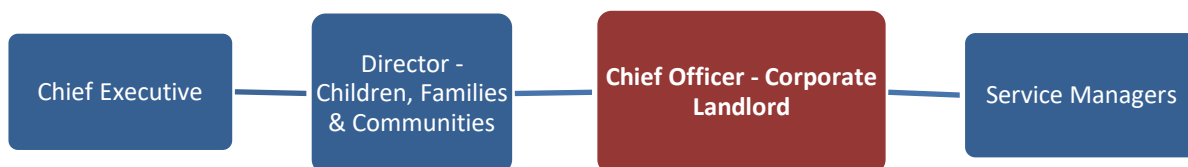
The role will ensure the Council’s property assets, commercial portfolio, operational portfolio, housing stock, construction service and facilities management service support its core business needs and are optimised to meet corporate service delivery requirements, customer and tenant needs, and to maximise financial return.

The role will ensure the Council’s compliance with statutory obligations and scrutiny regimes pertaining to the services provided by functions.

The role will act as the Corporate Landlord function of the Council, providing strategic direction on all property matters.

Reporting directly to the Director – Children, Families & Communities, the Chief Officer - Corporate Landlord will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees, key Council stakeholders: all community partners.

Job Title	Chief Officer – Corporate Landlord
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model**  
(Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.

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<p><b>Being a Digitally Led Organisation</b> (Corporate Outcome)</p>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<p><b>Developing the Workforce for a 21st Century Council</b> (Corporate Outcome)</p>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<p><b>Performance Management</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the development of professional standards, development and conduct for the function’s employees to thereby ensure compliance with professional bodies and regulatory requirements.</li> </ul>
<p><b>Risk Management</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<p><b>Financial Management &amp; Stewardship</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>

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><b>Information Governance</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Working with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<p><b>Statutory Responsibilities</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>• The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance.</li> <li>○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<p><b>Cluster Specific Tasks</b></p>	<ul style="list-style-type: none"> <li>• Develop a centre of excellence for strategic asset management and project delivery.</li> <li>• Develop management resource plans to meet operational needs and effect change where required.</li> <li>• Maintaining commercial, technical, legal and insurance knowledge to support the Function.</li> <li>• Demonstrate and maintain a high level of operational and commercial knowledge and work closely with the wider team to review techniques and solutions to meet business/customer needs.</li> <li>• Early identification of business risks in projects, ensuring that risk management, risk registers and contingency are in place to manage risk.</li> <li>• Ensuring works are scoped in line with relevant technical standards.</li> <li>• Develop short, medium and long term investment priorities for the Council’s land and property assets (working with colleagues across the Council and the wider public sector and, in particular, the services of finance, legal and procurement).</li> <li>• Support the delivery of Strategic Infrastructure Plan programmes for new affordable housing and regeneration and the Council’s Capital Plan.</li> <li>• Provide a total facilities management service for all of the Council’s property resources including 22,000 houses, 450 operational properties, and land holdings.</li> <li>• Provide a lead within the Council for the Local Authority’s requirements to comply with its statutory obligations for the</li> </ul>

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.

	health and safety of all of its buildings, regular maintenance and suitability.
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## 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"> <li>• Relevant degree or professional qualification and / or extensive experience related to the role.</li> <li>• Evidence of continued professional development.</li> </ul>
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Strategic policy development and implementation</li> <li>○ Developing/Managing strategic partnerships</li> <li>○ Service transformation and improvement</li> <li>○ Successful balance sheet management</li> <li>○ Developing integrated services</li> </ul> </li> <li>• Managing consultation forums and relationships with trades unions.</li> <li>• Risk analysis, risk awareness, monitoring and management of risk.</li> <li>• Practical knowledge of negotiation and influencing in a complex organisation.</li> <li>• Practical knowledge of working in a commissioning organisation.</li> <li>• Embraces new technology to deliver services in an innovative way.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary</li> <li>• Ability to travel to other locations within and outwith the City when required</li> </ul>

## 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:**

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

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.  
JP Template: 12 May 2023

Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Children, Families & Communities	Version Date	January 2024		
Cluster	Corporate Landlord	Job Family	Chief Officer	JE Number	7867

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.



**Aberdeen City Council**  
Job Profile

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**Chief Officer**  
**Strategic Place Planning**

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

## About the Strategic Place Planning Cluster

This cluster includes the physical, social and economic activities used to maintain, regenerate and strengthen the place of Aberdeen- seeking to strike the balance across economic, social and environmental outcomes as stated in the LOIP. The focus is to enable, facilitate and deliver Strategic Place Planning. This includes all transport, environment, net zero, climate change and planning strategies, development management and building standards in order to help deliver major infrastructure projects; meeting the outcomes in the Local Outcome Improvement Plan and advancing sustainable city growth.

## About the Role

This role will provide the strategic lead for the development and delivery of the Council's and the Community Planning Partnership's strategic priorities in relation to place shaping and place planning.

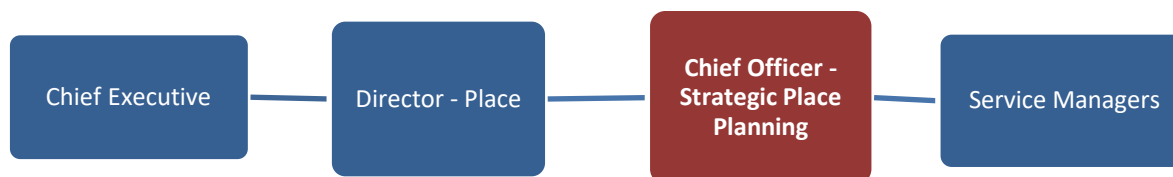
The post holder will discharge the statutory role of Chief Planning Officer in accordance with the Town and Country Planning (Scotland) Act 1997 (as amended).

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function.

Reporting directly to the Director - Place, the Chief Officer – Strategic Place Planning will play an intrinsic part of the Extended Corporate Management Team and will ensure excellent working relationships with all appropriate internal stakeholders including other functional areas, elected members, trade union representatives, and employees.

Key external stakeholders will include all Community Planning partners, community groups, development community, NESTRANS, SEPA, Scottish Government and its relevant agencies.

Job Title	Chief Officer – Strategic Place Planning
Pay Grade	Chief Officer Salary Scale Point 36
Job Family	Chief Officer
Location	Marischal College



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model**  
(Corporate Outcome)

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.

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.

	<ul style="list-style-type: none"> <li>• Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</li> </ul>
<b>Being a Digitally Led Organisation (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<b>Performance Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> </ul>

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.



	<ul style="list-style-type: none"> <li>Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>
<b>Information Governance</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance.</li> <li>Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<b>The Place</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>Integrate land use planning for transportation, environment, housing digital and regeneration plans including the city centre.</li> <li>Improve the collaboration between planning and all house developers (including the council as a housing provider) to accelerate the delivery of housing supply and to promote more innovative delivery models.</li> <li>Participate proactively in the wider objectives of the Commissioning function through full involvement in multi-disciplinary teams delivering a wide range of regeneration, development and investment activity.</li> <li>In conjunction with the Chief Officer – City Growth and Chief Officer – Capital, work collegiately to ensure that all major development, including the council’s own, demonstrates the 6 qualities of a successful place (distinctive, safe, pleasant, welcoming, adaptable, resource efficient and easy to move around and beyond).</li> </ul>

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.

	<ul style="list-style-type: none"> <li>• Support local democratic decision-making structures and emerging developments in civic engagement approaches, to ensure growth is inclusive.</li> <li>• Co-ordinate the city’s spatial planning with those of neighbouring councils and national agencies to ensure effective regional and national planning.</li> </ul>
<b>The People</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Contribute to the process of building a child friendly city by recognising children as partners in the planning design decisions of the city.</li> <li>• Facilitate the active, meaningful engagement of people with dementia and their families.</li> <li>• Unite public health, planning and housing developers to plan and build healthier places.</li> <li>• In conjunction with the NHS Grampian Director of Public Health, ensure consideration is given to how to improve the local population’s health through place design.</li> <li>• In conjunction with Chief Officer – Housing, engage with a growing societal trend of crowd sourcing decisions on plans that affect residents and communities.</li> </ul>
<b>Service</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• In conjunction with the Chief Officer – Data Insights (HDRCA), establish an intelligence and evidence-led approach to spatial policies, to target investment and policy-making to meet the growth ambitions of the city.</li> </ul>
<b>Specify Council Services for the Achievement of the LOIP</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Devise a framework for delivering outcomes that is aligned to the Local Development Plan, LOIP and locality plans and strategic plan of Council.</li> </ul>
<b>Deliver Commissioned Outcomes</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Manage the strategic planning cycle relating to “Analyse, Plan, Do, Review”.</li> <li>• Adopt a whole system approach to needs assessment, design, facilitation and performance.</li> <li>• Incorporate a joint commissioning approach to leadership and governance to secure partner commitment and delivery of improvement across the system.</li> </ul>

## 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

- A degree in Town Planning or an associated discipline, or professional qualification and / or extensive experience related to the role
- Chartered membership of the Royal Town Planning Institute
- Evidence of continued professional development

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.

As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Strategic policy development and implementation</li> <li>○ Developing/Managing strategic partnerships</li> <li>○ Service transformation and improvement</li> <li>○ Successful balance sheet management</li> <li>○ Developing integrated services</li> </ul> </li> <li>• Managing consultation forums and relationships with trades unions</li> <li>• Risk analysis, risk awareness, monitoring and management of risk</li> <li>• Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery</li> <li>• Practical knowledge of negotiation and influencing in a complex organisation</li> <li>• Practical knowledge of working in a commissioning organisation</li> <li>• Embracing new technology to deliver services in an innovative way</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Current and emerging Scottish legislation on Planning, Building Standards, Transport and Climate Change</li> <li>• Approaches to delivering a net zero City</li> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work out-with normal office hours if necessary</li> <li>• Ability to travel to other locations within and out-with the City when required</li> </ul>

## 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:

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

## Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
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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.

Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Place	Version Date	January 2024		
Cluster	Strategic Place Planning	Job Family	Chief Officer	JE Number	7884

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.



**Aberdeen City Council**  
Job Profile

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# Chief Officer

## City Growth

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

## About the City Growth Cluster

This cluster is responsible for contributing to the outcomes stated in the LOIP as well as those stated in the regional economic strategy. The cluster will represent the Council and the city of Aberdeen on local, regional, national and international stages, supporting inward investment and the promotion of the city as a competitive business location. Key responsibilities will be outward trade, a diverse employability and skills base, and a focus on tourism, culture alongside the development of our events programme.

## About the Role

This role will provide the strategic lead for the delivery and development of the Council's City Growth function, culture and events as important economic and social levels.

The role will have responsibility for working with a range of strategic stakeholders in ensuring and securing the economic growth of the city so that the mix of jobs, skills and quality of place is supported by the Council's organisational priorities.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function where appropriate.

Reporting to the Director - Place, the Chief Officer - City Growth will play an intrinsic part of the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives and employees.

Key external stakeholders will include Community Planning partners, Culture network, ONE, and industry body groups e.g. Chamber of Commerce, Scottish Enterprise, relevant UK government departments, Moody's (credit rating agency).

The success of this role is interdependent on relationships with Chief Officer – Strategic Place Planning, Chief Officer - Finance, Chief Officer – Corporate Landlord, Chief Officer – Commercial and Procurement Services and Chief Officer - Capital.

Job Title	Chief Officer – City Growth
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model (Corporate Outcome)**

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.

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.

	<ul style="list-style-type: none"> <li>• Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</li> </ul>
<b>Being a Digitally Led Organisation (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services. Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<b>Performance Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<b>Risk Management (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> </ul>

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.



	<ul style="list-style-type: none"> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council's financial management framework.</li> </ul>
<b>Information Governance</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>• Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities</b> (Chief Officer Responsibility)	<ul style="list-style-type: none"> <li>• To discharge the Council's duties; as delegated to the post holder in accordance with the Council's scheme of delegation.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>• The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>• The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council's Scheme of Governance.</li> <li>○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<b>Investment</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Through the inward investment plan, bring greater coherence to local, regional and national outcomes to attract foreign direct investment in the City.</li> <li>• In conjunction with the Chief Officer – Strategic Place Planning and supported by the Chief Officer – Data Insights (HDRCA), identify the changing infrastructure needs to support to the City's economy and track investment to finance those infrastructure needs.</li> <li>• In conjunction with the CEO of Visit Aberdeenshire and Chamber of Commerce, coordinate and promote the City as a competitive business location.</li> <li>• Bring the market a pipeline of investor ready proposals to fund and deliver the City Centre Master Plan and other infrastructure opportunities.</li> </ul>

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<b>Innovation</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Support the action of innovative behaviours across the public sector in Aberdeen in order to create workplace innovation which might support a growing digital economy.</li> <li>• Play an active role in fostering innovation ‘clusters’ across the City.</li> </ul>
<b>Internalisation</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Support the development of the North East Trade Group into a more dynamic expert partnership in order to supply local businesses having greater exposure to international markets.</li> </ul>
<b>Enterprise</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• In conjunction with Digital Partners, lead the development of single digital access point for business to supply</li> <li>• Lead the internal redesign of Council Services in businesses in order to make Aberdeen City Council an easy organisation to do business with.</li> <li>• In conjunction with Opportunities North East, support to improve the dynamism of the business base within the identified sectoral strategies.</li> <li>• Use the Events 360 Programme and Culture Programme in order to diversify the business base of Aberdeen.</li> </ul>
<b>Governance</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Data Performance and Evaluation including processes are in place for lessons learned to inform future priorities and delivery.</li> <li>• In conjunction with the Aberdeen City Policy Panel and the new Scottish Government Analytical Unit, drive the development of an effective and transparent system of measurement for regional economies.</li> <li>• With a view to considering the impact on, in conjunction with the Chief Officer – Data Insights (HDRCA), analyse the City’s economy, places and people data with a review to impact city strategies.</li> <li>• Support the design of a new set of co-ordinating structures in line with Council decisions on urban governance.</li> </ul>

## 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"> <li>• Relevant degree or professional qualification and/or extensive experience related to the role.</li> <li>• Evidence of continuous professional development.</li> </ul>
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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.

As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>● Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Strategic policy development and implementation.</li> <li>○ Developing/Managing strategic partnerships.</li> <li>○ Service transformation and improvement.</li> <li>○ Successful balance sheet management.</li> <li>○ Developing integrated services.</li> </ul> </li> <li>● Managing consultation forums and relationships with trades unions.</li> <li>● Risk analysis, risk awareness, monitoring and management of risk.</li> <li>● Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> <li>● Practical knowledge of negotiation and influencing in a complex organisation.</li> <li>● Practical knowledge of working in a commissioning organisation.</li> <li>● Embraces new technology to deliver services in an innovative way.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>● Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>● The principles and aims of Aberdeen City Council</li> <li>● The Aberdeen City Council Target Operating Model</li> <li>● The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>● Ability to work outwith normal office hours if necessary</li> <li>● Ability to travel to other locations within and outwith the City when required</li> </ul>

## 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:

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

## Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>● Demonstrates visionary and strategic thinking</li> <li>● Engages and influences stakeholders</li> <li>● Considers the wider context and the long-term impact of a decision</li> <li>● Communicates clearly and in a structured way, persuading others effectively</li> <li>● Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>● Connects and inspires others behind shared strategic outcomes</li> </ul>
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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.

Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> <li>• Notices, recognises and celebrates the good work of the council and colleagues</li> <li>• Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>• Shows self-awareness, is committed to their own personal development</li> <li>• Sets high personal goals and is ambitious for progression</li> <li>• Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Place	Version Date	January 2024		
Cluster	City Growth	Job Family	Chief Officer	JE Number	7865

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.



**Aberdeen City Council**  
Job Profile

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# Chief Officer

## Capital

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

## About the Capital Cluster

The cluster includes the development of design and delivery of all strands of capital, including the city centre masterplan, the city region investments, the schools estate strategy, roads infrastructure, housing and all aspects of our current general fund capital programme.

## About the Role

This role is responsible for leading and delivering the Council's General Fund Capital Programme, including the City Centre Masterplan and the City Region Deal as well as the Housing Review Account (HRA) Capital Programme.

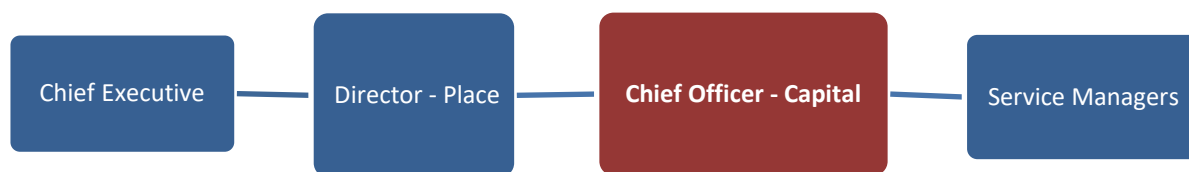
The role is responsible for the full project delivery process from inception through to delivery and benefit realisation, including the management of all services within the delivery process, including in-house delivery teams, external consultants and contractors.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services within the function, as appropriate.

Reporting to the Director - Place, the Chief Officer – Capital will play an intrinsic part of the Extended Corporate Management Team and will ensure excellent working relationships with all appropriate internal stakeholders including other functional areas, elected members, trade union representatives, and employees.

Key ECMT relationships: The success of this role is interdependent on the relationships with Chief Officer - Finance, Chief Officer - City Growth, Chief Officer – Strategic Place Planning, Chief Officer – Corporate Landlord and Chief Officer - Commercial & Procurement Services.

Job Title	Chief Officer - Capital
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model (Corporate Outcome)**

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.

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><b>Being a Digitally Led Organisation (Corporate Outcome)</b></p>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<p><b>Developing the Workforce for a 21st Century Council (Corporate Outcome)</b></p>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<p><b>Performance Management (Chief Officer Responsibility)</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<p><b>Risk Management (Chief Officer Responsibility)</b></p>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<p><b>Financial Management &amp; Stewardship (Chief Officer Responsibility)</b></p>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> <li>• Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>

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.



<b>Information Governance</b> <b>(Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities</b> <b>(Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>• To discharge the Council's duties; as delegated to the post holder in accordance with the Council's scheme of delegation.</li> <li>• Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>• In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>• The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>• The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>○ Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>○ Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council's Scheme of Governance.</li> <li>○ Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<b>Governance of the Capital Programme</b> <b>(Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>• Ensure all projects are grouped together into programmes of work with a programme board, a programme sponsor and programme manager.</li> <li>• Maintain 4 stage reviews: proposal, business case, close and benefits review, with scope for additional stage gate reviews depending on complexity and size of project.</li> <li>• Chair the strategic asset and capital board, working to the approved terms of reference of the Board.</li> <li>• Ensure that the Programme and Project Managers manage all projects from inception through to completion and sign off, ensuring all necessary project documentation is in place and taken through the agreed gateway review process.</li> <li>• Responsible for the Capital Plan programme governance, including the Programme Management Office, Programme and Project Managers, both internal and external.</li> <li>• Responsible for providing update reports on the whole Capital Plan and individual programmes and projects as necessary to internal management Boards and Committees.</li> </ul>
<b>Define Projects</b> <b>(Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>• Ensure project governance is established and in place.</li> <li>• Ensure robust business cases are developed and taken through the Council's capital governance structures.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Review and comment on business cases of third parties and requests for financial support from the Council.</li> <li>• Work with the Chief Officer - Finance in developing the Council's capital budget.</li> </ul>
<b>Implement Projects</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Responsible for project initiation, design, change controls, management of risk and dashboard reporting.</li> <li>• Responsible for the delivery of major cross-function capital projects across the Council.</li> <li>• Responsible for the professional service delivery teams, including Architects, Quantity Surveyors and Design Teams, both internal and external.</li> <li>• Ensure detailed project specifications are developed, liaising with the internal clients to ensure that comprehensive project briefs are in place.</li> <li>• Instruct and oversee regular project health checks to ensure good project management, budgetary control and resource management is in place.</li> <li>• Ensure comprehensive cost plans that accurately forecast project expenditure are developed.</li> <li>• Responsible for authorising expenditure, within agreed delegated authority, for projects within the Capital Plan.</li> <li>• Highlight and report any cost pressures or time delays, provide mitigation and implement any remedial actions.</li> <li>• Ensure robust preparation of all tender and contract documentation.</li> <li>• Manage and participate in complex negotiations, seeking co-operation and agreement from all parties involved in the delivery of the Capital Plan.</li> <li>• Ensure effective risk management, through robust risk registers, is in place for all assigned projects.</li> <li>• Ensure all projects comply with current legislation, statutory requirements, health and safety and building regulations.</li> </ul>
<b>Close Projects</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Ensure post project evaluations are completed for all completed capital projects and a process for lessons learned is in place to inform future projects.</li> </ul>
<b>Measure the Benefits</b> (Cluster Specific Outcome)	<ul style="list-style-type: none"> <li>• Ensure post occupancy reviews (in conjunction with Chief Officer – City Growth and Chief Officer – Strategic Place Planning) are completed for all capital projects.</li> <li>• Ensure programmes and projects deliver their objectives and expected benefits.</li> </ul>

## 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 /

- Relevant degree or professional qualification and/or experience in managing large capital programmes.
- Evidence of Continuous Professional Development.

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.

Memberships etc. required	
As a minimum, demonstrate skills and experience in	<ul style="list-style-type: none"> <li>• Proven extensive experience in: <ul style="list-style-type: none"> <li>○ Managing capital programmes</li> <li>○ Strategic policy development and implementation</li> <li>○ Developing/managing strategic partnerships</li> <li>○ Service transformation and improvement</li> <li>○ Successful asset and balance sheet management</li> <li>○ Developing integrated services</li> </ul> </li> <li>• Managing consultation forums and relationships with trades unions.</li> <li>• Risk analysis, risk awareness, monitoring and management of risk.</li> <li>• Practical knowledge of negotiation and influencing in a complex organisation.</li> <li>• Practical knowledge of working in a commissioning organisation.</li> <li>• Embraces new technology to deliver services in an innovative way.</li> </ul>
As a minimum, demonstrate an understanding of	<ul style="list-style-type: none"> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery.</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles and aims of Aberdeen City Council</li> <li>• The Aberdeen City Council Target Operating Model</li> <li>• The Local Outcome Improvement Plan</li> </ul>
Other requirements	<ul style="list-style-type: none"> <li>• Ability to work outwith normal office hours if necessary</li> <li>• Ability to travel to other locations within and outwith the City when required</li> </ul>

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Trust	We trust each other and take responsibility
Value	We value each other and recognise a job well done

## Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> </ul>
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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.

	<ul style="list-style-type: none"> <li>Connects and inspires others behind shared strategic outcomes</li> </ul>
Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>Shows personal initiative in transformation and digital leadership</li> <li>Makes confident evidenced based decisions on data</li> <li>Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>Understands and adapts to the political environment in which they work</li> <li>Builds effective relationships with partners to achieve shared outcomes</li> <li>Takes a collaborative approach to problem-solving and decision making</li> <li>Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>Ensures compliance with governance</li> <li>Demonstrates sound financial management of balancing the budget</li> <li>Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>Empowers and encourages others to increase their capability and confidence</li> <li>Notifies, recognises and celebrates the good work of the council and colleagues</li> <li>Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others</li> <li>Shows self-awareness, is committed to their own personal development</li> <li>Sets high personal goals and is ambitious for progression</li> <li>Demonstrates personal resilience in the face of adversity</li> </ul>

Function	Place	Version Date	January 2024		
Cluster	Capital	Job Family	Chief Officer	JE Number	7864

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.



**Aberdeen City Council**  
Job Profile

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# Chief Officer Operations

## 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 aligned to the determinates of good health
- 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 improve 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 three functions, two of which are aligned to the wider determinates of good health and the final function focussed on good governance. Each function is divided into clusters, and within each cluster are service areas/teams. Teams from across the Council prioritise working together with local and regional partners to ensure a collective focus on improving outcomes for our citizens in keeping with the wider determinates of good health.

## About the Place Function

This function is responsible for our Strategic Place Planning, City Growth, and place-based capital investment, which will oversee programmes from inception through to delivery. It will also have strategic leadership of net zero and adaptations, and responsibility for the Council's operations portfolio, which covers much of the activities associated within our net zero enabling strategies, and collectively will support the transition between the adaptations and mitigating agendas.

## About the Operations Cluster

Responsible for the delivery of frontline services related to environment, fleet, roads, waste and NESS Energy from waste facility, with a focus on the city's Net Zero Route map and Enabling Strategies as a key part of the operations remit and ensuring operational health and safety and fleet compliance requirements in accordance with legislation are met.

## About the Role

This role will provide the strategic lead for the delivery and development of the Council's Operations function and have responsibility for services including waste and NESS Energy from Waste Facility, environment, roads & infrastructure, fleet & transport, with a focus on the city's Net Zero Route map and Enabling Strategies as a key part of the operations remit.

The role will ensure all operations are undertaken in accordance with health and safety, vehicle / fleet and other compliance policy protocols and practices.

The role will also develop and maintain the city's roads and greenspace to the benefit of the city's economy and the health and wellbeing of its citizens.

This role will ensure the Council's compliance with statutory obligations and scrutiny regimes pertaining to services procured as part of delivering the commissioning strategy.

Reporting directly to the Director - Place, the Chief Officer - Operations will play an intrinsic role in the extended Corporate Management Team and will ensure excellent working relationships with all appropriate stakeholders including other functional areas, elected members, trade union representatives, employees.

The success of this post is interdependent on the following roles: Chief Officer – Corporate Landlord; Chief Officer – Strategic Place Planning, and Chief Officer - Capital.

Job Title	Chief Officer – Operations
Pay Grade	Chief Officer Salary Scale Point 34
Job Family	Chief Officer
Location	Marischal College



## Key Outcomes and Task Examples

The post holder will deliver the following outcomes:

**Working within the Target Operating Model (Corporate Outcome)**

Examples of related tasks:

- Provide the leadership to bring a range of services and cultures into one unified function which works together to address the wider determinates of good health by taking a whole population approach.
- Develop and strengthen the relationship with other functions and clusters and support transformation in order to maximise the impact of available resource.
- Ensure the cluster is appropriately designed and organised to meet the ongoing needs of the Target Operating Model and population based on analysis of need.
- In conjunction with other functions and clusters, and as part of the Target Operating Model, facilitate greater collaboration with communities, offering greater ownership of services in their areas and strengthening their voice in decision-making through community empowerment.
- Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to

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>prevent unnecessary demand coming into the system in keeping with the wider determinates of good health.</p>
<p><b>Being a Digitally Led Organisation</b> (Corporate Outcome)</p>	<ul style="list-style-type: none"> <li>• Work with digital partner(s) to exploit emerging technologies to enhance services.</li> <li>• Work with other functions and digital partner(s), using business intelligence, to continue to digitise services.</li> <li>• Create digital experiences for internal and external customers that are completely end-to-end, allowing more self-service options.</li> </ul>
<p><b>Developing the Workforce for a 21st Century Council</b> (Corporate Outcome)</p>	<ul style="list-style-type: none"> <li>• Support the alignment of culture with the vision of the target operating model.</li> <li>• Contribute to the development and implementation of a workforce development strategy to support the 21st century Council.</li> </ul>
<p><b>Performance Management</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities.</li> <li>• Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance.</li> <li>• Be accountable under the Council’s scheme of delegation for service standards and performance across the cluster; and for ensuring that the Council meets its statutory obligations as an employer and complies with regulatory requirements and a best practice approach.</li> <li>• In conjunction with the Chief Officer – People &amp; Citizen Services, be responsible for the upholding of professional standards to ensure staff compliance with professional bodies and regulatory requirements.</li> </ul>
<p><b>Risk Management</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans.</li> <li>• Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place.</li> <li>• Have overall responsibility for the management and development of staff, ensuring health safety and wellbeing and that People policies and procedures are fully complied with.</li> </ul>
<p><b>Financial Management &amp; Stewardship</b> (Chief Officer Responsibility)</p>	<ul style="list-style-type: none"> <li>• Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of services with the need for ensuring cost effective service delivery and value for money activities.</li> <li>• Accountable for the management of the financial performance of the function.</li> <li>• Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed.</li> </ul>

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.



	<ul style="list-style-type: none"> <li>Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework.</li> </ul>
<b>Information Governance (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>Working with the Governance Cluster to ensure the integrity of data and information within the function meets regulatory requirements.</li> </ul>
<b>Statutory Responsibilities (Chief Officer Responsibility)</b>	<ul style="list-style-type: none"> <li>To discharge the Council’s duties; as delegated to the post holder in accordance with the Council’s scheme of delegation.</li> <li>Ensure that services comply with statutory requirements including equality and anti-discrimination legislation and that arrangements are in place for the effective management of concerns and complaints.</li> <li>In the event of civil/non-civil contingencies incidents provide access to specialist services within the function and make available the assets used by the service.</li> <li>The Chief Officer will undertake civil contingency and emergency response training, along with suitable annual Continuous Professional Development (CPD) training, as required.</li> <li>The Chief Officer shall act as Duty Emergency Response Co-ordinator (DERC) within – and supported by- an on-call rota, to: <ul style="list-style-type: none"> <li>Provide the strategic response for the Council in respect of its duties under the Civil Contingencies Act and accompanying amended regulations for Scotland, current and forthcoming.</li> <li>Co-ordinate the response to an emergency, or other critical incident, on behalf of the Council acting for the Chief Executive in accordance with the Council’s Scheme of Governance.</li> <li>Undertake civil contingency and emergency response training on appointment, or annually thereafter, along with suitable annual Continuous Professional Development (CPD) training as required.</li> </ul> </li> </ul>
<b>Deliver commissioned outcomes (Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>Managing the successful delivery of services in line with specified outcomes by the commissioning function.</li> <li>Exploiting the opportunity presented by the functional model that allows different blends of resources to achieve the specified outcomes.</li> <li>To provide a strong vision and delivery ethos for the Operations cluster’s areas of responsibility, bringing innovation, creativity and forward-thinking approaches, whilst ensuring that strategies are well evidenced and evaluated.</li> <li>Provide a lead within the Council for the Local Authority’s requirements to comply with its statutory obligations for operational health and safety.</li> </ul>
<b>Monitoring &amp; Improve Delivery of outcomes (Cluster Specific Outcome)</b>	<ul style="list-style-type: none"> <li>Be responsible to the customer for ensuring that the quality and achievement of service provision meets or exceeds customer expectations and needs.</li> <li>Develop and implement strategies for the delivery of services provided by the function, considering anticipated developments</li> </ul>

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	<p>in the external environment and to influence those developments where possible.</p> <ul style="list-style-type: none"> <li>Actively review all services to identify opportunities to improve delivery, on-going skills requirements, capacity and efficiencies to ensure that the Council is maximising outcomes for Aberdeen City.</li> <li>To engage with the functions to review effectiveness in delivering outcomes and meeting customer needs based on measurable performance indicators and data analysis.</li> <li>Conduct forensic analysis of performance to inform continual improvement by using measurable improvement methodologies.</li> </ul>
<p><b>Service Delivery and Partnership Engagement</b> (Cluster Specific Outcome)</p>	<ul style="list-style-type: none"> <li>To represent the Council at meetings with partners and other public and private sector agencies, voluntary groups and individuals at a local, regional and national level as required.</li> <li>To ensure that all activities undertaken by the services are in accordance with health and safety, Vehicle Operators Licence and other statutory legislation.</li> </ul>

Role Requirements	
<p>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.</p>	
<p>Minimum Qualification(s) / Certificates / Memberships etc. required</p>	<ul style="list-style-type: none"> <li>Relevant degree or professional qualification and/or extensive experience relevant to the role.</li> <li>Evidence of continued professional development.</li> </ul>
<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> <li>Proven extensive experience in: <ul style="list-style-type: none"> <li>Strategic policy development and implementation.</li> <li>Developing/Managing strategic partnerships.</li> <li>Service transformation and improvement.</li> <li>Successful balance sheet management.</li> </ul> </li> <li>Developing integrated services.</li> <li>Managing consultation forums and relationships with trades unions.</li> <li>Risk analysis, risk awareness, monitoring and management of risk.</li> <li>Practical knowledge of negotiation and influencing in a complex organisation.</li> <li>Practical knowledge of working in a commissioning organisation.</li> <li>Embraces new technology to deliver services in an innovative way.</li> </ul>
<p>As a minimum, demonstrate an understanding of</p>	<ul style="list-style-type: none"> <li>Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery</li> </ul>
<p>Demonstrate commitment to</p>	<ul style="list-style-type: none"> <li>The principles and aims of Aberdeen City Council</li> <li>The Aberdeen City Council Target Operating Model</li> <li>The Local Outcome Improvement Plan</li> </ul>
<p>Other requirements</p>	<ul style="list-style-type: none"> <li>Ability to work outwith normal office hours if necessary</li> <li>Ability to travel to other locations within and outwith the City when required</li> </ul>

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## 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:

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

## Five Core Capabilities form the basis of the Capability Framework for Chief Officers:

Delivering outcomes for our customers	<p><b><i>We focus on our communities and customers first to provide the highest standards of service</i></b></p> <ul style="list-style-type: none"> <li>• Demonstrates visionary and strategic thinking</li> <li>• Engages and influences stakeholders</li> <li>• Considers the wider context and the long-term impact of a decision</li> <li>• Communicates clearly and in a structured way, persuading others effectively</li> <li>• Consistently demonstrates exemplary standards of integrity, honesty and fairness, acts with moral courage and ensures the decent thing is done.</li> <li>• Connects and inspires others behind shared strategic outcomes</li> </ul>
Change & Improvement	<p><b><i>We embrace the need for change and flexibility, seeking out opportunities to create effective change and suggesting ideas for improvement</i></b></p> <ul style="list-style-type: none"> <li>• Shows personal initiative in transformation and digital leadership</li> <li>• Makes confident evidenced based decisions on data</li> <li>• Analyses and mitigates against risk when exploring opportunities and making decisions.</li> <li>• Demonstrates original thought, seeks and identifies opportunities for creative solutions, is willing to consider radical solutions to break new ground in striving for opportunities to improve council performance</li> </ul>
Working with Others	<p><b><i>We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</i></b></p> <ul style="list-style-type: none"> <li>• Understands and adapts to the political environment in which they work</li> <li>• Builds effective relationships with partners to achieve shared outcomes</li> <li>• Takes a collaborative approach to problem-solving and decision making</li> <li>• Provides constructive feedback and uses radical candour to challenge and support others</li> </ul>
Accountability	<p><b><i>We take responsibility for compliance with the legal and ethical duties of the council</i></b></p> <ul style="list-style-type: none"> <li>• Ensures compliance with governance</li> <li>• Demonstrates sound financial management of balancing the budget</li> <li>• Reacts to issues as they arise and decisively deals with crisis situations</li> </ul>
Care	<p><b><i>We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</i></b></p> <ul style="list-style-type: none"> <li>• Empowers and encourages others to increase their capability and confidence</li> </ul>

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.

- Notices, recognises and celebrates the good work of the council and colleagues
- Displays empathy and genuine concern - takes time to find out how challenges and pressures feel from the perspective of others
- Shows self-awareness, is committed to their own personal development
- Sets high personal goals and is ambitious for progression
- Demonstrates personal resilience in the face of adversity

Function	Place	Version Date	January 2024		
Cluster	Operations	Job Family	Chief Officer	JE Number	7881

## JOB MATCHING PROCESS – FIRST AND SECOND TIER RESTRUCTURE 2024

### Context of Job Matching Process

#### Scope

This process is solely for the purpose of matching employees to posts in relation to the First and Second Tier restructure.

#### Determining the management structure

Once a new structure has been proposed it will be shared with all substantive Chief Officers and Directors.

#### Consultation with Trades Unions

Meaningful consultation with the Trades Unions will be undertaken throughout the process.

#### Steps in the Job Matching Process

##### Matching Pool - Eligibility

Job matching pools for Chief Official posts will be restricted to current Directors and Chief Officers .

##### Classification of posts for Job Matching

There will be 3 classifications for job matching:

- i) **'Existing' Posts** - are the same or very similar to jobs in the former structure.

It should be recognised that, in some cases, all the functions of an existing post may appear in a proposed role, however this will not constitute a direct match where there are also other functions present within the proposed job.

- ii) **'Redesigned / Amalgamated' Posts** – are changed posts which still contain substantial functions (defined as more than half) of the job in the former structure.

In this situation a 'significant link' will be established

- iii) **'New' Posts** – may contain limited functions of jobs in the former structure but are significantly different i.e. less than half the functions of the former job are contained within a new post.

In this situation no Director or Chief Officer will be able to make a link to the new post, which may be held for redeployment purposes or advertised.

##### Establishing a Claim

Directors and Chief Officers who are within the relevant matching pool and considered to have a **direct match** would have a claim to **one** job in the new structure. This is also usually the case for most of those in the matching pool with a **significant link**. However, in very exceptional circumstances, where the functions of a job have been equally split in two, the current job holder may be eligible to make a claim to the two jobs into which those duties have transferred.

In the case of a **new post**, no Director or Chief Officer will be able to make a 'claim' on that post.

Direct matches and significant links will be identified by the People & OD Cluster and agreed by the Chief Executive, with affected staff being notified accordingly. Should a Director or Chief Officer wish to make a further claim, this will be done on the job matching form which will be attached to the notification of direct matches and/or significant links. The job matching form must be returned to the Chief Executive/appropriate Director within **3 working days** of issue to allow them to be assessed.

### **How Identified Claims will be Progressed**

Where a Director/Chief Officer has a direct match established, they will be confirmed in the post without the need for an interview or assessment meeting.

Where a Director/Chief Officer has a significant link to an amalgamated post, and they are the only candidate, an assessment meeting will take place. The assessment will discuss the new areas of the job portfolio to ensure that any development needs are identified. Following the assessment, and where there is mutual agreement that the identified gap in development is achievable, the Director/Chief Officer will be confirmed in post. For the sake of clarity, where the development gap is assessed as not being achievable, the Director/Chief Officer will not be matched to the job and in this situation they will be subject to provisions of the redeployment process. Where a significant link has been established by two or more Directors/Chief Officers there will be a competitive interview.

### **Job Matching Interviews**

Where appropriate, a matching panel will be arranged and conducted within **10 working days** of receipt of job matching claim forms.

Successful and unsuccessful candidates will be notified of the outcome of their interview within **two working days**.

### **Right of Appeal**

A Director/Chief Officer will have a right of appeal against the job matching decision. An appeal must be raised in writing with the Chief Executive within **five working days** of being informed of the decision. An appeal hearing will be arranged as soon as possible and heard by a Director or the Chief Executive.

### **Displaced Employees**

For any employees who are displaced by the process, every effort will be made to redeploy them to other **suitable** roles in accordance with the Councils Redeployment Process.

## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Council
<b>DATE</b>	7 <sup>th</sup> February 2024
<b>EXEMPT</b>	The covering report is not exempt; however the outline business case in the appendix is exempt under paragraph 6 and 11 of Part I of Schedule 7A to the Local Government (Scotland) Act 1973 because they contain information relating to the financial or business affairs of other organisations, and information relating to labour relations.
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Reconfiguration of working arrangements with ALEOs – Bon Accord Care and Aberdeen Sports Village
<b>REPORT NUMBER</b>	COM/24/038
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	David Leslie
<b>TERMS OF REFERENCE</b>	24.6 and 24.7

### 1. PURPOSE OF REPORT

- 1.1 At its meeting of 3 November 2023, Council instructed the Chief Officer Commercial and Procurement, in relation to Bon Accord Care (i.e. Bon Accord Care Ltd, and Bon Accord Support Services Ltd), to note that the Options Appraisal process has highlighted potential benefits in bringing the associated services in-house and integrating them into the Council structure; and instruct the Head of Commercial and Procurement Services, following consultation with the Managing Director of Bon Accord Care, to outline the benefits of this potential option and provide indicative delivery milestones within an Outline Business Case for consideration by Council in December 2023’.
- 1.2 Furthermore, in relation to Aberdeen Sports Village Ltd (ASV), the Council instructed the Council’s Chief Officer - Finance, following consultation with the Head of Commercial and Procurement Services, to explore the potential for the Council and the University of Aberdeen to amend the shareholder agreement and ownership and report back to Council in February 2024 to align with Council budget setting process.
- 1.3 This report satisfies the instructions.

### 2. RECOMMENDATIONS

That Council:-

- 2.1 agree, in respect of Bon Accord Care, that given the current financial arrangements between the Council and the Integrated Joint Board (IJB) outlined in this report, not to develop-a full business case to bring Bon Accord Care back in-house and integrate into the Council structure;
- 2.2 notes that the National Care Service (Scotland) Bill is currently undergoing parliamentary process and if there is any change to the operating environment for Bon Accord Care resulting from this legislation then a report will be prepared by the Chief Executive and submitted to council;
- 2.3 notes that the redesign opportunities highlighted in the outline business case, appended to this report, will be taken forward by the IJB's annual commissioning of Bon Accord Care;
- 2.4 notes, in respect of Aberdeen Sports Village, that neither partner has the financial resources to enable a change in ownership model, and therefore the Joint Venture Agreement should be maintained on the basis of the Council and the University of Aberdeen being equal partners, 50:50.

### **3. CURRENT SITUATION**

#### Bon Accord Care

- 3.1 A tripartite relationship currently exists between the Council, the IJB and Bon Accord Care. Bon Accord Care is 100% owned by the Council and is responsible for the provision of adult social care. Bon Accord Care was created before the establishment of the IJB. Prior to the establishment of the IJB, the Council commissioned Bon Accord Care directly via a formal contract and Service Level Agreement. Following the establishment of the IJB, and its formal role in the commissioning of adult social care, the IJB has assumed the role of commissioning the Council, and by proxy, Bon Accord Care, for adult social care provision.
- 3.2 In light of financial pressures in 2023/24, colleagues within the tripartite bodies came together to work through how the tension between funding and commissioned need could be reconciled for financial year 2024/25 and beyond in order to secure the financial sustainability of Bon Accord Care. This work on the financial sustainability of Bon Accord Care was underway in the background as part of the annual commissioning review cycle of the IJB, while officers acted on the council's instruction to develop an Outline Business Case for identifying the benefits of bringing Bon Accord Care back into the council. Following the instruction from Council, workshops have been held with the Bon Accord Care Senior Management Team to consider the potential benefits and implications of Bon Accord Care coming back in-house, and colleagues across the three bodies worked together on both pieces of work.
- 3.3 The two pieces of work overlapped with the redesign opportunities identified from the annual commissioning review being viewed as savings which the Outline Business Case could acknowledge but, the Outline Business Case was unable to identify any further savings beyond some small level savings



associated with the merger of Bon Accord Care back office and its governance arrangements into the Council's arrangements.

- 3.4 The outline business case concludes that there are costs associated with bringing Bon Accord Care back in-house and integrating them into the Council structure. These would have to be quantified after further due diligence as part of preparing a full business case.
- 3.5 With the Council having to comply with Scottish Government conditions to maintain a baseline of funding that the IJB receives, any saving that arises from bringing Bon Accord Care back into the Council would be retained by the IJB as a consequence of its commissioning role. This would mean a failure to comply with one of the key objectives of the options appraisal and remove the potential for financial benefits from the option.
- 3.6 Given the nature of the redesign opportunities identified from the annual commissioning review, which represent the significant part of the savings identified in the outline business case, and that these savings can be implemented without a requirement to bring Bon Accord Care back into the Council, the scale of the financial benefit to the council does not justify bringing BAC in house.
- 3.7 Further to this, The National Care (Scotland) Bill (NCS) is currently progressing through the Parliamentary Stages and is presently at Stage 1. The Scottish Government has now clarified throughout Stage 1 of the Bill going through Parliament, that they are keen to establish a national framework for shared accountability and that Local Authorities will retain legal responsibility for the delivery of social care and social work functions, as well as retaining staff and assets. In addition, a new National Care Service Board structure will be created, accountable to both Local Government and Scottish Ministers, with responsibility for national improvement, standards and oversight, and with an agreed escalation framework in place for when standards are not met. Under the NCS, it is the intention that services will continue to be planned, designed and delivered locally because the care boards will plan and commission services for their local area.
- 3.8 Paragraph 48 of the Policy Memorandum accompanying the Bill as presented by the Government to Parliament for Stage 1, provides that social care services currently provided in-house by local authorities, may continue under a commissioning arrangement with the [newly constituted] care board, or the care board may take over direct delivery, with staff transferring to the care board. These will be decisions to be taken locally as the care boards are established, which may require reconsideration of the working arrangements with Bon Accord Care. Amendments are expected to be submitted by the Government to Parliament for Stage 2 consideration of the Bill, and this will provide clarity on the Government's intention, particularly on the approach to local services.

Aberdeen Sports Village

- 3.9 The report on 3 November 2023 drew attention to the fact that the Joint Venture Agreement was a barrier to achieving potential savings from implementing different operating arrangements or from one partner deciding to decrease funding. This resulted in the instruction to the Chief Officer – Finance to explore potential changes to the Joint Venture. While this was specifically targeted at looking at the financial benefit the Council could achieve from changes, it could not be done in isolation. Therefore any proposals had to be considered by both the Council and the University of Aberdeen.
- 3.10 The Council, University of Aberdeen, and Aberdeen Sports Village, explored and discussed, through a series of Partnership meetings, what was possible and both the Chief Officer – Finance for the Council and the Director of Finance for the University of Aberdeen, agreed that for a shift in ownership to be achieved, there would have to be both a capital and revenue commitment made by the University of Aberdeen.
- 3.11 A Capital transaction would be required to purchase the shares the Council owns, and holds as Long-term Investments on its Balance Sheet; and Revenue would be required to fund the operating subsidy currently paid by the Council. The combination of these two commitments was not affordable to the University of Aberdeen.
- 3.12 For this reason the recommendation notes the status quo should be maintained.

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

- 4.1 The Medium Term Financial Strategy (MTFS) is a 5 year plan which sets out how our commitment to provide services that meet the needs of people locally are matched against anticipated costs and funding. Addressing the gap between income and expenditure is addressed in part through the Council Transformation Programme. The MTFS is aligned to the Council Delivery Plan, which in turn aligns the Council's commitments to the vision and priorities of the Local Outcome Improvement Plan.
- 4.2 Having determined in the outline business case that there are potential efficiencies, it is necessary to understand which part of our system benefits from that saving. There are various relevant factors that influence this.
- 4.3 Fundamentally, however, financing arrangements are at the centre of those factors. The flow of funding to support the Bon Accord Care service delivery can be summarised as:
- The IJB receives funding from the Council to enable the provision and commissioning of adult social care services.
  - Bon Accord Care are commissioned by the IJB, and pay Bon Accord Care for the delivery of those services.
- 4.4 There are therefore two parties in relation to 'who benefits from the saving?': the Council and the IJB.

- 4.5 Since inception the Council has followed a similar budget process with the IJB, funding for future years will not be increased or reduced except as a result of funding decisions included in the Council's financial settlement. This means that the IJB has had to manage the financial pressures affecting its services, finding savings and meeting costs and balancing the budget annually.
- 4.6 Over the years IJB's have had money included in the Local Government financial settlement that has had to be passported through the Council to the IJB. Through this means, the Scottish Government has sought to ensure that national policy objectives and funding to support that is made available to all IJBs and all are therefore able to deliver on those policy objectives. The passporting of funding has been required by the conditions of the Local Government financial settlement.
- 4.7 Going forward this is not expected to change, as the Local Government Settlement (for 2024/25) includes reference to a letter from the Deputy First Minister with the following:
- "The funding allocated to Integration Authorities for Free Personal and Nursing Care and adult social care pay in commissioned services should be additional and not substitutional to each Council's 2023-24 recurring budgets for adult social care services that are delegated. This means that, when taken together, Local Authority adult social care budgets for allocation to Integration Authorities must be £241.5 million greater than 2023-24 recurring budgets to ensure funding from Health and Social Care Portfolio contributes to meeting outcomes in this area. Where there is evidence funding is not passed across to be used for the policy intent, the Scottish Government reserves the right to look at reclaiming this."
- 4.8 Against a background of the Council not having provided additional funding to the IJB for core services, including the Bon Accord Care contract, and the Council having to comply with Scottish Government conditions to maintain a baseline of funding that the IJB receives, any saving that arises from bringing Bon Accord Care back into the Council would be retained by the IJB.
- 4.9 There are no financial implications arising from this report in respect of Aberdeen Sports Village.

## **5. LEGAL IMPLICATIONS**

- 5.1 The Council has a variety of duties and powers in relation to the provision of care for the elderly. These powers and duties come from a number of different pieces of legislation including, but not limited to, the Social Work (Scotland) Act 1968, the NHS and Community Care Act 1990, the Adult Support and Protection (Scotland) Act 2007 and the Social Care (Self-directed Support) (Scotland) Act 2013. The Council delegated all adult social work functions to the IJB, as required by the Public Bodies (Joint Working) (Scotland) Act 2014, but remains responsible for the delivery of those functions,

- 5.2 Bon Accord Care and Bon Accord Support Services and Aberdeen Sports Village are private limited companies (i.e. limited by shares).
- 5.3 Aberdeen Sports Village was established in 2007 as a limited company with charitable status and is a joint venture between the Council and the University of Aberdeen ('AU'). The current operating agreement with Aberdeen Sports Village cannot be terminated before 2034 unless the Joint Venture Agreement (containing annual Grant obligations) with AU is terminated, which would require to be negotiated with AU. Such negotiation has not been within the scope of this project to date.
- 5.4 For any ALEO being brought in-house, the company would require to be wound up after novating any necessary third-party contracts to the Council.
- 5.5 In terms of the Transfer of Undertakings (Protection of Employment) Regulations 2006, employee rights are safeguarded when the business, or part of the business, in which they work changes hands from one employer to another. When the TUPE Regulations apply, their effect is that the employees' contracts of employment transfer automatically from the current employer (Transferor) to the new employer (Transferee). There are two types of TUPE transfer, namely (i) the transfer of a business or undertaking, and (ii) a service provision change. TUPE covers the following scenarios:-
- Outsourcing – where a contract to deliver services is awarded to a contractor.
  - Re-assignment – where a contract is re-let to a new contractor.
  - Insourcing – where services are brought back in house.

## 6. ENVIRONMENTAL IMPLICATIONS

- 6.1 The Council and partners continue to work towards ambitious net zero targets. Given the importance of this, a weighting within the Options Appraisal was allocated to net zero.

## 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	Risk that the current provision of services delivered through ALEOs is reduced to take account of	Considerable time has been invested in looking at efficiencies and synergies to enable more efficient delivery of services in keeping with the	L	Yes

<b>Category</b>	<b>Risks</b>	<b>Primary Controls/Control Actions to achieve Target Risk Level</b>	<b>*Target Risk Level (L, M or H)</b> <small>*taking into account controls/control actions</small>	<b>*Does Target Risk Level Match Appetite Set?</b>
	reducing resource and that this impacts on the delivery of our strategic outcomes	Council Delivery Plan in order to mitigate this risk.		
<b>Compliance</b>	Risk of not complying with legislative duties concerning provision of adult care services.	This risk is being mitigated by working to identify options which will enable the provision of services to continue within a smaller funding envelope.	L	Yes
<b>Operational</b>	Risk that staff are uncertain of the implications of any change in working arrangements and this impacts on morale  Risk that services to citizens are reduced.	Mitigated through on-going engagement with Trade Unions and staff.	L	Yes
<b>Financial</b>	Risk of negative impact on the Council in terms of non-domestic rates.		L	Yes

## 8. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	Delivering services in keeping with the financial envelope will enable the continued delivery of a broad range of Council services and more comprehensive delivery of the Aberdeen City Council Policy Statement.
<u>Aberdeen City Local Outcome Improvement Plan</u>	
<p>Economy stretch outcomes:</p> <ul style="list-style-type: none"> <li>• No one will suffer due to poverty by 2026</li> <li>• 400 unemployed Aberdeen City residents supported into Fair Work by 2026</li> <li>• 500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026.</li> </ul> <p>Prosperous People:</p> <ul style="list-style-type: none"> <li>• 90% of children and young people will report that their experiences of mental health and wellbeing have been listened to.</li> <li>• 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</li> <li>• Healthy life expectancy (time lived in good health) is five years longer by 2026</li> <li>• Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.</li> </ul> <p>Prosperous Place:</p>	

<ul style="list-style-type: none"> <li>Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% and adapting to the impacts of our changing climate</li> </ul>	
<p><b>Regional and city strategies</b></p> <p>Climate Change Plan 2021-2025</p> <p><b>Council strategies</b></p> <p>Medium Term Financial Strategy</p>	<p>The Medium Term Financial Strategy assumed a saving has been realised by our ALEOs.</p>

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	Stage 1 impact assessments have been completed.
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	None

## 10. BACKGROUND PAPERS

None

## 11. APPENDICES

Appendix A – Outline Business Case - Reconfiguration of working arrangements with ALEOs – Bon Accord Care

## 12. REPORT AUTHOR CONTACT DETAILS

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Council
<b>DATE</b>	7 February 2024
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Council Annual Effectiveness Report and Committee Annual Effectiveness Reports
<b>REPORT NUMBER</b>	COM/23/380
<b>DIRECTOR</b>	Gale Beattie, Director of Commissioning
<b>CHIEF OFFICER</b>	Vikki Cuthbert, Interim Chief Officer - Governance (Assurance)
<b>REPORT AUTHOR</b>	Martyn Orchard
<b>TERMS OF REFERENCE</b>	14

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the annual effectiveness report for Council to enable Members to provide comment on the data contained within, as well as the annual effectiveness reports of the various committees, which have been considered by those committees.

### 2. RECOMMENDATIONS

That Council:-

- 2.1 provide comments and observations on the data contained within the Council annual report as contained at Appendix A; and
- 2.2 note the annual reports of the various committees as contained at Appendices B to K.

### 3. CURRENT SITUATION

#### Annual Reports on Terms of Reference

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

encouraged that, during consideration of the reports at Committee and Council, Members had made suggestions for improvements to the reports in future years.

- 3.3 Data from the annual effectiveness reports is used to inform the review of the Scheme of Governance, ensuring that Committee Terms of Reference are correctly aligned, and identifying any areas of the Terms of Reference which had not been used throughout the year in order that they can be reviewed and revised if necessary. The information from the effectiveness reports has also been used in the past to feed into the Annual Governance Statement.
- 3.4 The reports provide a mechanism for each committee to annually review its effectiveness, including data on attendance, any late reports, referrals to Council and the number of times officer recommendations were amended, and to ensure that it is following its Terms of Reference.
- 3.5 Similarly, recording the sections or stretch outcomes of the Local Outcome Improvement Plan (LOIP) which apply to each report allows Members to be aware of the direct impact of any proposals before them on the LOIP, and gives a general overview at the end of each year of the number of reports which have had an impact on the LOIP stretch outcomes.
- 3.6 The annual effectiveness reports were delayed to allow the newly established committees to have a full year of data to report.
- 3.7 Any comments from Members on areas of data that should be considered would be welcomed to ensure that Members are presented with meaningful data.
- 3.8 The annual effectiveness report for 2022/2023 is therefore appended for Council's consideration.
- 3.9 Also appended are the annual effectiveness reports for the various committees which have been considered by the respective committees. The annual effectiveness reports have been noted at all committee meetings.
- 3.10 Section 14 of the Council annual effectiveness report provides combined data for all committees during the reporting period.

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

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

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

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

## 6. ENVIRONMENTAL IMPLICATIONS

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

## 7. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	N/A			Yes
<b>Compliance</b>	Failure to submit this report would mean that the Council would not be complying with its instruction that all committees and Full Council receive such a report each year.	L	Council is given the opportunity to consider the reports and provide feedback on any amendments Members would wish to see in the content so that this can be taken on board for next year's Scheme of Governance review.	Yes
<b>Operational</b>	N/A			Yes
<b>Financial</b>	N/A			Yes
<b>Reputational</b>	N/A			Yes
<b>Environment / Climate</b>	N/A			Yes

## 8. OUTCOMES

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

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Impact Assessment</b>	It is confirmed by Interim Chief Officer - Governance (Assurance), Vikki Cuthbert, that no impact assessment is required.

<b>Data Protection Impact Assessment</b>	Not required
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## 10. BACKGROUND PAPERS

None

## 11. APPENDICES

- A Council Annual Effectiveness Report 2022/23
- B Net Zero, Environment and Transport Committee Annual Effectiveness Report 2022/23
- C Anti-Poverty and Inequality Committee Annual Effectiveness Report 2022/23
- D Planning Development Management Committee Annual Effectiveness Report 2022/23
- E Staff Governance Committee Annual Effectiveness Report 2022/23
- F Communities, Housing and Public Protection Committee Annual Effectiveness Report 2022/23
- G Education and Children's Services Committee Annual Effectiveness Report 2022/23
- H Finance and Resources Committee Annual Effectiveness Report 2022/23
- I Audit, Risk and Scrutiny Committee Annual Effectiveness Report 2022/23
- J Licensing Committee Annual Effectiveness Report 2022/23
- K Pensions Committee Annual Effectiveness Report 2022/23

## 11. REPORT AUTHOR CONTACT DETAILS

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# Council Annual Effectiveness Report 2022/2023



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## 1. Introduction from the Lord Provost

- 1.1 I am pleased to present the fourth annual effectiveness report for Full Council. During 2022/23, the Council made a number of significant decisions, for example the adoption of the Aberdeen Local Development Plan and the progression of the City Centre and Beach Masterplans. It is also pleasing to see the progress that has been made in relation to the Scheme of Governance and particularly the commitment to the budget protocol with regard to consultation.
- 1.2 On a personal level, one of the biggest highlights of 2022/23 was in May 2023 when I had the great honour of bestowing the Freedom of the City on Aberdeen Football Club and the Gothenburg Greats in recognition of their outstanding contribution to sport in the city, including winning the European Cup Winners Cup in 1983. It truly was a magnificent day for the city and I wish the football club the very best of luck as they pursue further honours in the Scottish League Cup final at Hampden on 17 December.
- 1.3 It is fair to say that there have been some challenging Council meetings during the reporting period. However, as we enter the season of goodwill, I am hopeful that there can be more goodwill across the Chamber for the remainder of 2023 and beyond. Whilst there is, of course, room for disagreement in a healthy democracy, we must remember to treat each other with respect and set an example to the city and our citizens who elected us. On that note, I wish you all the best for the festive season and good wishes for 2024.



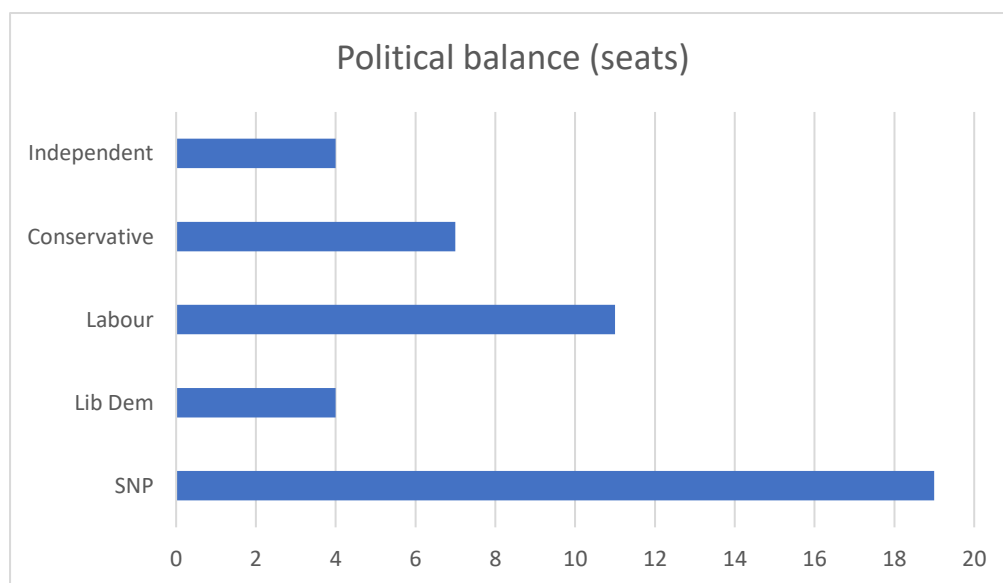
Councillor David Cameron  
Lord Provost

## 2. The Role of the Council

- 2.1 The Council is the overall decision-making body of the organisation. It is responsible for agreeing the Council's budget and setting Council Tax. Council delegates the discharge of its functions to various committees and joint committees, as well as officers under the terms of the Local Government (Scotland) Act 1973. However, any delegation to a committee or an officer does not prevent the Council from determining the matter, or exercising the power so delegated.
- 2.2 The Terms of Reference for Council, as approved by Council in June 2023, are appended to the report.

## 3. Membership of the Council

- 3.1 The Council has 45 Elected Members, and the current composition is:-





## 4. Membership Changes

- 4.1 There was one membership change during 2022/23. Sadly, Councillor Avril MacKenzie passed away in December 2022 which resulted in a by-election in the Dyce/Bucksburn/Danestone ward. Councillor Graeme Lawrence was duly elected on 24 February 2023.

## 5. Member Attendance

<b>Member</b>	<b>Total Anticipated Attendances</b>	<b>Total Attendances</b>
Lord Provost	14	14
Depute Provost	14	14
Councillor Al-Samarai	14	14
Councillor Ali	14	14
Councillor Allard	14	14
Councillor Alphonse	14	13
Councillor Blake	14	14
Councillor Bonsell	14	14
Councillor Boulton	14	14
Councillor Bouse	14	14
Councillor Brooks	14	13
Councillor Hazel Cameron	14	14
Councillor Clark	14	14
Councillor Cooke	14	12
Councillor Copland	14	14
Councillor Cormie	14	14
Councillor Crockett	14	14
Councillor Cross	14	10
Councillor Davidson	14	14
Councillor Fairfull	14	14
Councillor Farquhar	14	14
Councillor Graham	14	14
Councillor Grant	14	14
Councillor Greig	14	14
Councillor Henrickson	14	14
Councillor Houghton	14	12
Councillor Hutchison	14	14
Councillor Kuznir	14	12
Councillor Lawrence	11	10
Councillor Macdonald	14	14
Councillor MacGregor	14	14
Councillor McLellan	14	14
Councillor McLeod	14	13

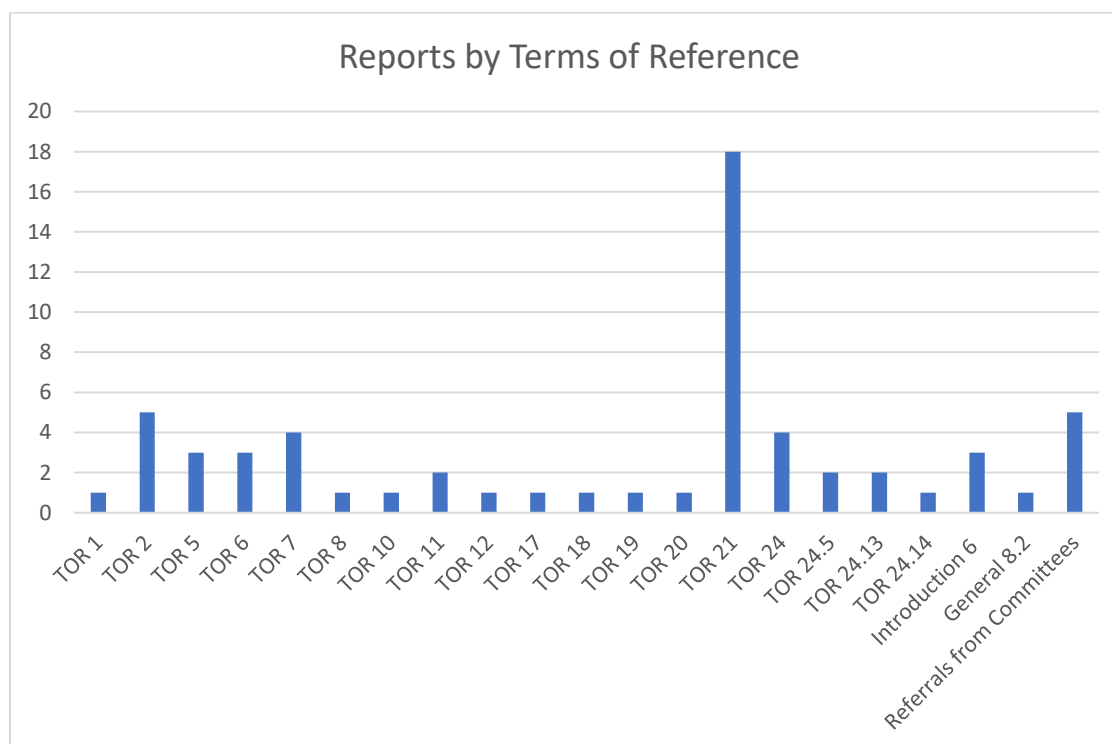
<b>Member</b>	<b>Total Anticipated Attendances</b>	<b>Total Attendances</b>
Councillor McRae	14	14
Councillor Malik	14	13
Councillor Massey	14	14
Councillor Mennie	14	14
Councillor Nicoll	14	14
Councillor Radley	14	14
Councillor Mrs Stewart	14	8
Councillor van Sweeden	14	14
Councillor Thomson	14	14
Councillor Tissera	14	10
Councillor Watson	14	13
Councillor Yuill	14	13

## 6. Meeting Content

6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Council had 14 meetings and considered a total of 53 reports. This is a higher number of meetings than in previous years. Of the 14 meetings, 7 were scheduled meetings, 3 were requisitioned meetings, 1 was a special meeting for the Freedom of the City, 1 was a special meeting for Community Council Governance, and 2 were re-convened meetings. It should be noted that data for the Council meeting of 11 October 2023 is included in this report, however as the meeting had to be adjourned until 3 November 2023, data relating to that meeting is not included.

### 6.2 Terms of Reference

6.2.1 The following chart details how reports aligned to the Terms of Reference for Council. A small number of reports (3) did not fall within Specific Terms of Reference and were reported to Council in accordance with Introduction 6 within the Terms of Reference document – “in accordance with Standing Order 47.8, Council can determine any matter which would otherwise fall to be determined by a committee or sub committee”. It should be noted that the combined total is more than 53 as some reports fell within more than one of the Terms of Reference.



- 6.2.2 During the course of 2022/2023 the Council received reports under 18 of the 38 sections of the Terms of Reference, with the highest number (18) of reports falling under Terms of Reference 21 – “to consider any matter which the Council has previously considered and agreed to receive a further report on”. This is predominantly due to reports relating to the City Centre and Beach Masterplans having been considered, which previously would have been considered by the Finance and Resources Committee, however Council agreed that they should be considered by Full Council instead.
- 6.2.3 Of the sections of the Terms of Reference where there were no reports, no reports were required in 2022/2023 – for example no working groups needed to be established and no reports needed to be considered relating to the Standards Commission for Scotland with regard to the overseeing of members’ standards of conduct. However, those Terms of Reference need to remain in place as reports will fall under those Terms of Reference in the future.
- 6.2.4 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference were made following the June 2023 Scheme of Governance review. Any changes made were generally to provide clarity where required and ensure consistency between committees. The new Terms of Reference will continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review.

## 7. Reports and Decisions

- 7.1 The following information relates to the reports and Notices of Motion presented to Council throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

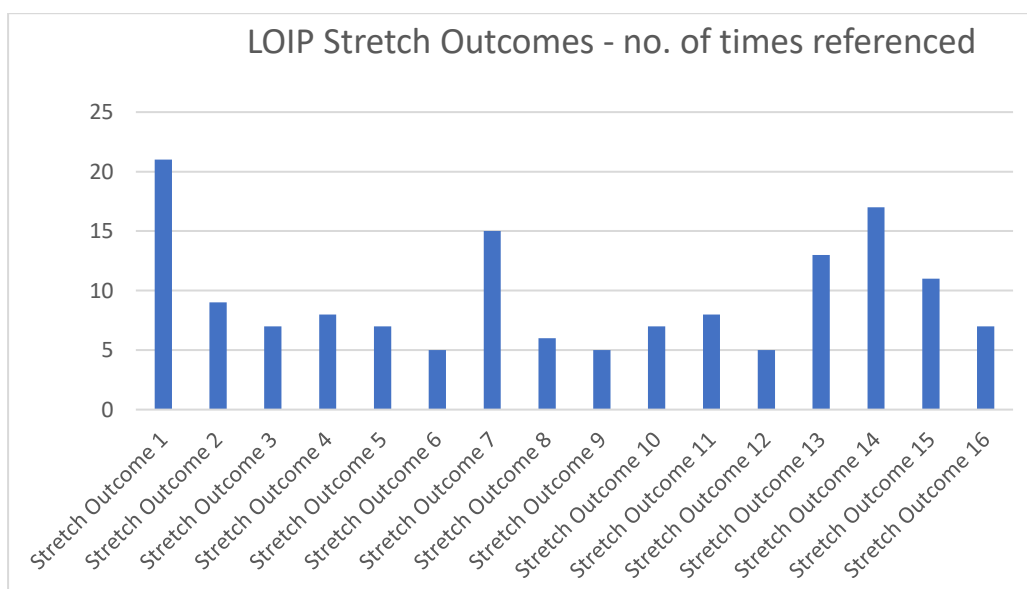
	Total	Total Percentage of Reports
Confidential Reports	0	0%
Exempt Reports	2	4%
Number of reports where the Council amended officer recommendations	12	23%
Number of reports approved unanimously	26	49%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	5	9%
Number of reports delayed for further information	0	0%
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Member Officer	8	

Relations Protocol/Councillors' Code of Conduct		
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	2	4%
Number of referrals to Council under SO 34.1	5	

Notices of Motion, Suspension of Standing Orders, Interface with the Public	
Number of Notices of Motion to Council	31
Number of times Standing Orders suspended	8
Specific Standing Orders suspended	14.3 40.2 - 6 times 42.1
Number of deputations heard	7
Number of petitions considered	0

## 8. Reports with links to the Local Outcome Improvement Plan

8.1 The following table details, of the 53 reports, how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1). As can be seen from the chart below, the most common Stretch Outcomes referred to were Stretch Outcomes 1 (No one will suffer poverty by 2026), 7 (95% of children living in our priority neighbourhoods will sustain a positive destination upon leaving school by 2026) and 14 (Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of transport by 2026).



## 9. Training and Development

- 9.1 Committee specific training opportunities for Members during the reporting period are covered within the committee annual effectiveness reports. Further development opportunities will be considered for next year based on committee business throughout the year, Executive Lead proposals and Member feedback on what may be required to assist them in performing their roles.
- 9.2 More generally, training sessions for all elected members were offered in 2022/23 on topics such as NPF4 (National Planning Framework), Data Reporting and the Aberdeen Health Determinants Research Collaborative (AHDRC).
- 9.3 Induction training covering a wide variety of topics was delivered to Councillor Lawrence upon his election in February 2023.

## 10. Code of Conduct Declarations and Transparency Statements

- 10.1 7 declarations of interest and 116 transparency statements were made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

- 11.1 Civic leadership and engagement are at the heart of the Council's Operating Model. The values and principles of civic leadership and engagement are being driven through the Council's transformation programme.
- 11.2 There have been good examples of civic engagement in the course of business submitted to Council in 2022/23, for example in relation to the Aberdeen Local Development Plan, the City Centre Masterplan and Beach Masterplan. In relation to the Beach Masterplan, at the Council meeting on 14 December 2022, 3 pupils from 3 city secondary schools (and on behalf of one primary school), made deputations to Council following their involvement in the project.
- 11.3 Further civic engagement activities are set out in each committee's individual annual effectiveness report.

## 12. Executive Lead - Commentary

- 12.1 Following the local government elections in May 2022, the Council appointed a new Lord Provost and a new administration (the Partnership) was formed between the SNP and Liberal Democrats. Members received a comprehensive induction in their initial weeks, and training and development opportunities have been delivered in the period since then.
- 12.2 The Scheme of Governance received its annual review in June 2023 to allow the Partnership an opportunity to propose any changes to decision-making structures to reflect their own priorities as an administration. New Committees were introduced, including an Anti-Poverty and Inequality Committee and a Communities, Housing and Public Protection Committee. These structures will continue to mature and flex around our operating model.
- 12.3 The Council's Delivery Plan and service standards were approved as part of the 2022/23 budget. These will be refreshed in March 2024 and our committee reporting and business planners have continued to be closely aligned to the Delivery Plan.
- 12.4 Members have continued to make of declarations of interest and transparency statements with the required rigour, with the support and advice of officers. The number of exempt reports remains low, which reinforces the transparent nature of how we do our business.

## 13. The Year Ahead

- 13.1 In December 2023, the Council will consider a report on Phase 2 of the Budget consultation which follows on from the Council decision of 14 June 2023 in terms of approving the Budget Protocol as part of the Scheme of Governance.
- 13.2 In February 2024, the Council will be asked to consider proposals with regard to the organisational structure.
- 13.3 During the 2023/24 annual reporting period, officers will progress the transformation programme to allow the Council to set a budget in a manner that strategically allocates resources against the Local Outcome Improvement Plan. The outcome focused approach will be set out in the budget report and associated delivery plan due to come before Full Council in March 2024.

## 14. Combined Committee Data

During the reporting period, 354 reports were considered by the 10 committees which are the subject of annual effectiveness reports. This data does not include reports relating to planning or licensing applications which are subject to a separate reporting process, however these are covered in the annual reports for the Planning Development Management and Licensing Committees.

	<b>Total</b>	<b>Total Percentage of Reports</b>
Confidential Reports	2	0.5%
Exempt Reports	16	4.5%
Number of reports where the Committee amended officer recommendations	7	2%
Number of reports approved unanimously	321	91%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	34	
Number of reports delayed for further information	2	0.5%
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	2	0.5%
Number of referrals to Council under SO 34.1	5	

Number of notices of motion	20
Number of times Standing Orders were suspended	2
Number of deputations	6
Number of petitions considered	1



## Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work by 2026
3.	500 people skilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones by their 27-30 month review by 2026
5.	90% of children and young people report they feel listened to all of the time by 2026
6.	By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026
7.	95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026
8.	83.5% fewer young people (under 18) charged with an offence by 2026
9.	100% of our children with Additional Support Needs/disabilities will experience a positive destination
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026
11.	Healthy life expectancy (time lived in good health) is five years longer by 2026
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026
15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026

## **ABERDEEN CITY COUNCIL**

The Council reserves the following functions:

1. The setting of council tax in accordance with s93(1) of the Local Government Finance Act 1992 or the setting of a reduced amount of council tax under s94 of that Act or paragraph 3 of Schedule 7 to that Act.
2. The setting of a balanced budget annually, including the setting of fees and charges, including the approval of commissioning intentions and service standards.
3. The approval of the capital programme.
4. The borrowing of money as provided for in s56(6)(d) of the Local Government (Scotland) Act 1973.
5. The approval of any annual investment strategy or annual investment report required by any consent issued by Scottish Ministers under s40 of the Local Government in Scotland Act 2003.
6. The approval of the Council's Treasury Management Policy and Strategy.
7. The appointment of committees, including external members, and the number and allocation of committee places, the appointment and removal from office of the Lord Provost, Depute Provost, Leader or Co Leaders and/ or Depute Leader, Business Manager and Depute Business Manager, a convener for each committee and a vice convener as appropriate and the approval of senior councillor allowances.
8. The election of members to the Licensing Board.
9. The review of polling districts and polling places.
10. Subject to the Powers Delegated to Officers, the administration of trusts in respect of which the Council is sole trustee or the only trustees are elected members of the Council.
11. The approval of the Local Development Plan.
12. The approval of an Administration's political priorities.
13. The consideration of the Council's Delivery Plan.
14. The consideration of its annual report of its effectiveness and each committee's annual report of its effectiveness.
15. The consideration, where required, of reports by both the Standards Commission for Scotland and the Financial Conduct Authority, and the overseeing of members' standards of conduct.
16. The establishment of the Appointment Panel in accordance with the Standing Orders for Council, Committees and Sub Committees.
17. The approval of the Council's Scheme of Governance.
18. The approval of the Council/Committee Diary.
19. The approval of Schemes for the Establishment for Community Councils and the review or amendment of such Schemes in terms of sections 52 and 53 of the Local Government (Scotland) Act 1973; and the revocation of such Schemes (or amended Schemes) and the making of new Schemes in accordance with section 22 of the Local Government etc. (Scotland) Act 1994.
20. The establishment of Working Groups.

21. To consider any matter which the Council has previously considered and agreed to receive a further report on.
22. To consider Monitoring Officer reports under Section 5 of the Local Government and Housing Act 1989.
23. Making schemes for the reorganisation of educational endowments under section 112(2) or 112(3) of the Education (Scotland) Act 1980.

#### 24. ANALYSIS

- 24.1 to receive a bi-annual Population Needs Assessment to understand the needs which public bodies must address;
- 24.2 to receive, as appropriate, an in-depth analysis of key groups, priorities and challenges across public services to identify and action potential efficiencies and improvements to help ensure that the needs of customers and citizens are met and commissioning intentions are delivered; and
- 24.3 to receive, as appropriate, sufficiency and market analyses to understand existing and potential provider strengths and weaknesses, and identify and take action in respect of any opportunities for improvement or change in providers.

#### PLANNING

- 24.4 to endorse the refresh of the Local Outcome Improvement Plan (LOIP) including recommending any changes which may be required; and
- 24.5 to approve annual procurement workplans, reflecting the LOIP, the Population Needs Assessment, the Council's commissioning intentions, the Council's service standards, the views of customers and citizens, and the best evidence of effective interventions to ensure a preventative focus on demand reduction.

#### DOING

- 24.6 to establish Arm's Length External Organisations (ALEOs) where it is determined that services should not be provided in-house;
- 24.7 to decommission services, including ALEOs, that do not meet the Council's commissioning intentions and outcomes;
- 24.8 to take such action to ensure that appropriate supply management and capacity building (market facilitation) is in place to ensure a good mix of resilient service providers, that offer customers an element of choice in how their needs are met; and
- 24.9 to approve the Strategy Framework to facilitate the delivery of agreed outcomes.

#### REVIEWING

- 24.10 to approve amendments to the Council's Performance Management Framework (PMF);
- 24.11 to receive annual reports on the LOIP and Locality Partnership Plans;
- 24.12 to consider and monitor performance associated with the Council's agreed commissioning intentions and ultimate contribution to the LOIP outcomes;
- 24.13 to receive annual reports from each of the Council's ALEOs to enable scrutiny of performance;

**24.14** to receive an annual procurement performance report to enable scrutiny of performance; and

**24.15** to receive reports on any changes in legislative requirements, policy and population needs which may facilitate opportunities to work differently to improve outcomes or may require revisions to existing commissioning intentions and outcomes.

For the avoidance of any doubt, this reservation 24 does not affect the Terms of Reference of the Pensions Committee, Aberdeen City Region Deal Joint Committee or Aberdeen City Integration Joint Board, and it does not prevent the exercise of delegated powers where authority is delegated to officers under the Powers Delegated to Officers, Procurement Regulations or otherwise.

**EXECUTIVE LEADS: CHIEF EXECUTIVE AND CHIEF OFFICER – GOVERNANCE**

# Net Zero, Environment & Transport Committee Annual Effectiveness Report 2022/2023



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## 1. Introduction from Convener

- 1.1 I am pleased to present the first annual effectiveness report for the Net Zero, Environment and Transport Committee (NZET). The annual effectiveness reports have been in place since 2017, following a recommendation made by CIPFA in their review of the Council's governance arrangements, namely that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. The annual effectiveness report represents good practice in governance and also informs the annual review of the Council's Scheme of Governance, enabling officers to identify if any changes are required, for example, to the Committee Terms of Reference. The presentation of the annual reports was temporarily paused due to the disruption to committee meetings as a result of the pandemic, and then to allow time for the new committee structure to bed in following the local government elections in May 2022.
- 1.2 The Council is committed to meeting the challenges facing our local and global environments and playing our part in building a greener and sustainable city. That is why it is so important that we now have a Net Zero, Environment and Transport Committee. The Council has a key role to play in the city's journey to a just energy transition; net zero climate emissions; and climate, nature and community resilience.
- 1.3 As a new Committee, there were no changes made to the NZET Terms of Reference as part of the 2023 Scheme of Governance Review, however we will continue to monitor them over the next year to ensure they remain fit for purpose.
- 1.4 I would like to thank the Committee Vice Convener Councillor Miranda Radley, Members, and officers for their contributions during the first year of the Committee. I look forward to continuing to work with them all next year.



Councillor Ian Yuill  
Convener – Net Zero, Environment and Transport Committee

## 2. The Role of the Committee

### **PURPOSE OF COMMITTEE**

To monitor the delivery of all services and functions relating to net zero, the environment and transport; to scrutinise performance and approve options within set budgets to ensure best value and delivery of the Council's agreed outcomes; and to ensure that the Council has robust arrangements for the delivery of the Council's environmental targets and the meeting of its related statutory obligations.

### **REMIT OF COMMITTEE**

The Committee will:

1. Monitor the Council's compliance with its environmental targets, including its carbon budget, and statutory obligations, and any charters or memorandums of understanding which it enters, in relation to matters such as net zero, climate change, environmental sustainability, food growing and biodiversity.
2. Approve the annual Climate Change Report for submission to the Scottish Government.
3. Approve the Council's Climate Change Plan and monitor its delivery.
4. Approve the Council's Biodiversity Duty Report.
5. Monitor key performance indicators in relation to, and progress towards, the Council's decarbonisation pathway, climate adaptation and the 2045 target for zero carbon.
6. Consider environmental evidence and advice from the widest possible range of sources.
7. Oversee, and make decisions relating to, service delivery in respect of transport and roads matters, and approve options to improve/transform service delivery. This includes scrutiny of operational performance and service standards in line with the Performance Management Framework and considering recommendations for improvements where required.
8. Approve and oversee all transport and roads related policies, strategies, programmes, and projects.
9. Receive risk registers relative to its remit and scrutinise to ensure assurance of the controls in place.
10. Receive reports on inspections and peer reviews in order to ensure best practice and note any actions arising from those inspections and reviews.
11. Make recommendations to the appropriate Committee(s) or Sub Committee(s) on matters affecting its remit where the authority to approve sits within the remit of another Committee or Sub Committee.



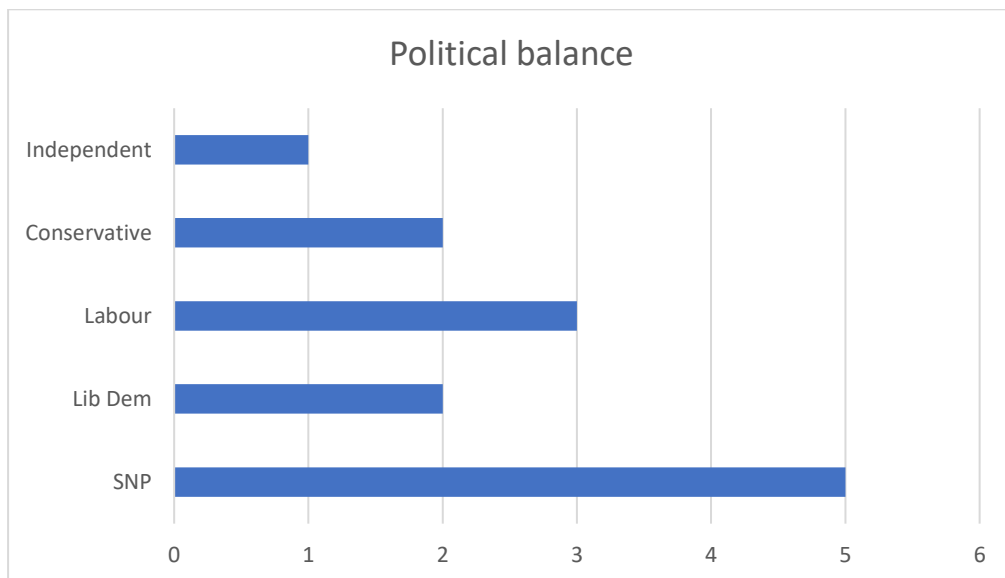
12. In undertaking its remit, ensure that it is acting within the budget set by Council and is supporting the delivery of the Council's agreed outcomes, commissioning intentions and service standards.

**Executive Leads: Director of Commissioning and Chief Officer – Strategic Place Planning**

### 3. Membership of the Committee during 2022/2023

3.1 The Net Zero, Environment and Transport Committee has 13 members.

3.2 The Committee composition is presented below:-



## 4. Membership Changes

- 4.1 Councillor Kusznr was a member of the Committee until the March 2023 meeting. Following the change of committee places as a result of the May 2023 by-election, Councillor Lawrence became a member of the Committee from the May 2023 meeting onwards. Councillor Hazel Cameron was a member of the Committee until the special meeting of the Committee in May 2023, following which Councillor McRae joined the Committee from the June meeting onwards.
- 4.2 Following the meeting of Council in August 2023, Councillors Lawrence and Macdonald stepped down from the Committee and Councillors Bonsell and Crockett joined.

## 5. Member Attendance

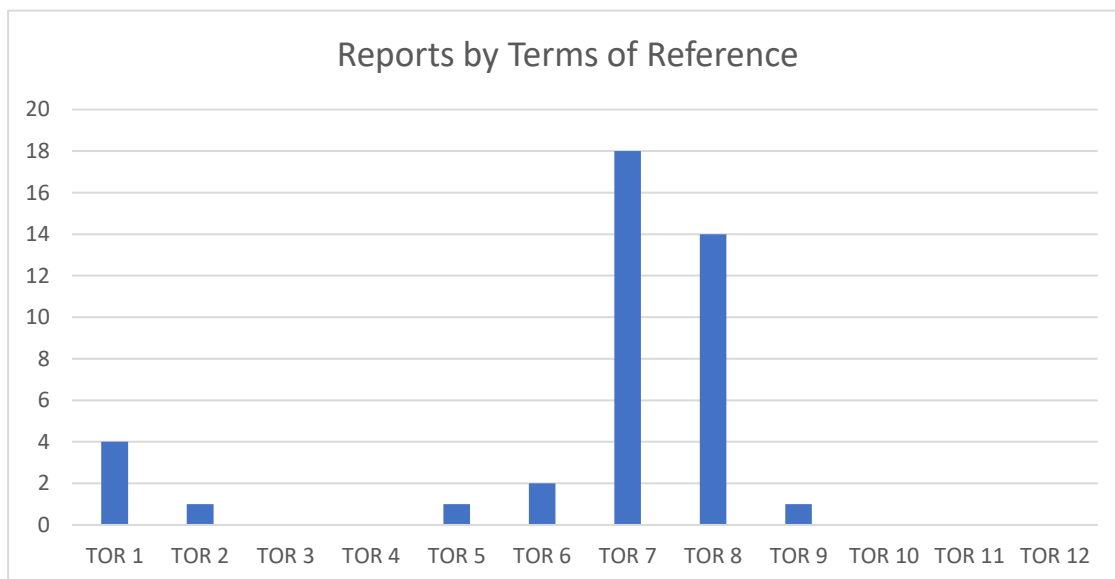
Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor Nurul Hoque Ali	7	7	
Councillor Kate Blake	7	6	Councillor Crockett
Councillor Jennifer Bonsell	1	0	Councillor Lawrence
Councillor Hazel Cameron	5	5	
Councillor Barney Crockett	1	0	Councillor Grant
Councillor Lee Fairfull	7	7	
Councillor Emma Farquhar	7	7	
Councillor Dell Henrickson	7	6	Councillor Al-Samarai
Councillor Michael Hutchison	7	6	Councillor McLellan
Councillor Michael Kusznr	3	3	
Councillor Graeme Lawrence	3	3	
Councillor Sandra Macdonald	6	6	
Councillor Duncan Massey	7	7	
Councillor Ciaran McRae	2	2	
Councillor Miranda Radley	7	7	
Councillor Kairin van Sweeden	7	7	
Councillor Ian Yuill	7	7	

## 6. Meeting Content

6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had 7 meetings and considered a total of 29 reports.

### 6.2 Terms of Reference

6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



6.2.2 During the course of 2022/2023 the Committee received reports across a range of its Terms of Reference, with the majority relating to roads and transport issues.

6.2.3 There were no reports received under TOR 3 and 4, however these specifically relate to the approval of the Council's Climate Change Plan and Biodiversity Duty, both of which will be considered at future meetings of the Committee.

6.2.4 Similarly, there were no reports under TOR 10, 11 and 12. TOR 10 relates to reports on inspections and peer reviews, which tend not to be reported to NZET Committee. The Committee did not require to make any recommendations to the appropriate Committee(s) or Sub Committee(s) on matters affecting its remit where the authority to approve sits within the remit of another Committee or Sub Committee (TOR 11). TOR 12 relates to the Committee, in undertaking its remit, ensuring that it is acting within the budget set by Council and is supporting the delivery of the Council's agreed outcomes, commissioning intentions and service standards. The majority of reports to the Committee could be argued to fall under this TOR, however more specific TOR relating to for example, roads and transport or net zero were selected as the main TOR.

6.2.5 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference were made following the June 2023 Scheme of Governance review. Any

changes made were generally to provide clarity where required and ensure consistency between committees. The new Terms of Reference will continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review, and consideration will be given to whether those TOR which have not been used in reports require to be amended.

## 7. Reports and Decisions

7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	Total	Total Percentage of Reports
Confidential Reports	0	0%
Exempt Reports	0*	0%
Number of reports where the Committee amended officer recommendations	1**	3%
Number of reports approved unanimously	27	93%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	1 report 3 service updates	N/A
Number of reports delayed for further information	1***	3%
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	N/A
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	0	0%

\* There were no exempt reports presented to Committee, however there was one exempt appendix in relation to the Roads and Transport Related Capital Budget Programme 2023-2024.

\*\* Three of the four recommendations were approved, but one of the recommended traffic schemes was amended by the Committee. This indicator relates to reports where officer recommendations were not accepted by the Committee.

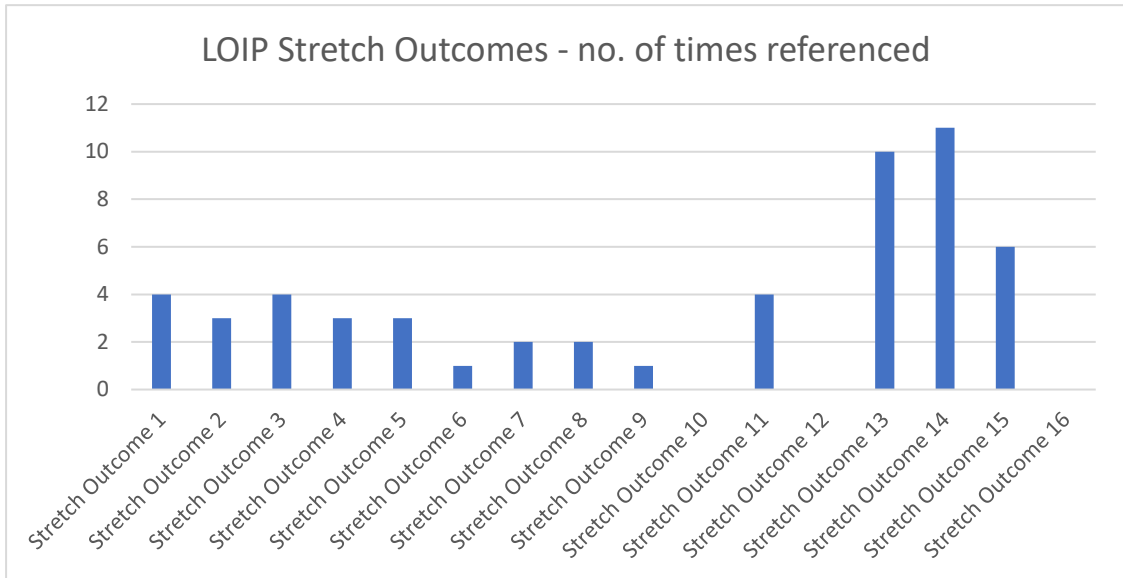
\*\*\*The Bus Lane Enforcement report was withdrawn and considered at a special meeting

7.2 The additional report requested was an annual report on progress with the objectives of the Tree and Woodland Strategic Implementation Plan. The three service updates requested were in relation to bus patronage, the Reuse facility at Hazlehead Recycling Centre and an update on the progress with Bus Lane Enforcement Scheme projects.

<b>Notices of Motion, Suspension of Standing Orders, Interface with the Public</b>	
Number of Notices of Motion to Committee	6
Number of times Standing Orders suspended	0
Specific Standing Orders suspended	N/A
Number of deputations requested	0
Number of deputations heard	N/A
Number of petitions considered	0

## 8. Reports with links to the Local Outcome Improvement Plan

- 8.1 The chart below details of the 29 reports how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1). As can be seen from the chart below, reports to the Net Zero, Environment and Transport Committee had links to most of the stretch outcomes, with the exception of 10, 12 and 16.
- 8.2 Stretch outcome 10 relates to 25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year; and stretch outcome 12 relates to Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland, therefore it is unlikely that there would be reports considered at NZET Committee which have links to those stretch outcomes. Stretch Outcome 16 was a new addition and therefore has not been mentioned to date in reports to this committee. There is however a wide spread across the other stretch outcomes, and as would be expected, most reports have had a connection with stretch outcomes 13, 14 and 15, which relate to climate change, sustainable travel, and nature.
- 8.3 Some reports considered by Committee this year have had no connection with specific LOIP stretch outcomes; these tend to be items such as the regular performance report, which do however still have a general impact on the outcomes of the LOIP by monitoring key indicators impacting on the lives of all citizens of Aberdeen and enable Members to assess the measures of already implemented and consider future actions which may be required to ensure an improvement in outcomes.



## 9. Training and Development

9.1 Training and development is always important to assist Members in performing their role on Committees, but particularly in this case as the Net Zero, Environment and Transport Committee was a newly established Committee for 2022.

9.2 Aside from the general induction training provided to Members following the May 2022 local government elections, the following has been made available to Members over the reporting period.

- A presentation at the first meeting of the committee on climate and environment
- Carbon Literacy training
- University of Aberdeen and NESCAN Hub 'North East Communities for a Just Transition' event
- Provision of a winter briefing session for 2022. This will be followed in 2023 with a joint winter/emergency planning/storm response briefing
- 'Our Climate, Energy and Just Transition Commitments' – a virtual session which explained the energy and climate priorities for the City and Council, including compliance obligations; the collaborative approach for the city through the Net Zero Aberdeen Routemap, 6 Strategies and Aberdeen Adapts; and detail on the Council Climate Change Plan
- A Climate Emergency Training for Biodiversity and Nature webinar
- Information from the Improvement Service was shared with Members in relation to the launch of a new Climate Emergency Checklist
- Members have been provided with access to the Green Workplace section of the Intranet, containing information on a range of environmental issues
- Engagement sessions for Members in relation to the development of the draft Local Transport Strategy

9.2 Service updates were also provided to Members throughout the year to provide additional information on topics which were not reported to Committee. These included:-

- Air Quality Progress Report 2022
- Updates on the Altens East Fire and the contingency arrangements and the rebuild progress
- Information on the Council's Building performance criteria to ensure that it is compliant with the Scottish Government's voluntary Net Zero Public Buildings Standards for all new build or significant refurbishment projects
- Aberdeen City Council contribution to Climate Week North-East 2023
- North East Local Flood Risk Management Plan publication
- Hazlehead Household Waste & Recycling Centre: Re-use Facility Update
- Recycling Improvement Fund Update on projects for which the Council has secured funding
- Strategic Active Travel Network Study



- An update on policy and legislative changes which would impact the Council's waste management services

9.3 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead proposals and Member feedback on what may be required to assist them in performing their roles.

## 10. Code of Conduct Declarations and Transparency Statements

10.1 0 declarations of interest and 14 transparency statements were made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

11.1 During the course of the reporting period, there has been consultation with the public in relation to the following, prior to the reports being presented to Committee:-

- Aberdeen Cross City Connections - Active Travel Scheme Development
- A93 Banchory to Aberdeen Multi-Modal Corridor Study
- Consultation in relation to various Traffic Orders
- Consultation on the Aberdeen City Council Air Quality Action Plan

11.2 At the August 2023 meeting, the Committee further agreed that an eight week period of public and stakeholder consultation be undertaken in relation to the draft Aberdeen Local Transport Strategy (2023-2030) and its appendices and supporting documents.

## 12. Executive Lead to the Committee - Commentary

12.1 Over the last twelve months the committee has overseen a significant body of work, across a broad range of projects and topic areas. As a new Committee, focused around the steps the Council can and must play in addressing the twin crises of climate change and nature loss, it has been fantastic to see Members take the opportunity to delve into and consider important related issues on the Council's work on Net Zero, Environment and Transport.

12.2 The Committee has overseen and scrutinised important statutory and non-statutory reports outlining the Council's past efforts and future plans on climate and nature, including the Council's admirable tree and woodland response and recovery efforts following several severe storms. Also, exciting forward-looking plans to improve green infrastructure for communities, nature and climate resilience, such as the Denburn Restoration Project.

- 12.3 A key piece of work presented to Committee this year was the Place Based Strategy Framework (May 2023) which set out how the matrix of place-based plans and strategies fit together and relate to other strategies and plans prepared by the Council and its partners. This report provided excellent context for the subsequent reports on the Draft Local Transport Strategy and Roads Hierarchy which were presented to Committee in August 2023.
- 12.4 A significant range of transport projects have been overseen by the Committee this year, including progress on a range of public transport projects associated with the Scottish Government's Bus Partnership Fund. The Committee also has had an important role in overseeing and deciding on the Bus Lane Enforcement funding programme.
- 12.5 In addition to the added value through training and development approaches (ref. Section 9), in the year ahead Officers will continue to respond to feedback from Members of the Committee to ensure that reports are presented in an informative way to allow effective decision making to take place.

## 13. The Year Ahead

- 13.1 As mentioned above, the 2024 Scheme of Governance review will look at the operation of this committee over the last 12 months and take on board any amendments to Terms of Reference which may be needed.
- 13.2 In line with the NZET Committee Terms of Reference, the new Pupil Climate Change President will be invited to attend a meeting of the committee.
- 13.3 The business planner sets out a range of pieces of work which are due to come back before Committee in 2024/25 for consideration, namely:-
  - Net Zero Aberdeen Routemap & Aberdeen Adapts
  - Net Zero Aberdeen Partnership Leadership Board / Delivery Unit Structure
  - Aberdeen Cross City Connections - Active Travel Scheme Development
  - A93 Banchory to Aberdeen Multi-Modal Corridor Study
  - Aberdeen Hydrogen Integration – Governance
  - Place Based Strategy Framework
  - Locality Based Approach to Deliver Net Zero
  - Transport Delivery Programme
  - Road Safety Plan Annual Update towards 2030 casualty reduction targets
  - Annual Report - Northern Roads Collaboration Joint Committee
- 13.4 There will also be consideration of the outcomes of the consultation on the draft Local Transport Strategy.

- 13.5 Officers will continue to identify suitable training and information to share with Members throughout the year.

## Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work by 2026
3.	500 people skilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones by their 27-30 month review by 2026
5.	90% of children and young people report they feel listened to all of the time by 2026
6.	By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026
7.	95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026
8.	83.5% fewer young people (under 18) charged with an offence by 2026
9.	100% of our children with Additional Support Needs/disabilities will experience a positive destination
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026
11.	Healthy life expectancy (time lived in good health) is five years longer by 2026
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026
15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026

# Anti Poverty and Inequality Committee Annual Effectiveness Report 2022/2023



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## 1. Introduction from Convener

- 1.1 I am pleased to present the first annual effectiveness report for the Anti Poverty and Inequality Committee. The annual effectiveness reports have been in place since 2017, following a recommendation made by CIPFA in their review of the Council's governance arrangements, namely that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. The annual effectiveness report represents good practice in governance and also informs the annual review of the Council's Scheme of Governance, enabling officers to identify if any changes are required, for example, to the Committee Terms of Reference. The presentation of the annual reports was temporarily paused due to the disruption to committee meetings as a result of the pandemic, and then to allow time for the new committee structure to bed in following the local government elections in May 2022.
- 1.2 The Anti Poverty and Inequality Committee Terms of Reference were considered as part of the 2023 Scheme of Governance Review. As a new Committee, no changes were made as part of that piece of work. The use of the Terms of Reference will continue to be monitored over the next year to identify if any changes require to be made in 2024.
- 1.3 Aberdeen City Council stands firm in its commitment to help people and communities affected by the cost of living crisis and alleviate suffering due to poverty where it exists across the city. The Council's Anti-Poverty and Inequality Committee is clear that tackling poverty requires more than treating the short-term symptoms. Looking ahead to the future it seeks to improve the quality of life for all citizens and tackle poverty and disadvantage at its root cause.
- 1.4 Committee welcomes the expertise and input from our External Advisers, informing the development of committee business as well as the formation of a working group to support the Anti-Poverty and Inequality Committee. The working group brings together the external advisers and the members of the Community Planning Aberdeen Anti-Poverty Outcome Improvement Group to ensure a joined up approach to tackling poverty.
- 1.5 The External Advisers have supported the Committee since it was established in November 2022 and report the following:
  - It has been helpful participating in the discussions on papers presented at Committee, having seen them in advance to allow due consideration;
  - The opportunity to highlight issues and help shape future Committee business through the external advisers reports and working group is welcomed; and
  - The development of clearer links with the Anti-Poverty Outcome Improvement Group is a welcome development.
- 1.6 An Anti-Poverty Workshop was held on 30 May 2023 with the External Advisers of the Anti-Poverty and Inequality Committee and members of the CPA Anti-Poverty Outcome Improvement Group, to explore how they could work together and with wider partners to achieve their shared outcomes. Organisations represented at the

Workshop included: Aberdeen City Council, ACVO, Aberdeen Foyer, CFINE, Instant Neighbour, NHS Grampian, SCARF and the University of Aberdeen.

- 1.7 The Committee has received six-monthly reports for assurance on the Memorandum of Understanding between Aberdeen City Council and the Department of Work and Pensions.
- 1.8 A key piece of work this year was progression on Citizens' Assemblies. The Committee has received three reports on this subject, with the most recent resolution to approve the approach to deliver an assembly on poverty and gender inequality in Aberdeen. A procurement exercise will now be undertaken in line with the Council's Procurement Regulations, to secure the services of two organisations to support the delivery of the process.
- 1.9 Committee Members have been getting out to visit our Communities and the organisations supporting them, with quarterly visits organised. So far we have been to SHMU, CFINE and Aberdeen Foyer, with further visits planned. The visits have been extremely helpful for the Committee in learning about the work of organisations across the city, hearing at first hand the issues and difficulties faced by people experiencing poverty, as well as from staff and volunteers on the challenges of supporting vulnerable people. This builds on input to the Committee from our external advisers. The commitment of the organisations in organising and hosting the visits is very much appreciated.
- 1.10 In addition, the reports to committee following the visits have been welcomed as an opportunity for organisations to further share information about their work and for committee to reflect on the learning.
- 1.11 I would like to thank Members – both Elected and External - and officers for their contributions during the first year of the Committee and look forward to working with them, and my Vice Convener, Councillor Desmond Bouse, next year.



**Councillor Christian Allard**  
Convener – Anti Poverty and Inequality Committee



## 2. The Role of the Committee

### PURPOSE OF COMMITTEE

To monitor and determine the Council's contribution to alleviating and mitigating all forms of poverty and inequality in the city.

The Committee will develop an Anti-Poverty Strategy.

### REMIT OF COMMITTEE

#### 1. The Committee will, in respect of poverty and inequality issues in the city:

- 1.1 Consider the impact of poverty on the city as a whole and targeted population levels, including on key groups such as children, minority ethnic communities and those of pensionable age who are known to be particularly disadvantaged by poverty;
- 1.2 Consider the evidence from Citizen's Assemblies on poverty and inequality matters;
- 1.3 Seek the views and involvement of those experiencing poverty and inequality;
- 1.4 Consider the effect of In-work Poverty and the Living Wage, including by receiving reports on Living Wage accreditation rates;
- 1.5 Consider evidence of "what's worked" in combating poverty and inequality;
- 1.6 Consider the impact of ongoing Welfare Reform measures, including by receiving reports on benefit access and uptake;
- 1.7 Consider the impact of poverty on Employability and Youth Employment, including by receiving reports on employment rates and positive destinations;
- 1.8 Consider the impact of Food Insecurity and Fuel Poverty, including by receiving reports on community food provision and energy cost impacts;
- 1.9 Consider the impact of stigma and discrimination on those experiencing poverty;
- 1.10 Consider the impact of poverty on the health and wellbeing of those experiencing it;
- 1.11 Monitor the progress of research relevant to poverty and inequality, including in relation to health determinants;
- 1.12 Consider matters relating to the provision of Credit Unions, fair and affordable banking and advice services;
- 1.13 Examine the nature of institutional and systemic discrimination in Aberdeen, and consider the steps required to eradicate such discrimination;
- 1.14 Monitor the performance of Council-funded community programmes and projects which seek to address poverty or inequality.

#### 2. The Committee will:

- 2.1 agree the submission of Child Poverty Action Plans and Reports to the Scottish Government;
- 2.2 agree the submission of the Council's Equalities Mainstreaming Outcomes Reports to the Scottish Government; and
- 2.3 monitor the Memorandum of Understanding between the Council and the Department for Work and Pensions through receipt of an annual report.

- 3.1 In undertaking the aspects at 1 and 2, the Committee will ensure that it is acting within the budget set by Council and is supporting the delivery of the Council's agreed outcomes, commissioning intentions and service standards.
- 3.2 The Committee may make recommendations to the appropriate Committee(s) or Sub Committee(s) on matters affecting its remit where the authority to approve sits within the remit of another Committee or Sub Committee.

## **EXTERNAL MEMBERSHIP**

Emphasising the close links with Community Planning Aberdeen's Anti-Poverty Group, the Committee has appointed advisers who are not members of the Council. These external advisers were appointed by the Council at its statutory meeting as follows:

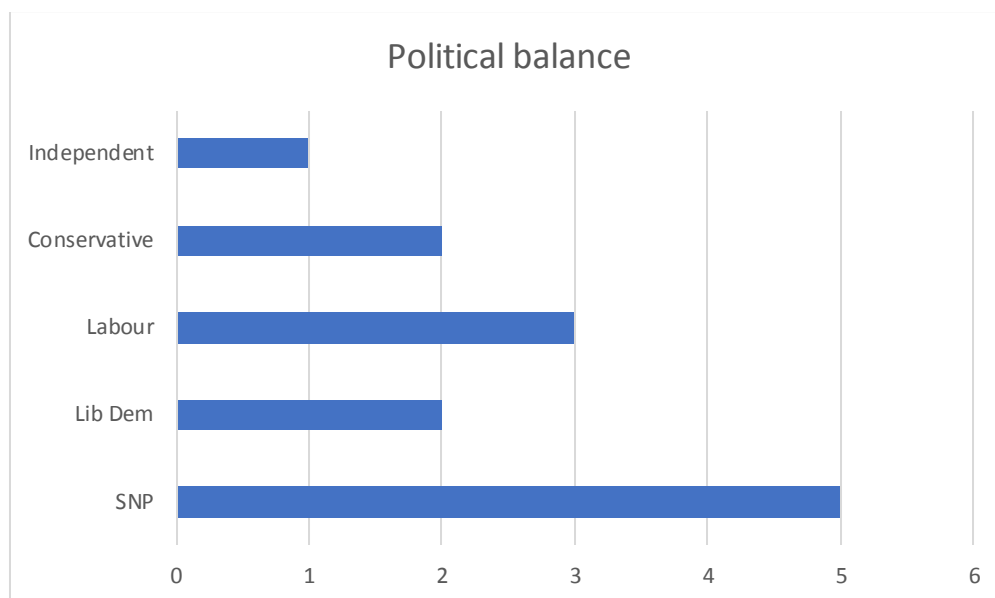
- 1 resident of Aberdeen with lived experience of poverty;
- Up to 2 people representing the charitable sector of Reference in Aberdeen;
- 1 person representing higher and further education in Aberdeen;
- 1 person representing key interest groups in Aberdeen (that may be appointed for a defined period of time); and
- 1 public health professional/practitioner who works in Aberdeen.

**Executive Leads:** Director of Customer Services and Chief Officer - Early Intervention and Community Empowerment.

### 3. Membership of the Committee during 2022/2023

3.1 The Anti Poverty and Inequality Committee has 13 members.

3.2 The Committee composition is presented below:-



3.3 The Committee also has five External Members who attend the meeting. The Advisers can ask questions and participate in any debate, but do not have the ability to move or second motions or amendments, nor to vote. These Members are:-

Dr John Bone	University of Aberdeen
Sophy Green	Instant Neighbour
Maggie Hepburn	ACVO
Phil Mackie	Public Health, NHS Grampian
Evan Adamson (until July 2023)	Instant Neighbour
Vacancy from July 2023	

### 4. Membership Changes

4.1 Councillor McLeod was a member of the Committee until the January 2023 meeting, after which time Councillor Kuszniir joined. Following the change of committee places as a result of the May 2023 by-election, Councillor Houghton left and Councillor Lawrence became a member of the Committee from the May 2023 meeting. Following the meeting of Council in August 2023, Councillors Bonsell and Lawrence stepped down from the Committee and Councillors Crockett and Tissera joined.

## 5. Member Attendance

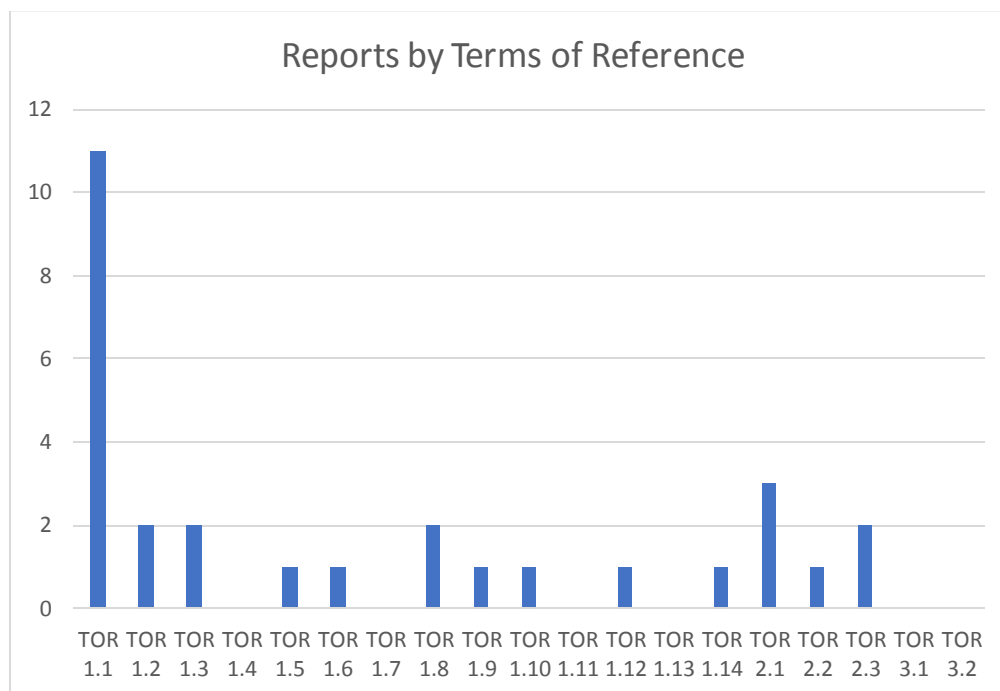
<b>Member</b>	<b>Total Anticipated Attendances</b>	<b>Total Attendances</b>	<b>Substitutions</b>
Councillor Christian Allard	6	6	
Councillor Desmond Bouse	6	5	Councillor Steve Delaney
Councillor Jennifer Bonsell	5	4	Councillor M. Tauqeer Malik
Councillor Richard Brooks	6	6	
Councillor Donna Clark	6	6	
Councillor Barney Crockett	1	0	Councillor Graeme Lawrence
Councillor Derek Davidson	6	6	
Councillor Gordon Graham	6	5	Councillor Jennifer Bonsell
Councillor Martin Greig	6	6	
Councillor Ryan Houghton	3	2	Councillor Mrs Stewart
Councillor Michael Hutchison	6	5	Councillor Miranda Radley
Councillor Michael Kuszmir	4	3	Councillor Emma Farquhar
Councillor Graeme Lawrence	2	1	Councillor Deena Tissera
Councillor Jessica Mennie	6	5	Councillor Miranda Radley
Councillor Ken McLeod	2	0	Councillor Michael Kuszmir Councillor Emma Farquhar
Councillor Deena Tissera	1	0	Councillor Kate Blake
Councillor Simon Watson	6	5	Councillor Kate Blake

## 6. Meeting Content

6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had six meetings and considered a total of 24 reports.

### 6.2 Terms of Reference

6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



6.2.2 During the course of 2022/2023 the Committee received reports under the majority of the main Terms of Reference which indicates that the Committee has discharged its role effectively throughout the course of the reporting period.

6.2.3 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference were made following the June 2023 Scheme of Governance review. Any changes made were generally to provide clarity where required and ensure consistency between committees. The new Terms of Reference will continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review, and consideration will be given to whether those Terms Of Reference which have not been used in reports require to be amended

6.2.4 The majority of reports fell under Terms of Reference 1.1 - Consider the impact of poverty on the city as a whole and targeted population levels, including on key groups such as children, minority ethnic communities and those of pensionable age who are known to be particularly disadvantaged by poverty - which indicates that the Committee is fulfilling its purpose of monitoring and determining the Council's

contribution to alleviating and mitigating all forms of poverty and inequality in the city.

- 6.2.5 Other Terms Of Reference that featured regularly were consistent with the purpose of the committee, namely: 1.2 - Consider the evidence from Citizen's Assemblies on poverty and inequality matters; 1.3 - Seek the views and involvement of those experiencing poverty and inequality and those with knowledge or expertise in relation to these issues; and 1.8 - Consider the impact of Food Insecurity and Fuel Poverty, including by receiving reports on community food provision and energy cost impacts.
- 6.2.6 Reports referring to Terms Of Reference 2.1 and 2.3 were also reported to the Committee. Terms Of Reference 2.1 states that the Committee will approve for publication the Local Child Poverty Action Reports in terms of the Child Poverty (Scotland) Act 2017 and Child Poverty Action Plans. These have been agreed by the Committee. Child Poverty has now been integrated into the Children's Services Plan, as reported to the Education and Children's Services Committee in March 2023. Going forward, annual Local Child Poverty Action Reports will be presented to the Education and Children's Services Committee and the Anti-Poverty and Inequality Committee, thereafter for approval by the Community Planning Management Board. Statutory reporting to the Anti Poverty and Inequality Committee will therefore align with this reporting cycle. TOR 2.3 relates to the monitoring of the Memorandum of Understanding between the Council and the Department for Work and Pensions through receipt of an annual report. The Committee has received two 6-monthly update reports in this regard.
- 6.2.7 Terms Of Reference 1.4, 1.7, 1.11 and 1.13 were not explicitly identified in reports throughout the year, however their topics were covered in other reports and through Service Updates. Terms Of Reference 1.4 relates to reports on in-work poverty and the Living Wage, Terms Of Reference 1.7 relates to employment rates and positive destinations. Terms Of Reference 1.11 refers to monitoring research relevant to poverty and inequality and Terms Of Reference 1.13 is examining institutional and systemic discrimination in the city.
- 6.2.8 In addition, there were no reports under Terms Of Reference 3.1 or 3.2. Terms Of Reference 3.1 relates to the Committee, in undertaking its remit, ensuring that it is acting within the budget set by Council and is supporting the delivery of the Council's agreed outcomes, commissioning intentions and service standards. The majority of reports to the Committee could be argued to fall under this Terms Of Reference, however more specific Terms Of Reference relating to poverty and inequality were selected as the main Terms Of Reference. Terms Of Reference 3.2 states that the Committee may make recommendations to the appropriate Committee(s) or Sub Committee(s) on matters affecting its remit where the authority to approve sits within the remit of another Committee or Sub Committee. This has not arisen during the reporting period.

## 7. Reports and Decisions

7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	Total	Total Percentage of Reports
Confidential Reports	0	0
Exempt Reports	0	0
Number of reports where the Committee amended officer recommendations	0	0
Number of reports approved unanimously	21	87.5%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	1 report 13 Service Updates	N/A
Number of reports delayed for further information	0	0
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	0
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	0	0
Number of referrals to Council under SO 34.1	1	4%

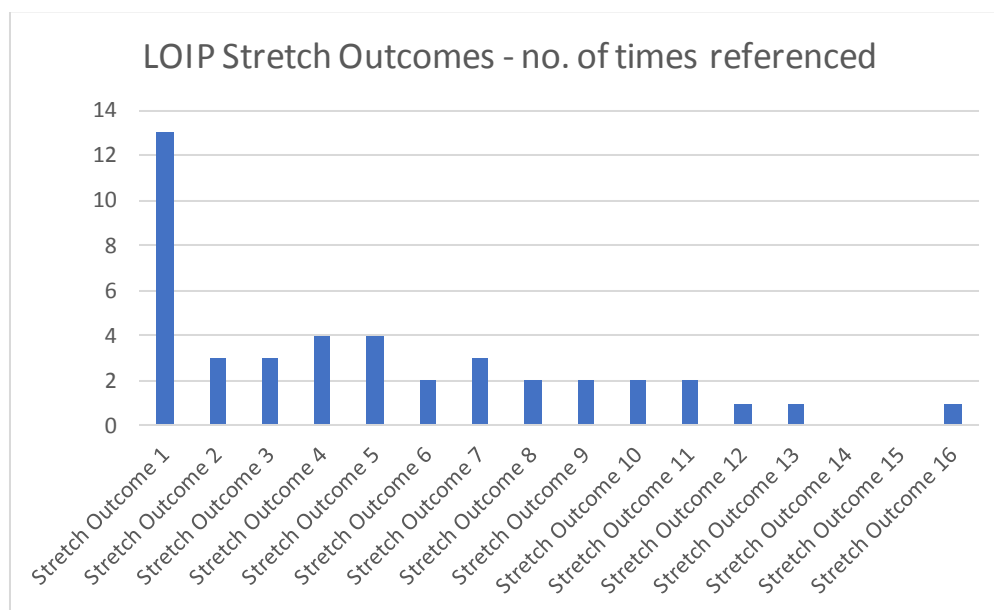
7.2 The additional report requested was regarding issues faced by people in poverty in relation to accessing advice services and financial services.

Notices of Motion, Suspension of Standing Orders, Interface with the Public	
Number of Notices of Motion to Committee	0
Number of times Standing Orders suspended	0
Specific Standing Orders suspended	N/A
Number of deputations requested	0
Number of deputations heard	N/A
Number of petitions considered	0

## 8. Reports with links to the Local Outcome Improvement Plan

8.1 The chart below details of the 24 reports how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1). As can be seen from the chart below, the majority of reports have addressed Stretch Outcome 1 (No one will suffer due to poverty by 2026) which supports the purpose and remit of the Committee. There is however a wide spread across the other stretch outcomes, and as would be expected, most reports also have had a connection with stretch outcomes 4, 5 and 7, which relate to (i) 95% of children will reach their expected developmental milestones by their 27-30 month review by 2026; (ii) 90% of children and young people report they feel listened to all of the time by 2026; and (iii) 95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026 – and more recently, stretch outcome 16 - 100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026 with a report on the Citizens' Assembly.

As can be seen from the chart below, reports to the Anti Poverty and Inequality Committee had links to most of the stretch outcomes, with the exception of 14 and 15.



8.2 Stretch outcome 14 relates to increasing sustainable travel and stretch outcome 15 relates to addressing the nature crisis, therefore it is unlikely that there would be reports considered at the Anti Poverty and Inequality Committee which have links to those stretch outcomes.



## 9. Training and Development

9.1 An Anti-Poverty Workshop was held on 30 May 2023 with the external advisers of the Anti-Poverty and Inequality Committee and members of the Community Planning Aberdeen Anti Poverty Outcome Improvement Group, to explore how they could work together and with wider partners to achieve their shared outcomes. Organisations represented at the Workshop included:

- Aberdeen City Council
- ACVO
- Aberdeen Foyer
- CFINE
- Instant Neighbour
- NHS Grampian
- SCARF
- University of Aberdeen

Workshop attendees explored the outcomes that they were aiming to achieve in their respective organisations and collectively as a group. There was great commonality across the group and key outcomes included the following:

- Reducing fear
- Breaking the cycle of crisis, cash and repeat poverty
- Ensuring a sustainable approach to providing support for those that need it most
- Tackling poverty as a whole rather than breaking it down into different types of poverty (fuel, food, bed etc)
- Eliminating poverty through equity and equality of opportunity

Looking ahead to the future, the group considered what factors might impact and influence a collective approach to tackling poverty.

9.2 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead proposals and Member feedback on what may be required to assist them in performing their roles.

## 10. Code of Conduct Declarations and Transparency Statements

10.1 No declarations of interest and 18 transparency statements were made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

11.1 During the reporting period, the Service has engaged in a wide variety of engagement and consultation. The following bullet points list some, but not all, of the engagement undertaken to give a flavour of the work throughout the year.

- Visit to SHMU
- Visit to CFINE
- Visit to Aberdeen Foyer
- Anti Poverty Workshop: External Advisers of the Anti-Poverty and Inequality Committee and members of the Community Planning Aberdeen Anti Poverty Outcome Improvement Group met to explore how they could work together and with wider partners to achieve their shared outcomes.
- Challenge Poverty Week event at Aberdeen Music Hall: Where three films made by SHMU, Abernecessities and Cyrenians were screened highlighting the lived experience of individuals and communities in Aberdeen, with input from CFINE on Food Poverty Action Aberdeen, and ACVO around some key policy issues.



*Photo: Norman Adams - Aberdeen City Council*

Anti Poverty and Inequality Committee Vice Convener Councillor Desmond Bouse and Convener Councillor Christian Allard meet Aberdeen Foyer CEO Leona McDermid.



*Photo: Norman Adams - Aberdeen City Council*

Anti Poverty and Inequality Committee Convener Councillor Christian Allard, Vice Convener Councillor Desmond Bouse and Aberdeen Foyer CEO Leona McDermid chat with a Foyer Service User.



*Photo: Norman Adams - Aberdeen City Council*

On 8 March 2023, the Anti Poverty Committee visited CFINE as part of their programme of visits to key organisations.

## 12. Executive Lead to the Committee – Commentary

- 12.1 Officers have presented a wide range of reports to the Anti Poverty and Inequality Committee over the year, highlighting the very broad range of work to tackle poverty undertaken by services across the Council, including education, housing and homelessness, employability through City Growth and the Financial Inclusion Team. In addition, the Scottish Welfare Fund managed by the Revenues and Benefits Team provides key support in tackling poverty.
- 12.2 It has been particularly pleasing to see how areas of work, such as Tackling infant food insecurity work to address family and child poverty remains a key priority with Dr Flora Douglas presenting to respond to questions from Members. This is thought to be a very positive step.
- 12.3 Officers continue to respond to feedback from Members of Committee to ensure that reports presented provide information and analysis in a transparent and accessible format. Officers continue to appreciate both the scrutiny and high level of interest in our work across the city.
- 12.4 A key piece of work presented to Committee this year was the Child Poverty Action Report, a statutory requirement to report on local child poverty work. The Child Poverty Action Plan has been integrated in the Children’s Services Plan, ensuring effective integrated delivery.
- 12.5 Members have also heard about the outcomes delivered in supporting people through the cost of living which included further support through the Scottish Welfare Fund, support for food procurement to ensure supplies of emergency food, further development of food pantry membership and support with increasing energy costs through the provision of fuel vouchers. In addition, early work on exploring cash first approaches has been highlighted to committee.
- 12.6 Given the nature of the Committee business will often be of interest to the public, it is vital that reports are open and transparent and I am pleased to note that all business this year was considered in public session, with no exempt reports presented.

## 13. The Year Ahead

- 13.1 Although there were no changes to the Anti Poverty And Inequality Committee Terms of Reference in 2023, in accordance with the usual practice of an annual review of the Scheme of Governance, the Terms of Reference will be reviewed and officers will reflect on whether any areas require further refinement moving forward to ensure the continued efficient operation of the Committee.
- 13.2 Aside from the regular annual reports and performance reports received for assurance, a selection of the business for the next year is listed below:-
- Population Needs Assessment

- Further reports from the External Advisers
- Issues faced by people in poverty in relation to accessing advice services and financial services

## Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work by 2026
3.	500 people skilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones by their 27-30 month review by 2026
5.	90% of children and young people report they feel listened to all of the time by 2026
6.	By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026
7.	95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026
8.	83.5% fewer young people (under 18) charged with an offence by 2026
9.	100% of our children with Additional Support Needs/disabilities will experience a positive destination
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026
11.	Healthy life expectancy (time lived in good health) is five years longer by 2026
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026
15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026

# Planning Development Management Committee Annual Effectiveness Report 2022/2023



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## 1. Introduction from Convener

- 1.1 I am pleased to present the fourth annual effectiveness report for the Planning Development Management Committee (PDMC). The annual effectiveness reports have been in place since 2017, following a recommendation made by CIPFA in their review of the Council's governance arrangements, namely that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. The annual effectiveness report represents good practice in governance and also informs the annual review of the Council's Scheme of Governance, enabling officers to identify if any changes are required, for example, to the Committee Terms of Reference.
- 1.2 The Council is committed to ensuring effective access for our communities to engage with the planning process, which shapes their communities and the wider city. We will continue to seek views on our masterplans to ensure our city is safeguarded in changes to the regions industrial and tourism outlook. I thank all those who have engaged with the committee over the past year, I will continue to ensure increased transparency and encourage residents to continue to make representation directly at our Planning Development Management Committee in person, online or by proxy.
- 1.3 The annual report is a good mechanism for the Committee to support the Council's improvement journey by demonstrating the ways that the Committee contributes to the Council Delivery Plan and Local Outcome Improvement Plan, whilst also providing the opportunity to reflect on the business of the Committee over the past year and to look to the Committee's focus for the year ahead.
- 1.4 There were no changes made to the PDMC Terms of Reference as part of the 2023 Scheme of Governance Review, however we will continue to monitor them over the next year to ensure they remain fit for purpose.
- 1.5 Throughout the year, the Committee has worked to determine all applications for consent or permission except those local applications which fall to be determined by an appointed officer under the adopted Scheme of Delegation.
- 1.6 I would like to thank Members and officers for their contributions during my time as Convener of the Committee and look forward to working with them next year.



Councillor Ciaran McRae  
Convener – (Planning Development Management Committee)

## 2. The Role of the Committee

### **PURPOSE OF COMMITTEE**

To ensure the effective undertaking of the Development Management and Building Standards duties of the Council.

### **REMIT OF COMMITTEE**

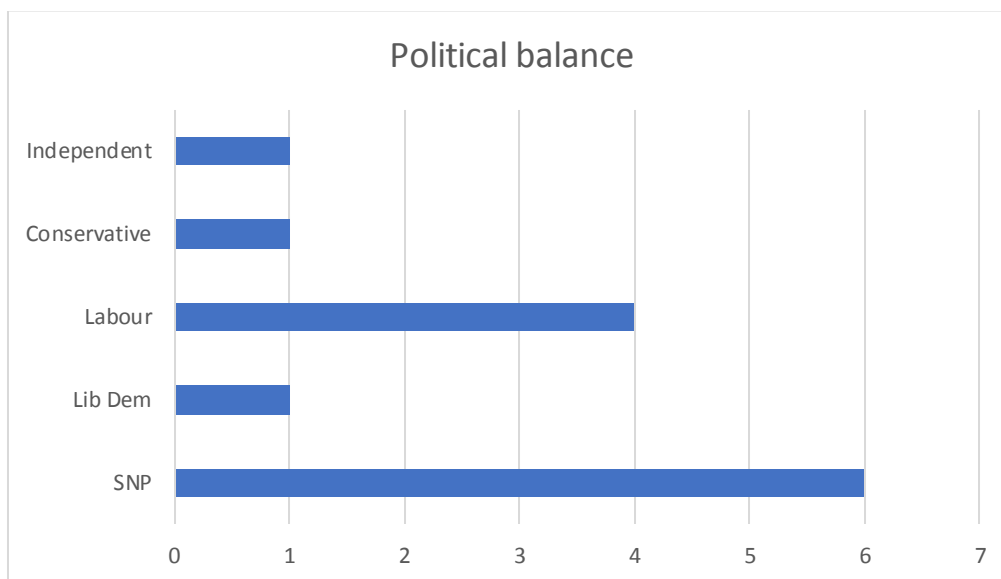
The Committee will:

1. determine all applications for consent or permission except those local applications which fall to be determined by an appointed officer under the adopted Scheme of Delegation or for which a Pre-Determination Hearing has been held;
2. visit application sites where agreed;
3. make Orders and issue Notices;
4. approve development briefs and masterplans;
5. adopt non-statutory planning guidance;
6. conduct pre-determination hearings in pursuance of the provisions contained within s38A of the Town and Country Planning (Scotland) Act 1997; and
7. determine an application for planning permission for a development where a pre determination hearing is held in terms of s38A of the Town and Country Planning (Scotland) Act 1997.

### 3. Membership of the Committee during 2022/2023

3.1 The Planning Development Management Committee has 13 members.

3.2 The Committee composition is presented below:-



### 4. Membership Changes

- Councillor McRae became Convener of the Committee in June 2023. As Councillor McRae was already a member of the Committee, Councillor Henrickson was replaced by Councillor Radley at the same time;
- Following the change of committee places as a result of the May 2023 by-election, Councillor Lawrence became a member of the Committee from the May 2023 meeting onwards;
- Councillor Farquhar replaced Councillor Houghton in February 2023;
- Councillor Macdonald replaced Councillor Crockett, following him becoming an Independent Councillor and the place on the Committee being a Labour allocation;
- Councillor Tissera replaced Councillor Blake in September 2023;

## 5. Member Attendance

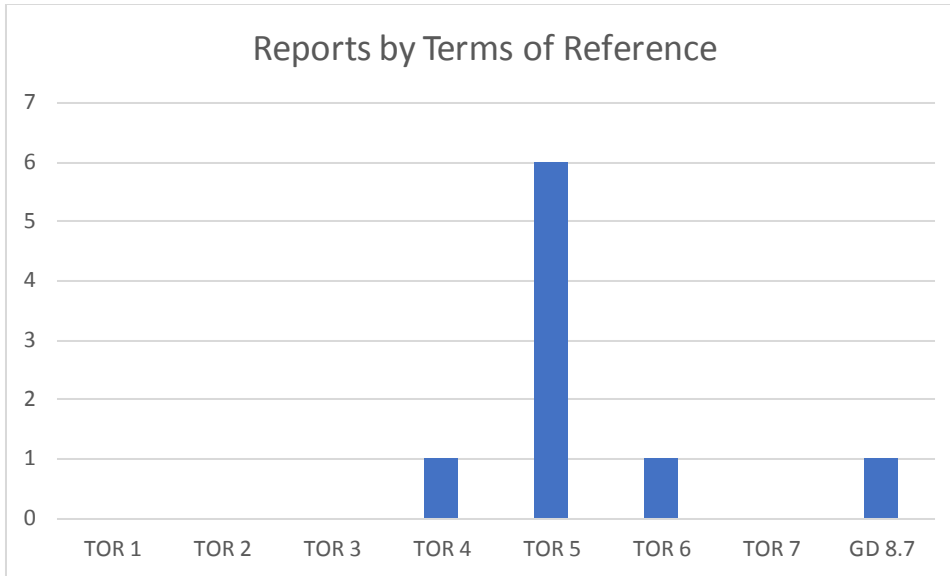
Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor McRae	10	7	Councillors Nicoll and van Sweeden
Councillor Bouse	10	9	Councillor van Sweeden
Councillor Alphonse	10	7	Councillors Allard, MacGregor and van Sweeden
Councillor Clark	10	9	Councillor Allard
Councillor Boulton	10	8	Councillors Houghton and Massey
Councillor Cooke	10	9	Councillor van Sweeden
Councillor Copland	10	10	
Councillor Farquhar	7	7	
Councillor Lawrence	4	4	
Councillor Macdonald	1	1	
Councillor Radley	2	2	
Councillor Thomson	10	10	
Councillor Tissera	0	0	

## 6. Meeting Content

6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had 10 meetings and considered a total of 8 reports. There were also 38 planning applications considered. Of the 38 applications, 33 were approved/refused in line with the officer recommendation and 5 were determined against officer recommendation.

### 6.2 Terms of Reference (TOR)

6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



- 6.2.2 During the course of 2022/2023 the Committee received reports under various Terms of Reference. In regards to TOR 1 (determine all applications for consent or permission except those local applications which fall to be determined by an appointed officer under the adopted Scheme of Delegation or for which a Pre Determination Hearing has been held) – 38 applications were considered and determined. Two applications were determined after a site visit which relates to TOR 2.
- 6.2.3 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference were made following the June 2023 Scheme of Governance review. Any changes made were generally to provide clarity where required and ensure consistency between committees. The new Terms of Reference will continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review.
- 6.2.4 As this is a quasi judicial committee, the majority of the business carried out by PDMC are planning applications rather than reports.

## 7. Reports and Decisions

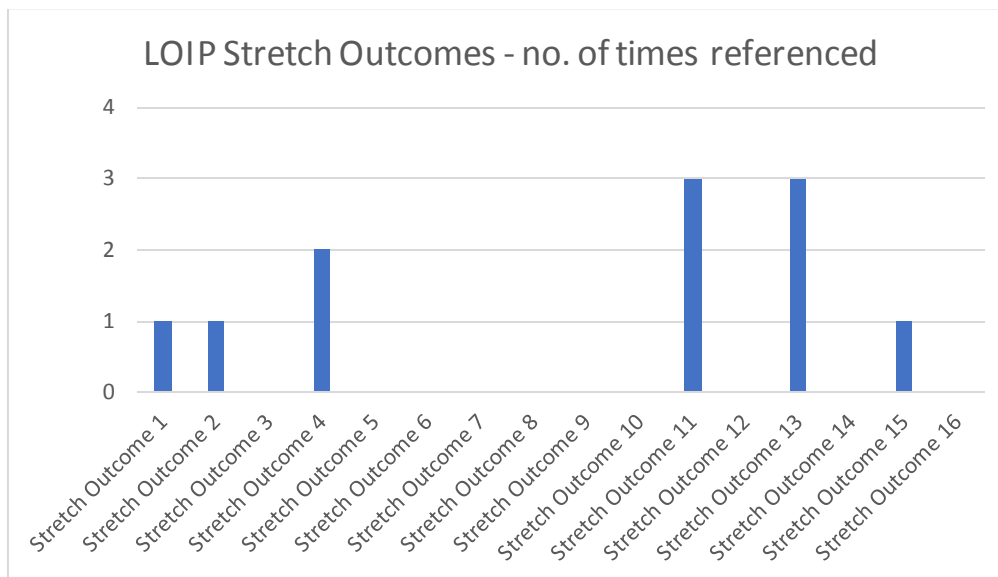
7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	Total	Total Percentage of Reports
Confidential Reports	0	N/A
Exempt Reports	0	N/A
Number of reports where the Committee amended officer recommendations	2	25%
Number of reports approved unanimously	6	75%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	0	N/A
Number of reports delayed for further information	0	N/A
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	N/A
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	0	N/A
Number of referrals to Council under SO 34.1	0	N/A

Notices of Motion, Suspension of Standing Orders, Interface with the Public	
Number of Notices of Motion to Committee	1
Number of times Standing Orders suspended	1
Specific Standing Orders suspended	40.2 – time of meeting to go past 6 hours
Number of representations requested to speak	63
Number of representations heard	63
Number of petitions considered	0

## 8. Reports with links to the Local Outcome Improvement Plan

8.1 The following table details of the 8 reports how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1).



## 9. Training and Development

9.1 Training opportunities for Members during the reporting period were as follows:-

- National Planning Framework
- Developer Obligations
- Community Planning Aberdeen and the Local Outcome Improvement Plan
- Planning Committee
- Local Review Body

9.2 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead proposals and Member feedback on what may be required to assist them in performing their roles.

## 10. Code of Conduct Declarations and Transparency Statements

- 10.1 3 declarations of interest and 7 transparency statements were made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

- 11.1 During the course of the year there has been consultation with the public in relation to draft Aberdeen Planning Guidance: Resources for New Development, Space Standards and Outdoor Seating. Consultation was also carried out for the Energy Transition Zone Masterplan.

## 12. Executive Lead to the Committee - Commentary

- 12.1 Planning Development Management Committee continues to be available as a hybrid option for Members which means that Members can join the meeting and participate remotely if required. Webcasting is also available for each meeting so members of the public can view the proceedings of the committee.
- 12.2 A new procedure was also introduced in April 2023, which meant that all Members on PDMC would participate in a rota system for the Local Review Body, with each Member requiring to sit on three or four meetings a year. Local member are not permitted to sit on reviews which fall in their ward.

## 13. The Year Ahead

- 13.1 In December 2022, a new procedure was established for PDMC which allowed interested parties who had submitted a representation to speak at a relevant PDMC meeting, where an application was to be considered. After a year of operation, this procedure will be reviewed and taken back to committee in December 2023, to reflect on how the procedure has operated and any changes that may be necessary.
- 13.2 The Committee will continue to determine planning applications which fall to be determined under the Scheme of Delegation and planning training will continue to be part of the scheduled elected member development programme.



## Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work by 2026
3.	500 people skilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones by their 27-30 month review by 2026
5.	90% of children and young people report they feel listened to all of the time by 2026
6.	By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026
7.	95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026
8.	83.5% fewer young people (under 18) charged with an offence by 2026
9.	100% of our children with Additional Support Needs/disabilities will experience a positive destination
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026
11.	Healthy life expectancy (time lived in good health) is five years longer by 2026
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026
15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026

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# Staff Governance Committee Annual Effectiveness Report 2022/2023



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## 1. Introduction from Convener

- 1.1 I am pleased to present the annual effectiveness report for the Staff Governance Committee (SGC). The annual effectiveness reports have been in place since 2018/19, following a recommendation made by CIPFA in their review of the Council's governance arrangements, namely that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. The annual effectiveness report represents good practice in governance and also informs the annual review of the Council's Scheme of Governance, enabling officers to identify if any changes are required, for example, to the Committee Terms of Reference. The presentation of the annual reports was temporarily paused due to the disruption to committee meetings as a result of the pandemic, and then to allow time for the new committee structure to bed in following the local government elections in May 2022.
- 1.2 During the reporting period, the Committee has approved some particularly important pieces of work, two such examples being the agreement to sign up to the Menopause Workplace Pledge and the Pregnancy Loss Pledge, ensuring that the Council continues to be a supportive and understanding place for employees going through the menopause or suffering the heartbreak of pregnancy loss.
- 1.3 2024 will be a busy year for the Committee, with a number of key staffing policies due to be presented for consideration, as well as an update on the Zero Tolerance work, and I look forward to working with Members, Trade Union colleagues and officers to ensure that we continue to deliver the best outcomes for our staff.
- 1.4 I am also pleased to note from this year's effectiveness report that the Committee has been unanimous in approving all the reports presented, as it demonstrates the ongoing positive working relationships between Members, Trade Union Advisers and officers which ensure that the Committee continues to operate effectively.



Councillor Neil Copland  
Convener – Staff Governance Committee

## 2. The Role of the Committee

### **PURPOSE OF COMMITTEE**

To act as a consultative forum for discussion between management, elected members and trade unions, on matters relating to staff in the pursuit of a workplace culture that reflect the requirements of a 21st Century public sector organisation.

Through partnership working, the committee will support the Council becoming an employer of choice by promoting positive values, behaviours, training and recruitment and ways of working.

The Committee also acts as safety committee within s2(7) of the Health and Safety at Work etc Act 1974 and keeps under review measures taken to ensure the health and safety at work of employees. The committee provides a channel of communication, co-operation and involvement between the Council and trade union representatives on all relevant health and safety matters.

### **REMIT OF COMMITTEE**

#### 1. Partnership approach arrangements

The Committee will:

- 1.1 seek to maintain good relationships and model a partnership approach between the Council and trade unions;
- 1.2 provide a decision making forum, for the resolution of staffing matters that cannot be resolved through normal processes including but not restricted to conditions of service (except teachers<sup>1</sup>); and
- 1.3 consider reports by the Chief Officer – People and Organisational Development on matters following a request by a trade union advisor provided always that the Chief Officer – People and Organisational Development is satisfied that the matter is appropriate and relevant to the remit of the Committee and that it raises no question of individual employee issues.

#### 2. Strategic Workforce Plans and Policies

The Committee will:

- 2.1 approve the Framework Agreement for Industrial Relations (the FAIR agreement);
- 2.2 approve strategic workforce plans which reflect the requirements of a 21st Century Council in terms of staff, skills and attributes;
- 2.3 approve framework documentation in relation to workforce culture;
- 2.4 approve strategic training and development plans for the whole organisation;
- 2.5 approve all staff policies, these being policies where the predominant factor affects the expected behaviour and actions of staff;

- 2.6 monitor equality in employment and ensure that the Council, as an employer, complies with its statutory equal pay and other equality responsibilities; and
- 2.7 receive people performance data to enable the monitoring of the wellbeing of our staff including but not limited to absence data.

### 3. Health, Safety & Wellbeing of Staff

The Committee will:

- 3.1 approve health, safety and wellbeing policies
- 3.2 monitor performance and compliance across all functions of the Council in respect of
  - i. Health and safety legislation
  - ii. Health, safety and wellbeing policies
  - iii. Health and safety recommendations, including those from external inspection bodies

### 4. Employment Appeals and Disputes

The Committee will:

- 4.1 approve the procedure for the Appeals Sub Committee.

## **MEMBERSHIP**

Elected members

Local trades union representatives as advisers – two named advisers from each of the following trades unions:

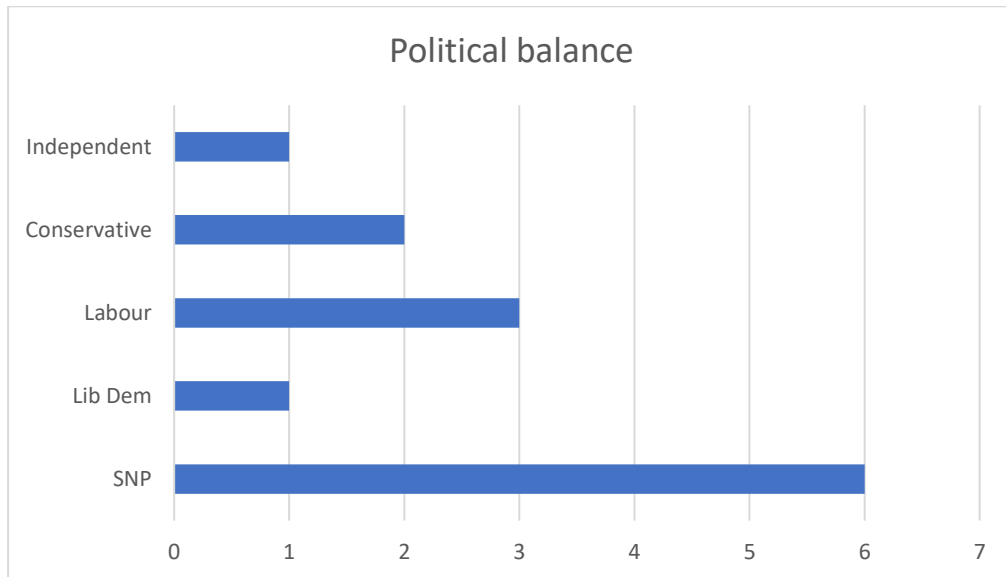
- Unison
- Unite
- GMB
- Educational Institute of Scotland (EIS)
- Scottish Secondary Teachers' Association (SSTA); and
- VOICE

**Executive Lead: Chief Officer – People and Organisational Development**

### 3. Membership of the Committee during 2022/2023

3.1 The Staff Governance Committee has 13 members.

3.2 The Committee composition is presented below:-



3.3 The Committee also has Trade Union Advisers who attend the meeting, but are not members of the Committee. The Advisers can however ask questions and participate in any debate, but do not have the ability to move or second motions or amendments, nor to vote.



## 4. Membership Changes

- 4.1 Former Councillor Avril MacKenzie was in attendance at the November 2022 Committee meeting, however sadly passed away in December 2022. Councillor Massey joined the Committee from the meeting of 13 March 2023.
- 4.2 Councillors Boulton and Graham were members of the Committee to the meeting of 26 June 2023 and were then replaced by Councillors Crockett and Ali respectively.

## 5. Member Attendance

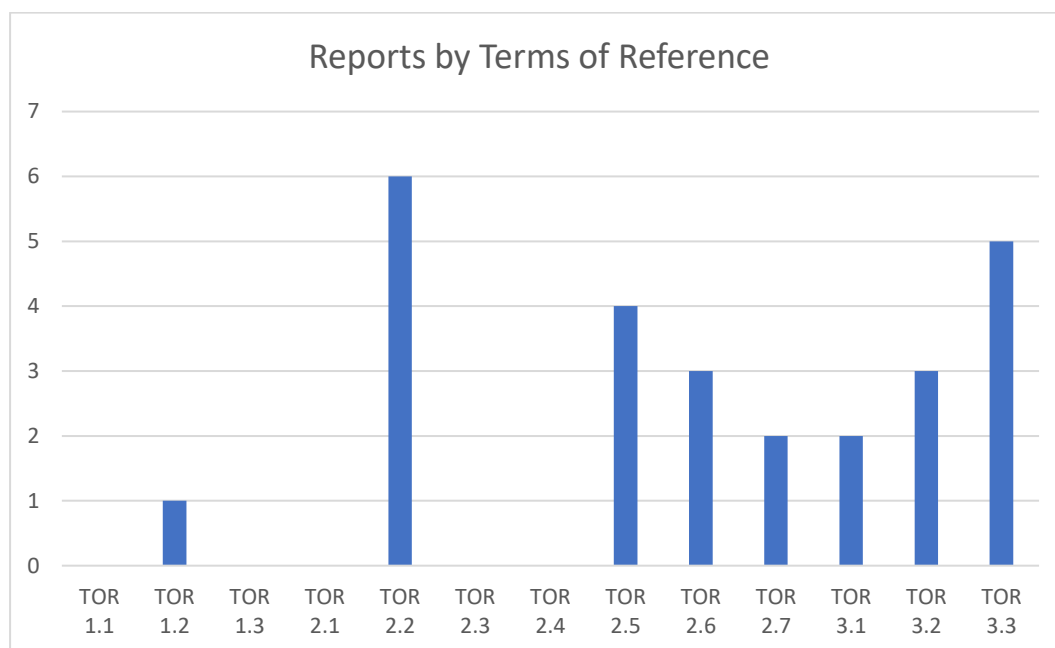
Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor Neil Copland	5	5	
Councillor Gill Al-Samarai	5	5	
Councillor Nurul Hoque Ali	1	1	
Councillor Marie Boulton	4	4	
Councillor David Cameron	5	3	Councillor Kairin van Sweeden Councillor Michael Hutchison
Councillor Barney Crockett	1	0	
Councillor Derek Davidson	5	5	
Councillor Steve Delaney	5	3	Councillor Miranda Radley Councillor Ian Yuill
Councillor Lee Fairfull	5	5	
Councillor Gordon Graham	4	4	
Councillor Sandra Macdonald	5	4	Councillor Kate Blake
Councillor Neil MacGregor	5	4	Councillor Miranda Radley
Councillor Avril MacKenzie	1	1	
Councillor Duncan Massey	3	3	
Councillor Ken McLeod	5	5	
Councillor Lynn Thomson	5	5	

## 6. Meeting Content

6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had five meetings and considered a total of 21 reports.

### 6.2 Terms of Reference

6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



6.2.2 During the course of 2022/2023 the Committee received reports under the majority of its main Terms of Reference.

6.2.3 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference were made following the June 2023 Scheme of Governance review. Any changes made were generally to provide clarity where required and ensure consistency between committees. The new Terms of Reference will continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review.

6.2.4 The Staff Governance Committee Terms of Reference were slightly amended in 2023, and so the figures in the table above reflect a mixture of the current and previous Terms of Reference. For example, the reports listed under TOR 3.3 reflect the quarterly corporate health and safety reports which previously fell under TOR 3.3, but now sit under TOR 3.2 in the new Terms of Reference.

6.2.5 The majority of reports fell under Terms of Reference 2.2, namely “approve strategic workforce plans which reflect the requirements of a 21st Century Council in terms of

staff, skills and attributes” and Terms of Reference 3.2 / 3.3, which relate to the monitoring of performance and compliance in respect of health and safety.

- 6.2.6 There were no reports under TOR 1.3 “consider reports by the Chief Officer – People and Organisational Development on matters following a request by a trade union advisor provided always that the Chief Officer – People and Organisational Development is satisfied that the matter is appropriate and relevant to the remit of the Committee and that it raises no question of individual employee issues” which suggests that the ongoing close working between officers and Trade Union colleagues outwith the committee meetings is helping to resolve any matters raised.
- 6.2.7 Similarly, there has been no requirement during the reporting period to approve the Framework Agreement for Industrial Relations (the FAIR agreement); nor approve framework documentation in relation to workforce culture; (Terms of Reference 2.1 and 2.3 respectively) but both remain relevant Terms of Reference to be retained as they will likely be reported to future meetings. While TOR 2.3 “approve strategic training and development plans for the whole organisation” has not specifically been used for any of the reports to Committee, many of the reports have referenced existing training which is being provided to officers.

## 7. Reports and Decisions

7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	Total	Total Percentage of Reports
Confidential Reports	0	0
Exempt Reports	0	0
Number of reports where the Committee amended officer recommendations	0*	0
Number of reports approved unanimously	21**	100%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	0***	0
Number of reports delayed for further information	0	0
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	0
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	0	0
Number of referrals to Council under SO 34.1	0	0

\*Officer recommendations were accepted, however the Committee asked for the report recommendation to read that a report was due back by June 2024, instead of Summer 2024 as listed in the report.

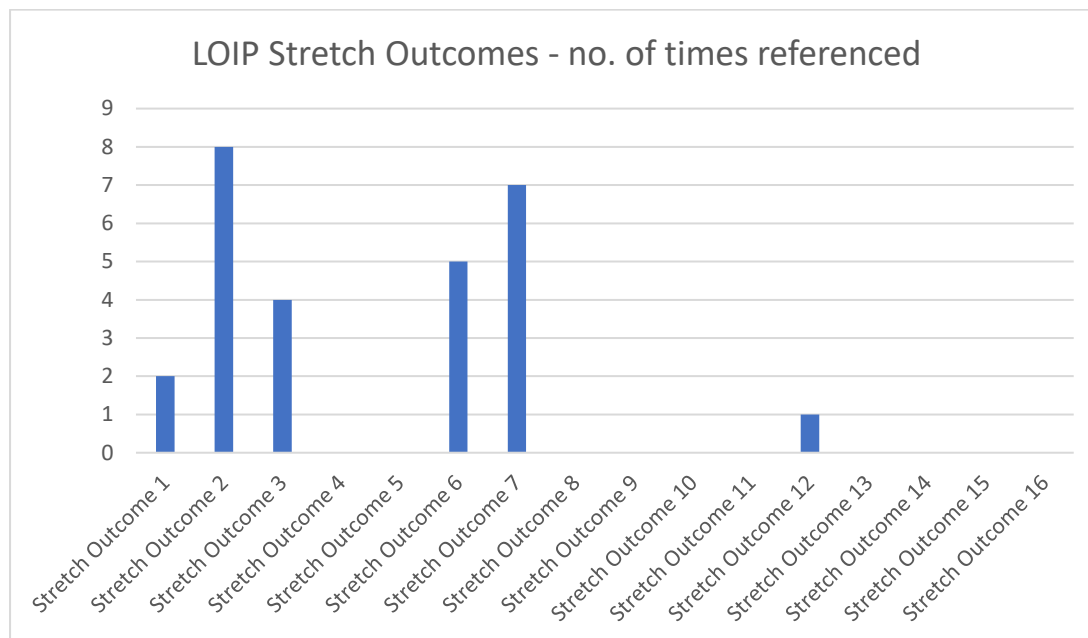
\*\*There was one vote during the reporting period, in relation to a Notice of Motion, however there was no report relating to this motion, and all reports presented by officers were approved unanimously

\*\*\*Several pieces of data were requested in relation to a few of the reports, however these were simply provided by email following the meeting, and no service update was required.

<b>Notices of Motion, Suspension of Standing Orders, Interface with the Public</b>	
Number of Notices of Motion to Committee	One from Councillor Tissera, referred to the Committee
Number of times Standing Orders suspended	None
Specific Standing Orders suspended	Not applicable
Number of deputations requested	None
Number of deputations heard	Not applicable
Number of petitions considered	None

## 8. Reports with links to the Local Outcome Improvement Plan

8.1 The following table details of the 21 reports how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1).



8.2 Reports to the Staff Governance Committee had links to a number of the stretch outcomes, particularly those relating to economy and care experienced young people.

8.3 Many of the reports relate to initiatives which impact on the stretch outcomes which look to improve opportunities for supporting people into work, skilling and reskilling, and helping children and young people to reach their developmental milestones and have positive destinations. These include the Developing the Young Workforce and Employability Programmes reports.

8.4 Some reports considered by Committee this year have had no direct connection with specific LOIP stretch outcomes; these tend to be items such as the regular corporate health and safety report. Such reports do however have a general impact on the outcomes of the LOIP, for example, a healthy and safe workplace assists the overarching principles of the stretch outcomes within the LOIP by ensuring that resource is directed at the services required by the city. Mitigating the risk of financial penalties incurred through the Civil and Criminal Courts and from the Regulators allows available resource to be best used to ensure funding of the growth sectors of the local economy.

## 9. Training and Development

9.1 Training opportunities for Members relating to the Committee during the reporting period were as follows:-

- Training for Appeals Sub Committee members ahead of any employee appeals to be considered. Trade Unions were also invited to attend this training to enable them to have an understanding of the role of the Sub Committee.
- Recruitment: training for appointment chairs and panel members
- Health and Safety: lone working, personal safety, trade unions - An informal session of around 30 minutes to 1 hour covering the following: risk management, safety procedures, lone working and personal safety
- Integrated Impact Assessment - a session to provide an overview on the purpose of an Integrated Impact Assessment and how Elected Members can use this for the decision making and gauging the impact of policies and proposals.

9.2 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead proposals, Member feedback, Elected members Personal Development plans and any training highlighted by Subject Matter experts on what may be required to assist them in performing their roles.

## 10. Code of Conduct Declarations and Transparency Statements

- 10.1 There were no declarations of interest nor transparency statements made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

- 11.1 Due to the nature of the Staff Governance Committee business, there are fewer opportunities for civic engagement, however if appropriate, elements of civic engagement would be introduced.
- 11.2 The Consultation Protocol allows for a minimum period of 2 weeks for Trade Union consultation. Throughout the reporting period this 2 week period has been applied as the formal consultation period, however informal consultation and engagement with the Unions has proved to be extremely advantageous in terms of early interventions and formulating policy. There are weekly Director / Union Engagement meetings, allowing Trade Union colleagues to raise issues with Directors and the Chief Officer People and Organisational Development as well as regular weekly meetings with Trade Unions and the Employee Relations and Wellbeing Manager.
- 11.3 Extensive consultation has been undertaken throughout the year in preparation for a number of reports to the Committee. For example, in the development of job families and refreshed capability framework; the development of Dynamics365, including end-user co-design, and the engagement with team members prior to the move of Aberdeen Scientific Services Labs' (ASSL) to the James Hutton Institute.

## 12. Executive Lead to the Committee - Commentary

- 12.1 The Committee continues to work effectively and collaboratively, and I am pleased to note that all reports were approved or noted unanimously. This is in line with the aim that there be consensus in relation to the Committee's business, and much effort has been undertaken to ensure that there is proper consultation with Trade Unions and consideration given to their views prior to items being discussed at the Committee.
- 12.2 A key piece of work presented to Committee this year was the workforce delivery plan, which was built with consideration of the external environment and the need to continue to adapt over the next 5 years in response to the changing external and internal environment and any key government policy drivers and upcoming legislative changes. Members heard about the extensive engagement with staff, through methods such as staff working groups, surveys and face to face discussions.

- 12.3 Members have also heard about the progress made with developing our young workforce, specifically around initiatives in place to support care experienced young people in the city, including an apprenticeship programme, Young Employee Network modern apprenticeships, foundation apprenticeships, guaranteed interview schemes internships such as Kickstart, traineeships and the ABZ Campus – Employment Pathways Work Experience Programme.
- 12.4 Given the nature of the Committee business will often be of interest to employees, it is vital that reports are open and transparent and I am pleased to note that all business this year was considered in public session, with no exempt reports presented.

## 13. Trade Union Comments

- 13.1 **EIS** - The EIS is Aberdeen City's largest teacher trade union with a membership of around 80% of all teachers employed by the City.

The EIS places great value in representing the voices of its members at this valuable forum particularly issues relating to Health and Safety.

The inclusion of TU representatives in the Staff Governance Committee underlines the successful partnership that the EIS has enjoyed with officers and elected members at this level.

It is noted that the Convener underlines this importance by always including the TU voice in policies and reports that are presented to the Staff Governance Committee.

I have represented the EIS since the committee was formed and while I will continue in my role as Joint EIS LA Secretary, I have now stood down from the committee but would like it to be noted that it has been a pleasure to serve on this forum, which I am sure my successor, Ms Zem Chefeke will find to be a similar experience.

Ron Constable  
Joint EIS LA Secretary

## 14. The Year Ahead

- 14.1 Although there were small changes made to the SGC Terms of Reference in 2023, in accordance with the usual practice of an annual review of the Scheme of Governance, the Terms of Reference will be reviewed and officers will reflect on whether any areas require further refinement moving forward to ensure the continued efficient operation of the Committee.
- 14.2 The Committee will continue to receive any policies which are due for update or which require to be refreshed. Some of the policies due to Committee over 2024 include the Equality and Diversity Policy; Managing Performance Policy; People Development



Policy; Supporting Attendance and Wellbeing Policy; and the suite of Family Friendly Policies.

- 14.3 The Committee will also receive its regular reports on corporate health and safety data, as well as employee assistance, occupational health and sickness absence information. There will be an update on the Equality, Diversity and Inclusion Action Plan and the Employee Mental Health Action Plan Annual Progress Update. Another important report will be the work in relation to the Zero Tolerance Pledge, ensuring there is support for our staff and elected members.

## Appendix 1. Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work by 2026
3.	500 people skilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones by their 27-30 month review by 2026
5.	90% of children and young people report they feel listened to all of the time by 2026
6.	By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026
7.	95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026
8.	83.5% fewer young people (under 18) charged with an offence by 2026
9.	100% of our children with Additional Support Needs/disabilities will experience a positive destination
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026
11.	Healthy life expectancy (time lived in good health) is five years longer by 2026
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026
15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026

# Communities, Housing and Public Protection Committee Annual Effectiveness Report 2022/2023



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## 1. Introduction from Convener

- 1.1 I am pleased to present the first annual effectiveness report for the Communities, Housing and Public Protection Committee (CHPPC). The annual effectiveness reports have been in place since 2017, following a recommendation made by CIPFA in their review of the Council's governance arrangements, namely that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. The annual effectiveness report represents good practice in governance and also informs the annual review of the Council's Scheme of Governance, enabling officers to identify if any changes are required, for example, to the Committee Terms of Reference. The presentation of the annual reports was temporarily paused due to the disruption to committee meetings as a result of the pandemic, and then to allow time for the new committee structure to bed in following the local government elections in May 2022.
- 1.2 Aberdeen's diverse communities have made the city what it is today and the views of our communities should be at the heart of all we do as a Council. The Council is committed to listening to, and engaging with, communities throughout Aberdeen to ensure that we deliver the best possible outcomes for our citizens. High quality, affordable social housing for all who require it, is also key to ensuring we have a city which thrives and we are committed to providing housing which will meet the needs of citizens for years to come. The safety of the citizens of Aberdeen is a priority for the Council and the Committee allows a public forum for scrutiny, engagement and oversight of both Police Scotland and the Scottish Fire and Rescue Service.
- 1.3 As a new Committee, there were no changes made to the CHPPC Terms of Reference as part of the 2023 Scheme of Governance Review, however we will continue to monitor them over the next year to ensure they remain fit for purpose.
- 1.4 I would like to thank Members and officers for their contributions during the first year of the Committee. I would also like to thank my Vice Convener, Dell Henrickson, for his help and support and representatives of Police Scotland and the Scottish Fire and Rescue Service for their valuable input this year and we look forward to working with them next year.



Councillor Miranda Radley  
Convener – Communities, Housing and Public Protection Committee

## 2. The Role of the Committee

### PURPOSE OF COMMITTEE:

To monitor and oversee the delivery of:

- services provided by the Customer Function;
- services provided by the Operations Function (excluding services within the remit of the Net Zero, Environment and Transport Committee and the Education and Children's Services Committee); and
- all other Council housing functions (with the exception of capital building programmes).

To promote the health and wellbeing of the residents of Aberdeen and inclusive, equal communities.

To receive assurance on the statutory and regulatory duties placed on the Council for public protection in relation to:

- Adult Support and Protection;
- Protective Services;
- Civil Contingency responsibilities for local resilience and prevention; and
- Building Control.

To undertake the Council's duties in relation to the Police and Fire and Rescue Services under the Police and Fire Reform (Scotland) Act 2012.

### REMIT OF COMMITTEE

#### 1. Service Delivery and Performance

**1.1.** The Committee will, for the Customer Function, the Operations Function (subject to the exclusions noted above) and the Council housing functions described above:

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

**1.1.2** approve options to improve/transform service delivery;

**1.1.3** scrutinise operational performance and service standards in line with the Performance Management Framework and consider recommendations for improvements where required (including in relation to the Housing Revenue Account);

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

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

- 1.1.6 receive reports on inspections and peer reviews in order to ensure best practice and note any actions arising from those inspections and reviews.
- 1.2 In undertaking the aspects at 1.1, the Committee will ensure that it is acting within the budget set by Council and is supporting the delivery of the Council's agreed outcomes, commissioning intentions and service standards.
- 1.3 The Committee may make recommendations to the appropriate Committee(s) or Sub Committee(s) on matters affecting its remit where the authority to approve sits within the remit of another Committee or Sub Committee.
- 1.4 In particular, the Committee will:
  - 1.4.1 consider and determine Asset Transfer Requests made under the Community Empowerment (Scotland) Act 2015;
  - 1.4.2 review and oversee the management of council-managed open spaces, and oversee the development and operation of a Community Environmental Improvement Fund;
  - 1.4.3 monitor the work of leased community centres and work with the management committees of these community centres to enhance the important services and activities they provide with their allocated budget; and
  - 1.4.4 monitor the establishment and operation of Citizens' Assemblies, receiving a report on each Assembly meeting (noting that any such Assembly related to Poverty or Inequality comes under the responsibility of the Anti-Poverty and Inequality Committee); and

## **PUBLIC PROTECTION**

- 2. The Committee will receive, amongst other reports relating to the Council's statutory and regulatory duties for public protection, reports:
  - 2.1 providing assurance on the Council's duty to deliver an effective adult justice service as determined by statutory inspections;
  - 2.2 summarising findings from statutory sampling and analysis work carried out by or on behalf of the Environmental Health and Trading Standards services to ensure compliance with required standards;
  - 2.3 providing assurance in respect of the Council's performance in relation to Trading Standards, Environmental Health (including the Public Mortuary) and Scientific Services, including external inspection and audit reports relating to these services;

- 2.4 to monitor compliance with the Council’s duties relating to the provision of mortuary facilities and their adequacy for responding to mass fatalities;
- 2.5 on any work taken to tackle underage sales in the city;
- 2.6 on major incidents and fatal accident inquiries and any resulting impact and responsibilities placed on the Council;
- 2.7 outlining activity by Building Standards in relation to public safety and dangerous buildings;
- 2.8 outlining activity by Building Standards in relation to public safety and unauthorised building work and the unauthorised occupation of buildings;
- 2.9 providing assurance from the Adult Protection Committee on the impact and effectiveness of adult support and protection improvement initiatives, including: delivery of national initiatives and local implications;
  - learning from learning reviews;
  - quality assurance;
  - training and development;
  - local evidence-based initiatives;
  - effective working on adult protection; and
  - statistics relating to the Adult Protection Register (whilst noting that it has no remit to challenge entries);
- 2.10 relating to the Chief Social Work Officer’s Annual Report insofar as it relates to adult services, for assurance purposes;
- 2.11 on the nature of institutional and systemic discrimination in the City of Aberdeen, and the steps required to eradicate such discrimination;
- 2.12 to monitor compliance with the Council’s duties relating to resilience and local emergencies;
- 2.13 concerning relevant local, regional and national ‘lessons learnt’ reports and recommendations in respect of civil contingency matters and monitor their implementation;
- 2.14 to monitor the Council’s preparedness in relation to the National CONTEST strategy and associated plans relating to Counter Terrorism;
- 2.15 to contribute to and comment on the Strategic Police Plan and the Scottish Fire and Rescue Service Strategic Plan when consulted by the relevant national authority, in terms of the Police and Fire Reform (Scotland) Act 2012 and the Fire (Scotland) Act 2005 respectively;

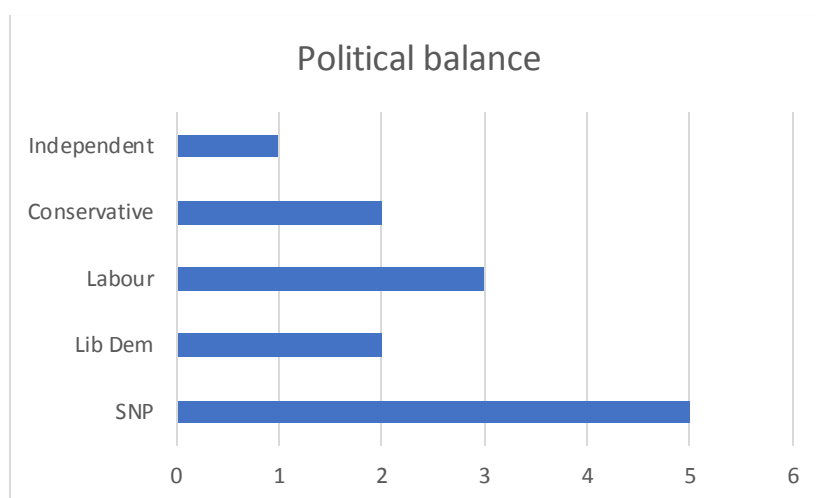


- 2.16 to respond to consultations by the Chief Constable on the designation of local commanders and by the Scottish Fire and Rescue Service on the designation of local senior officers;
- 2.17 to be involved in the setting of priorities and objectives, both for the policing of Aberdeen and for the Scottish Fire and Rescue Service in the undertaking of its functions in Aberdeen;
- 2.18 to specify policing measures the Council wishes the local commander to include in a Local Police Plan;
- 2.19 to approve a Local Police Plan submitted by the local commander and approve a Local Fire and Rescue Plan (including a revised plan) submitted by the Scottish Fire and Rescue Service;
- 2.20 on police and fire and rescue service provision and delivery in Aberdeen and provide feedback to the local commander and the local senior officer;
- 2.21 to consider reports, statistical information and other information about the policing of Aberdeen and the undertaking of the Fire and Rescue function in Aberdeen provided in response to the Council's reasonable requests;
- 2.22 to agree, with the local commander, modifications to an approved Local Police Plan at any time;
- 2.23 to liaise with the local commander and local senior officer with regard to the undertaking by them of the community planning duties of the Chief Constable and the Scottish Fire and Rescue Service; and
- 2.24 on the establishment and operation of a Road Safety Fund, in order to agree and monitor the implementation of measures funded (note: decisions on transport are reserved to the Net Zero, Environment and Transport Committee).

### 3. Membership of the Committee during 2022/2023

3.1 The Communities, Housing and Public Protection Committee has 13 members.

3.2 The Committee composition is presented below:-



### 4. Membership Changes

- Councillor Henrickson replaced Councillor McRae as the Vice Convener in June 2023;
- Councillor Lawrence replaced Councillor Thomson in September 2023;
- Councillor Davidson replaced Councillor Nicoll in June 2023;
- Councillor Cross became a member following the death of Councillor MacKenzie.
- Councillor Tissera replaced Councillor Bonsell in September 2023.

### 5. Member Attendance

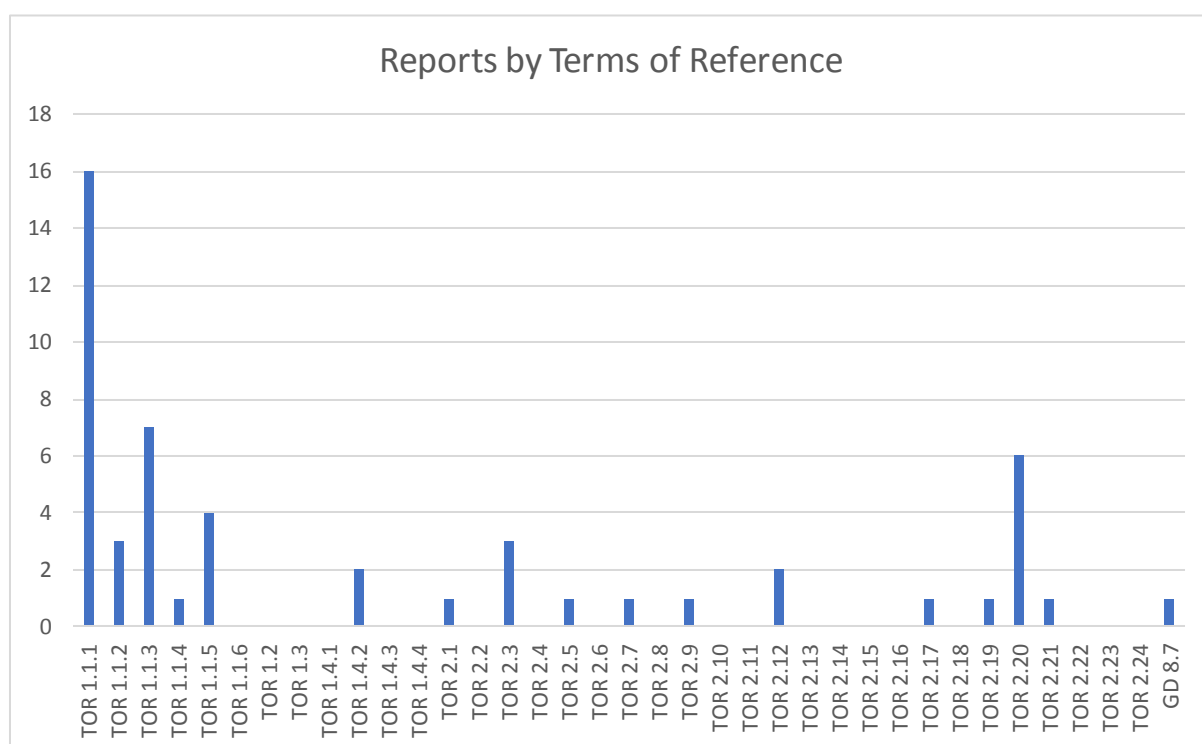
Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor Radley	6	6	
Councillor Henrickson	2	2	
Councillor Brooks	6	5	CLlr Kusznr
Councillor Copland	6	6	
Councillor Cross	4	2	CLlrs Houghton and Farquhar
Councillor Davidson	2	2	
Councillor Delaney	6	4	CLlr Bouse for both meetings.
Councillor Graham	6	6	
Councillor Greig	6	5	CLlr Bouse
Councillor Lawrence	1	1	
Councillor McLellan	6	6	
Councillor Mrs Stewart	6	5	No substitute.
Councillor Tissera	1	0	Councillor Macdonald

## 6. Meeting Content

6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had six meetings and considered a total of 49 reports.

### 6.2 Terms of Reference

6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



6.2.2 During the course of 2022/2023 the Committee received reports under most of the main Terms of Reference which indicates that the Committee has discharged its role effectively throughout the course of the reporting period. As is visible from the table, 16 reports fell under TOR 1.1.1, which is to oversee, and make decisions relating to, service delivery. There were also 6 reports which fell under TOR 2.20, which were reports from Scottish Fire and Rescue Service and Police Scotland in relation to service provision and delivery in Aberdeen.

6.2.3 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference were made following the June 2023 Scheme of Governance review. Any changes made were generally to provide clarity where required and ensure consistency between committees. The new Terms of Reference will continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review.

## 7. Reports and Decisions

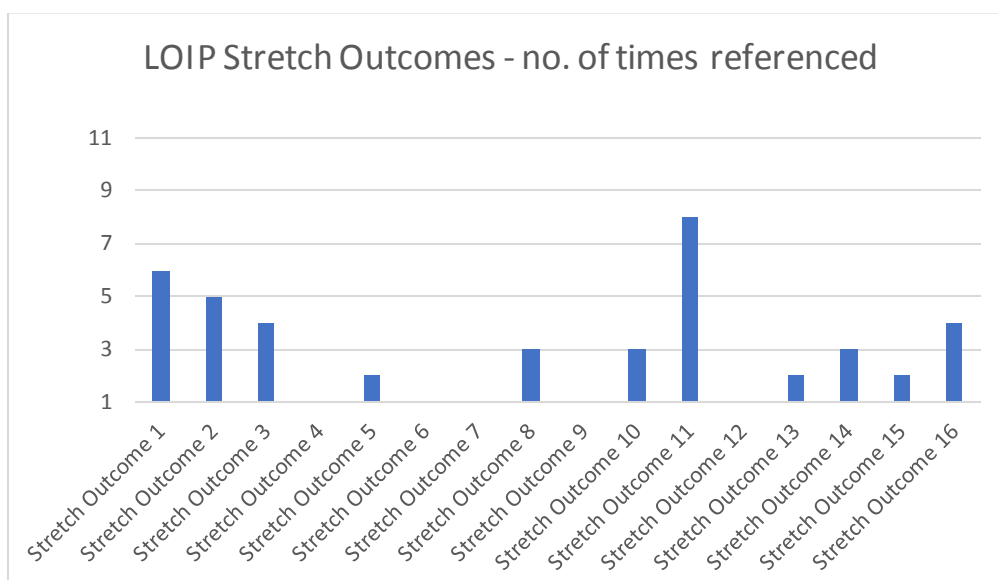
7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	Total	Total Percentage of Reports
Confidential Reports	1	2%
Exempt Reports	1	2%
Number of reports where the Committee amended officer recommendations	2	4%
Number of reports approved unanimously	47	95%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	3 Service Updates 1 report requested from Police Scotland	N/A
Number of reports delayed for further information	0	0
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	0
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	0	0
Number of referrals to Council under SO 34.1	1	2%

Notices of Motion, Suspension of Standing Orders, Interface with the Public	
Number of Notices of Motion to Committee	4
Number of times Standing Orders suspended	0
Specific Standing Orders suspended	N/A
Number of deputations requested	2
Number of deputations heard	2
Number of petitions considered	0

## 8. Reports with links to the Local Outcome Improvement Plan

8.1 The following table details, of the 49 reports, how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1). As can be seen from the chart below, stretch outcome 11 was referenced in 8 reports, with the aim that healthy life expectancy be five years longer by 2026.



## 9. Training and Development

9.1 Development opportunities for Members will be considered for next year based on Committee business throughout the year, Executive Lead proposals and Member feedback on what may be required to assist them in performing their roles.

9.2 Service updates were also provided to Members throughout the year to provide additional information on topics which were not reported to Committee or were requested at Committee from Members. These included:-

- Building Standards Service Update
- Void Housing Update
- Protests and Processions
- Water Safety
- Police Scotland – Professional Standards
- Park and Management Rules
- Choice Based Letting.

## 10. Code of Conduct Declarations and Transparency Statements

- 10.1 No declarations of interest were intimated and one transparency statement was made by a Member during the reporting period. Information in respect of declarations of interest and transparency statements is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

- 11.1 During the course of the year there has been ongoing consultation with the public in respect of future library provision, as well as rent levels. Consultation is also to be undertaken in regards to city centre multi storey blocks.
- 11.2 Civic engagement is at the forefront of much of the business of the committee, particularly in respect of reports from Police Scotland and the Scottish Fire and Rescue Service and the Council working in partnership with them. Members have engaged with both Police Scotland and Scottish Fire and Rescue Service at meetings, requesting further information or reports to be brought back as necessary.

## 12. Executive Lead to the Committee – Commentary

- 12.1 Given the nature of the Committee business will often be of interest to the public, it is vital that reports are open and transparent and I am pleased to note that only one report was exempt and one report was confidential, which highlights that the vast majority of business was considered in the public domain.
- 12.2 The Committee will continue to work closely with Police Scotland and Scottish Fire and Rescue Service in order to undertake the Council's role in relation to the Police and Fire Reform (Scotland) Act 2012.
- 12.3 The Committee will also continue to receive assurance on the statutory and regulatory duties placed on the Council for public protection for areas such as Adult Support and Protection, Protective Services, Civil Contingency responsibilities for local resilience and prevention and also Building Control.

## 13. The Year Ahead

- 13.1 As mentioned above, the 2024 Scheme of Governance review will look at the operation of this Committee over the last 12 months and consider any amendments to Terms of Reference which may be needed.
- 13.2 The business planner sets out a range of pieces of work which are due to come back before Committee in 2024/25 for consideration, namely:-

- Library Provision
- Police Scotland – 12 week pilot review
- City Centre Multi Storey Blocks
- Review of Establishing a Trusted Trader Scheme
- Review of the Aberdeen City Retailers Charter for the Responsible Sale of Tobacco and Vaping Products
- Annual Assurance Report
- Cost Neutral Environmental Enforcement Review
- Resilience Report
- Housing Strategy Report
- Housing Improvement Group
- Modern Slavery

#### Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work by 2026
3.	500 people skilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones by their 27-30 month review by 2026
5.	90% of children and young people report they feel listened to all of the time by 2026
6.	By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026
7.	95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026
8.	83.5% fewer young people (under 18) charged with an offence by 2026
9.	100% of our children with Additional Support Needs/disabilities will experience a positive destination
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026
11.	Healthy life expectancy (time lived in good health) is five years longer by 2026
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate

14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026
15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026



# Education and Children's Services Committee Annual Effectiveness Report 2022/2023



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## 1. Introduction from Convener

- 1.1 This is the first annual effectiveness report for Aberdeen City Council's Education and Children's Services Committee (ECS). These reports inform the review of the Council's Scheme of Governance. They enable officers to identify any changes that are required, for example, to the Committee Terms of Reference.
- 1.2 The ECS Terms of Reference were considered earlier this year as part of the 2023 Scheme of Governance Review. No changes were made as a result of the 2023 review. The use of the Terms of Reference will be monitored in the coming year in order to continue the review process into 2024.
- 1.3 Over the reporting period, the Committee has worked together in an effective and constructive way. It is important to recognise and appreciate the powerful spirit of cooperation that is shared by everyone involved in the care of young people in the city. Thank you.

Councillor Martin Greig

Convener – Education and Children's Services Committee

## 2. The Role of the Committee

### PURPOSE OF COMMITTEE

To advise on and discharge the Council's functions as:

- an education authority as set out in the Education (Scotland) Act 1980 and all other relevant legislation and regulations where not otherwise delegated; and
- a social work authority as set out in the Social Work (Scotland) Act 1968 and all other relevant legislation and regulations where not otherwise delegated, in relation to children.

The Committee will also:

- monitor the delivery of educational services undertaken as education authority (including community learning and development) and children's services provided by Integrated Children's and Family Services;
- receive assurance on the statutory and regulatory duties placed on the Council for Child Protection and Corporate Parenting;
- make recommendations in respect of school property matters to the Finance and Resources Committee;
- scrutinise performance; and
- agree changes such as school zoning arrangements (within set budgets), or make recommendations to another committee, for improvements to functions related to education in order to ensure best value and delivery of the Council's agreed outcomes, commissioning intentions, service specifications and service standards.

### REMIT OF COMMITTEE

#### 1. Service Delivery and Performance

1.1 The Committee will, in respect of educational services (early years, schools and community learning and development) and children's services provided by Integrated Children's and Family Services and services delivered within the school estate:-

- 1.1.1 oversee, and make decisions relating to, service delivery (such decisions including those relating to population changes);
- 1.1.2 approve options to improve/transform service delivery relative to the functions of the Council as education authority and social work authority;
- 1.1.3 scrutinise operational performance and service standards in line with the Performance Management Frameworks and consider recommendations for improvements where required;
- 1.1.4 receive the cluster risk registers relative to its remit and scrutinise to ensure assurance of the controls in place;
- 1.1.5 approve all policies and strategies relative to its remit; and
- 1.1.6 receive reports on school inspections and peer reviews in order to ensure best practice and note any resultant improvement actions arising from those inspections and reviews.

- 1.2 In undertaking the aspects at 1.1, the Committee will ensure that it is acting within the budget set by Council and is supporting the delivery of the Council's agreed outcomes, commissioning intentions and service standards.
- 1.3 The Committee may make recommendations to the appropriate committee(s) or sub committee(s) on matters affecting its remit where the authority to approve sits within the remit of another committee or sub committee.

## **2. Child Protection**

The Committee will receive assurance from the Child Protection Committee and the Children's Services Board on:

- 2.1 Services delivered to children and young people in need of care and protection including care experienced young people, including:
  - 2.1.1 delivery of national initiatives and local implications;
  - 2.1.2 learning from learning reviews;
  - 2.1.3 quality assurance;
  - 2.1.4 training and development; and
  - 2.1.5 local evidence-based initiatives;
- 2.2 effective working across child protection; and
- 2.3 statistics relating to the Child Protection Register and children and young people for whom the Council has Corporate Parenting responsibilities, whilst noting that it has no remit to challenge entries.

The Committee will also:

- 2.4 receive assurance on the Council's compliance with statutory duties in respect of child poverty; and
- 2.5 consider the Chief Social Work Officer's Annual Report.

## **EXTERNAL MEMBERSHIP**

3. The Committee's membership will include seven persons who are not members of the Council but who have full membership of the Committee and voting rights in connection with advising on and discharging the functions of the Council as Education Authority only. The seven external members will be appointed by the Council at its statutory meeting (or other meeting as appropriate) as follows:-
  - 3.1 three persons representing religious bodies in accordance with the requirements of s124(4) of the Local Government (Scotland) Act 1973; and
  - 3.2 in accordance with the discretion conferred by s124(3) of the Local Government (Scotland) Act 1973:

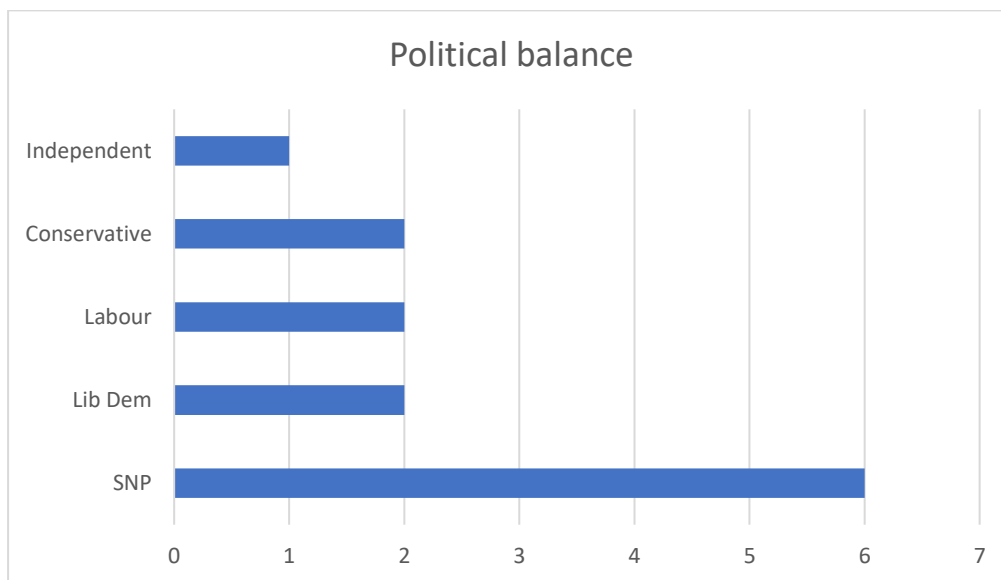
- 3.2.1 two teachers employed in educational establishments managed by the Council and nominated by the Teachers' Consultative Forum, comprising one representative from primary (including nursery) and one representative from secondary; and
- 3.2.2 two parent representatives, selected by the Aberdeen City Parent Council Forum from within its own membership, comprising one representative from primary (including nursery) and one representative from secondary.

**Executive Lead: Interim Director of Children's and Family Services**

### 3. Membership of the Committee during 2022/2023

3.1 The Education and Children’s Services Committee has 20 members - 13 Elected Members and 7 External Members.

3.2 The Committee composition is presented below:-



3.3 The Committee has seven External Members (who have full voting rights) as set out below:-

Mrs Frances Cardno	Parent Representative (Primary / ASN)
Mir Michael Crawford	Parent Representative (Secondary/ASN)
Mr John Murray	Roman Catholic Representative
Mr Mike Paul	Teacher Representative (Secondary)
Mr Madhav Regmi	Third Religious Representative
Miss Pamela Scott	Teacher Representative (Primary)
Mrs Hilda Smith	Church of Scotland Representative

## 4. Membership Changes

- 4.1 Councillor Macdonald was a member of the Committee until the meeting of 24 January 2023, following which Councillor Lawrence joined the Committee. Councillor Lawrence stepped down from the Committee following the meeting of 4 July 2023. Councillor Boulton joined the Committee from the meeting of 12 September 2023.

## 5. Member Attendance

Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor Martin Greig	7	7	
Councillor Jessica Mennie	7	7	
Councillor Gill Al-Samarai	7	6	Councillor Alex Nicoll
Councillor Kate Blake	7	7	
Councillor Marie Boulton	1	1	
Councillor Desmond Bouse	7	7	
Councillor Richard Brooks	7	7	
Councillor Hazel Cameron	7	7	
Councillor Ross Grant	7	6	Councillor Gordon Graham
Councillor Graeme Lawrence	4	3	Councillor Barney Crockett
Councillor Sandra Macdonald	2	2	
Councillor Neil MacGregor	7	7	
Councillor Ken McLeod	7	6	Councillor Emma Farquhar
Councillor Miranda Radley	7	7	
Councillor Kairin van Sweeden	7	5	Councillor Derek Davidson Councillor Alex McLellan
Mrs Frances Cardno	7	7	
Mr Michael Crawford	7	6	
Mr John Murray	7	6	
Mr Mike Paul	7	3	
Mr Madhav Regmi	7	6	
Miss Pamela Scott	7	5	Mr Doug Haywood
Mrs Hilda Smith	7	6	

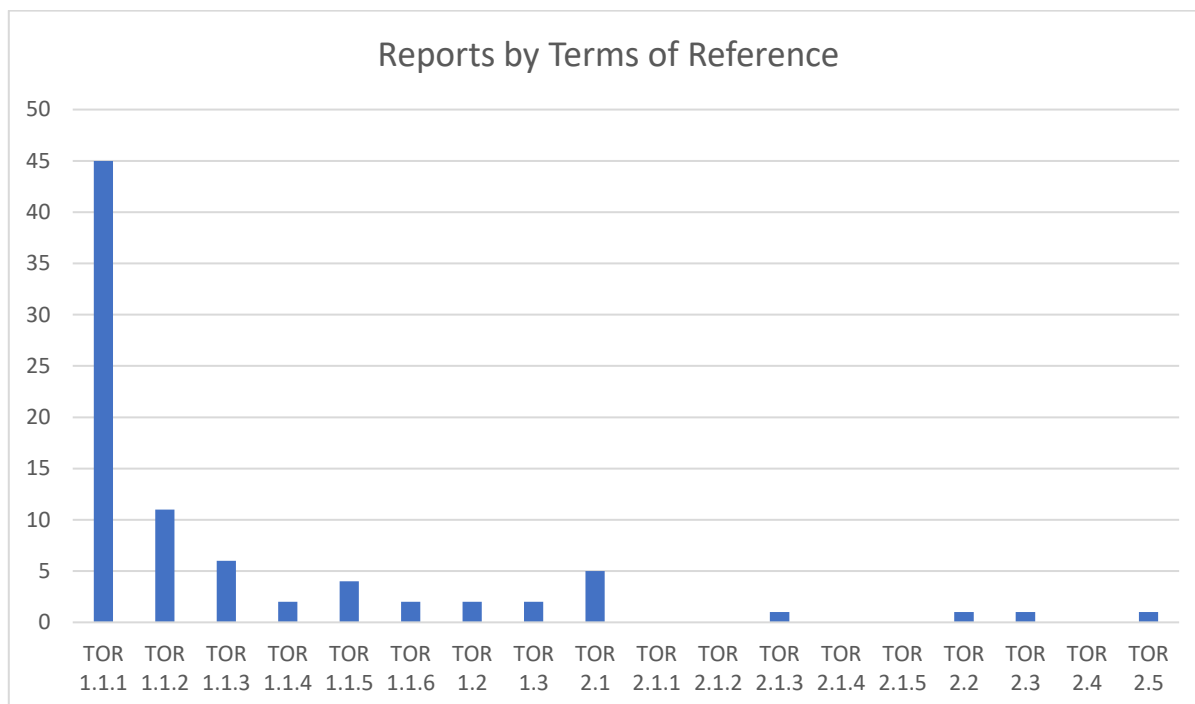


## 6. Meeting Content

6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had 7 meetings and considered a total of 69 reports.

### 6.2 Terms of Reference

6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



6.2.2 During the course of 2022/2023 the Committee received reports under the majority of the main Terms of Reference which indicates that the Committee has discharged its role effectively throughout the course of the reporting period. The majority of reports fell under TOR 1.1.1 – “Oversee, and make decisions relating to, service delivery (such decisions including those relating to population changes)”, which is understandable given the nature of reports presented to Committee this year and the vast amount of work being undertaken by officers to review various aspects of Education and Children’s Services.

6.2.3 It is noted that a number of reports have been listed under more general Terms of Reference, for example, 1.1.1 as set out above, when some of the more specific TOR could have also applied. Officers have undertaken to monitor this next year to ensure that all applicable TOR are reflected. Although there are some TOR which have not been utilised this year, it is not anticipated that these require to be reviewed and altered, as the monitoring work should ensure that they are used in future.

6.2.4 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference (TOR) were made following the June 2023 Scheme of Governance review,

and no changes were made to the Education and Children’s Services Committee TOR. The new Terms of Reference will continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review.

## 7. Reports and Decisions

7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	Total	Total Percentage of Reports
Confidential Reports	0	0%
Exempt Reports	0*	0%
Number of reports where the Committee amended officer recommendations	2	3%
Number of reports approved unanimously	63	96%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	3**	N/A
Number of reports delayed for further information	0	0
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	N/A
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	1***	1%
Number of referrals to Council under SO 34.1	0	0

\* There were no exempt reports, however there were two exempt appendices – the Newhills and Oldmachar business cases

\*\* Three additional reports were requested – a report on the scope for an evaluation of the Early Learning and Childcare service; a follow-up report on the evaluation of Early Learning and Childcare; and a report back in relation to the MCR Pathways schools and Pupil Equity Funding (PEF) allocation

\*\*\*The late report was presented to the Special Education and Children’s Services Committee meeting of 30 March 2023, and could not be issued in line with usual deadlines due to an embargo on the inspection report to be considered

<b>Notices of Motion, Suspension of Standing Orders, Interface with the Public</b>	
Number of Notices of Motion to Committee	3*
Number of times Standing Orders suspended	None
Specific Standing Orders suspended	N/A
Number of deputations requested	0
Number of deputations heard	N/A
Number of petitions considered	0

\*The three notices of motion to Committee during the reporting period were as follows:-

Urgent Notice of Motion by Convener – Northfield Academy

Urgent Notice of Motion by Councillor Brooks and the Convener – Kingsford School

Urgent Notice of Motion by Convener – Dalguise Adventure Centre

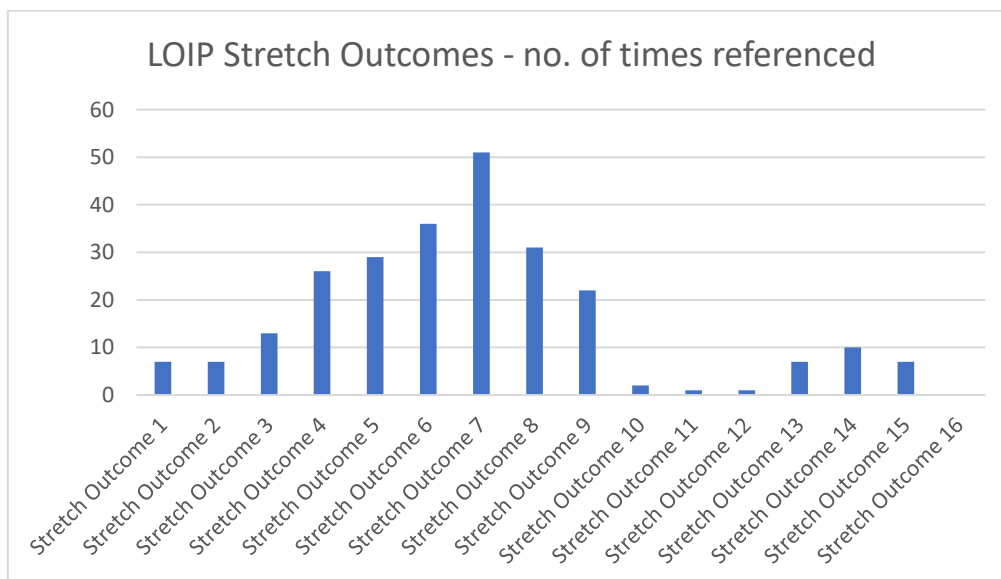
## 8. Reports with links to the Local Outcome Improvement Plan

8.1 The following table details of the 69 reports how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1). As can be seen from the chart below, reports to Education and Children’s Services Committee span across all of the Stretch Outcomes, although the greatest number of reports linked to the following, which would be expected for the nature of the business.

Stretch Outcome 6 - By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026.

Stretch Outcome 7 - 95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026.

8.2 It is encouraging to see that the Stretch Outcomes have been used so frequently in reports presented, as it demonstrates that the reports are closely tied to meeting the objectives of the Local Outcome Improvement Plan.



## 9. Training and Development

9.1 Training opportunities for Members during the reporting period were as follows:-

- A workshop on adolescent brain development
- A workshop to explore the findings of the SHINE data
- Integrated Children's Services Plan – briefing
- Child Protection Committee – briefing
- Health and Wellbeing data – briefing
- Invitation to meet with the Northfield Advisory Group
- Briefings were also given to Members at Committee meetings on the Aberdeen Computing Collaborative and ABZCampus
- A demonstration of data reporting / Power BI

9.2 As with previous years, officers have continued to support the Committee's External Members through hosting pre-Committee briefing sessions which enable them to ask officers questions about any aspect of education along with seeking clarity on reports within the committee business planner. This approach has strengthened the role of External Members and encouraged scrutiny through questioning at Committee.

9.3 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead proposals and Member feedback on what may be required to assist them in performing their roles.

## 10. Code of Conduct Declarations and Transparency Statements

- 10.1 0 declarations of interest and 29 transparency statements were made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

- 11.1 During the reporting period, the Service has engaged in a wide variety of engagement and consultation. The following bullet points list some, but not all, of the engagement undertaken to give a flavour of the work throughout the year.

- An online consultation on the School Estate Plan, aimed at children and young people, was launched.
- Statutory consultation undertaken with the public on proposals to establish a city-wide catchment area for Gaelic Medium Education
- Consultation on 'Let's Talk Scottish Education', undertaken with children, young people, families and wider communities; school communities; Head Teachers; and Committee members and wider stakeholders.
- Consultation with school communities on the Hayward Review to reform qualifications and approaches to assessment
- Engagement with parents and carers in respect of the expansion of Early Learning and Childcare (ELC) and the biannual review of ELC.
- Collaboration with children and young people in relation to how the Council supports and promotes Children's Rights
- Engagement with children and young people and stakeholders for the production of the Integrated Children's Services Plan
- Statutory public consultation on proposals in relation to Greenbrae School / Glashieburn School Catchment Areas and Walker Road School Relocation
- Engagement with young people, staff and the school community following the inspection at Northfield Academy, as well as engagement with staff involved in other inspections
- Regular engagement between officers and the Aberdeen City Parent Forum

- Promotion of the Aberdeen Computing Collective through engagement, curriculum support and professional learning
- Consultation with pupils, parents, staff and partners in relation to the naming of Greyhope School
- Consultation with children and young people, parents and carers, Grampian Regional Equality Council, and staff on the Anti-Bullying Policy
- Consultation and engagement in respect of the Edge of Care Pilot
- Consultation with learners, children’s services staff, voluntary organisations and a range of Council functions on the review of the Accessibility Plan.

## 12. Executive Lead to the Committee - Commentary

- 12.1 Officers have presented a wide range of reports to the Education and Children’s Services Committee over the year, highlighting the very broad range of work undertaken by Education, Children’s Social Work and most recently by Community Learning and Development.
- 12.2 It has been particularly pleasing to see how areas of work, such as the development of the Music Service, work to support mental health and wellbeing and on-going delivery of The Promise have progressed over successive reports to Committee demonstrating the clear and positive impact of the Education and Children’s Services Committee. Work to address variation in education outcomes remains a key priority with Head Teachers now attending Committee to respond to questions from Members on published HMIe and Care Inspectorate Inspection reports. This is thought to be a very positive step.
- 12.3 Officers continue to respond to feedback from Members of Committee to ensure that reports presented provide information and analysis in a transparent and accessible format. Officers continue to appreciate both the scrutiny and high level of interest in our work with children and young people across the city.

## 13. The Year Ahead

- 13.1 Although there were no changes to the ECS Terms of Reference in 2023, in accordance with the usual practice of an annual review of the Scheme of Governance, the Terms of Reference will be reviewed and officers will reflect on whether any areas require further refinement moving forward to ensure the continued efficient operation of the Committee.
- 13.2 Aside from the regular annual reports and performance reports received for assurance, a selection of the business for the next year is listed below:-

- Autism Strategy and Action Plan
- A progress report on Keeping the Promise
- An update on the Secure Care Pathway Review inspection
- An update on the Inspection of Regulatory Care Services
- Various business cases and reports as a result of the School Estate Plan
- Continued updates on Education and Children's Services Reforms
- A report back on the impact of the arrangements on evaluations of core Quality Indicators over school session 2023/24
- An update on ABZCampus



## Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work by 2026
3.	500 people skilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones by their 27-30 month review by 2026
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15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
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# Finance and Resources Committee Annual Effectiveness Report 2022/2023



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## 1. Introduction from Convener

- 1.1 The Committee has overseen the approval and progression of a number of the Council's commitments set out in the Council's policy document 'Working in Partnership for Aberdeen'.
- 1.2 This has been done within an incredibly challenging economic environment with finite resources stretched because of high inflation, supply chain volatility, high energy costs and issues caused by Brexit. However, the Committee has maintained an effective scrutiny and monitoring of the financial performance of the Council and in doing so has ensured sound financial management, which has led to an unmodified external audit opinion on our 2022/23 Annual Accounts.
- 1.3 The Committee has also received and reviewed business cases, and continued to make decisions to invest in our city where possible to ensure it is an attractive place to live, work, study or visit. We have approved capital business cases which has ensured projects move forward, including business cases as part of the School Estates Programme, the City Centre Masterplan, the delivery of council housing, as well as monitoring the delivery of the wider capital programme. During the year we also approved the events programme for the City and the roads and property maintenance plans.
- 1.4 The Committee has approved funding awards through a range of schemes, such as the Place Based Investment Programme funded by the Scottish Government, or the UK Shared Prosperity Funding, as well as creating a new fund, the Empty Shop Grant Scheme for Union Street, which remains open to businesses. This has provided money to progress projects in our city.
- 1.5 I would like to thank Officers and members of the Finance and Resources Committee, in particular the Vice-Convener Cllr Ian Yuill, for their contributions over the last year. I would also like to acknowledge that 88% of business was heard in public session allowing for the public to view the business as much as possible.



Councillor Alex McLellan  
Convener – Finance and Resources Committee

## 2. The Role of the Committee

### **Purpose of the Committee:-**

- 2.1 to approve and monitor financial strategies, budgets and financial performance in light of available funding, including the development and delivery of the Council's capital programme as well as monitoring the development of the Local Development Plan.
- 2.2 The Committee will also consider:
  - strategies to support the city's economic growth;
  - additions to the Capital Programme; and
  - recommendations regarding the Council's property and estates portfolio.
- 2.3 The Committee monitors the delivery of all services provided by the Resources Function (with the exception of those within the remit of the Communities, Housing and Public Protection Committee and the Education and Children's Services and the Commissioning Functions). It scrutinises performance and approves options to improve services within those Functions, set budgets to ensure best value and delivery of the Council's agreed outcomes.

### **Remit of the Committee:-**

#### 1. Budgets

The Committee will:

- 1.1 approve recommendations regarding the Council's resources including finance, staffing structures and property; and monitor all Council budgets including all Useable Reserves, and in particular:
  - 1.1.1 scrutinise function budget monitoring reports and make decisions to ensure that Council spending is delivered on budget;
  - 1.1.2 hold budget holders to account for the proper control of the budget for which they are responsible;
  - 1.1.3 approve changes to the budget including vire between function budgets where this is in excess of the amount delegated to officers in the Financial Regulations and Powers Delegated to Officers;
  - 1.1.4 consider and approve Outline and Full Business Cases for projects added to the Capital Programme outwith the budget process;
  - 1.1.5 approve all non-capital programme procurement activity, and capital programme procurement activity, including Procurement Business Cases submitted in accordance with the Procurement Regulations;
  - 1.1.6 approve annual procurement workplans in respect of the Capital Programme;
  - 1.1.7 approve Procurement Business Cases in respect of projects added to the Capital Programme outwith the budget process, submitted in accordance with Procurement Regulations;
  - 1.1.8 approve the allocation of additional funding to, or removal of funding from, existing projects, both capital and revenue;

- 1.1.9 approve the addition of new projects to the Capital Programme outwith the budget process;
- 1.1.10 approve use of the Council's Useable Reserves;
- 1.1.11 monitor the Code of Guidance on Funding External Bodies and Following the Public Pound and take such action as is required to ensure that the Council meets its duties;
- 1.1.12 receive formal credit rating reassessment;
- 1.1.13 approve financial guarantees, including requests received from relevant Admitted Bodies of the Pension Fund;
- 1.1.14 consider numbers and values of Council Tax, Non-Domestic Rates, Housing Benefit overpayments and Rent made unrecoverable, as required in terms of the Financial Regulations, and approve Non-Domestic Rates write-offs;
- 1.1.15 scrutinise the progress and delivery of capital projects against the approved business cases;
- 1.1.16 review progress in the delivery of the benefits of the Capital Programme, including through the receipt and scrutiny of Post Project Evaluations (PPEs) and Post Occupancy Evaluations (POEs); and
- 1.1.17 request a report to allow for the detailed consideration of any project which is of particular concern or interest.

## 2. Service Delivery

- 2.1 The Committee will, for the Resources Function and the Commissioning Function:-
  - 2.1.1 oversee and make decisions relating to service delivery;
  - 2.1.2 approve options to improve/transform service delivery;
  - 2.1.3 scrutinise operational performance and service standards in line with the Performance Management Framework and consider recommendations for improvements where required;
  - 2.1.4 receive the cluster risk registers relative to its remit and scrutinise to ensure assurance that efficient controls are in place;
  - 2.1.5 approve all policies and strategies relative to its remit; and
  - 2.1.6 receive reports on inspections and peer reviews in order to ensure best practice and note any actions arising from those inspections and reviews.
- 2.2 In undertaking the aspects at 2.1, the Committee will ensure that it is acting within the budget set by Council and overseen by this Committee and in accordance with best value and supporting delivery of the Council's agreed outcomes, commissioning intentions, service specifications and service standards.

## 3. City Growth and Strategic Place Planning

The Committee will:

- 3.1 approve reports to support the annual re-assessment of the Council's credit rating;

- 3.2 approve the Council’s actions for city growth and place planning except in relation to major infrastructural planning ;
- 3.3 oversee and approve the preparation of the Local Development Plan, subject to final approval thereon being given by Council; and
- 3.4 approve key actions required by the Council to facilitate the delivery of strategies (including partnership strategies) and the Inward Investment Plan to support city growth and place planning.

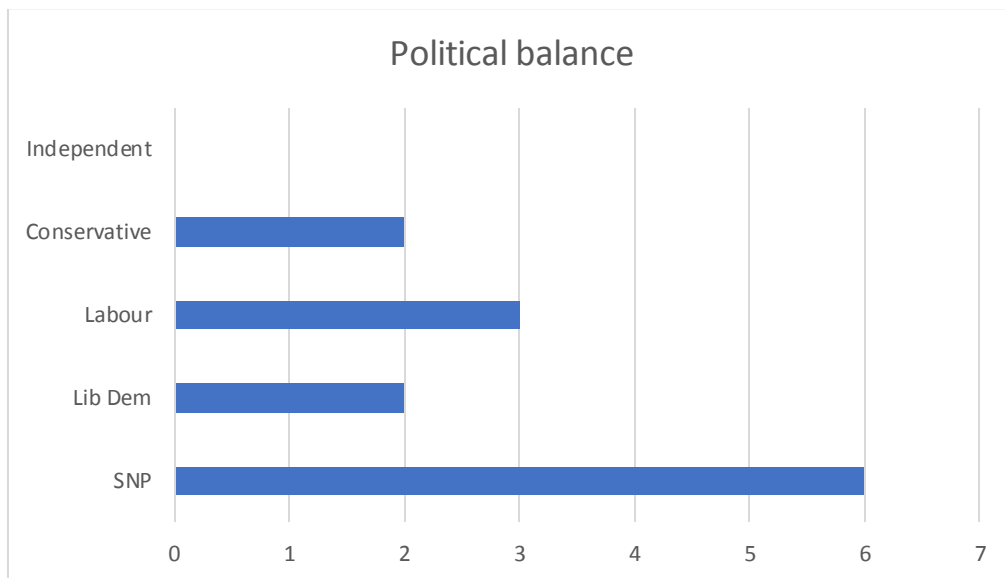
4. Property and Estates

The Committee will:

- 4.1 approve recommendations regarding the Council’s assets, property and estates;
- 4.2 hear and determine requests for review under s86(10) of the Community Empowerment (Scotland) Act 2015 of decisions taken in respect of community asset transfer requests;
- 4.3 approve the procedure for the Community Asset Transfer Review Sub Committee; and
- 4.4 approve the acquisition and disposal of land and property.

### 3. Membership of the Committee during 2022/2023

- 3.1 The Finance and Resources Committee has 13 members.
- 3.2 The Committee composition is presented below:-





## 4. Membership Changes

- 4.1 There were a number of changes to the membership throughout the reporting period. Councillor Crockett replaced Councillor Grant in May 2023; Councillor Allard replaced Councillor Nicoll in June 2023; Councillor Malik replaced Councillor Crockett also in June 2023; and Councillor Thomson replaced Councillor Macdonald in August 2023.

## 5. Member Attendance

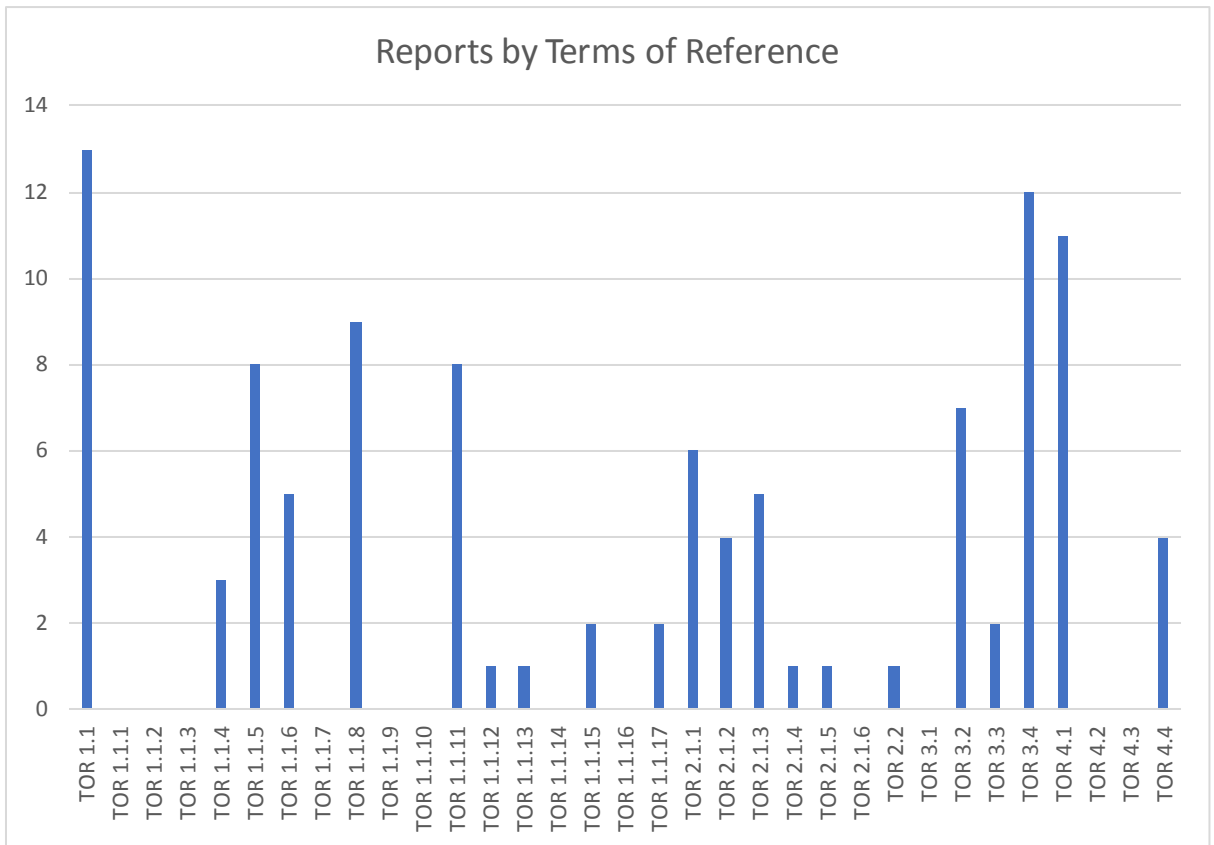
Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor McLellan (Conv)	9	9	
Councillor Yuill (VC)	9	8	Cllr Bouse
Councillor Allard	4	4	
Councillor Cooke	9	8	Cllr Van Sweeden
Councillor Crockett	1	1	
Councillor Fairfull	9	9	
Councillor Farquhar	9	9	
Councillor Grant	4	3	Cllr Bonsell
Councillor Greig	9	9	
Councillor Houghton	9	4	Cllrs Massey (4) & Brooks (1)
Councillor Hutchison	9	5	Cllrs Van Sweeden (2) & Al-Samarai (1)
Councillor Macdonald	8	8	
Councillor Malik	4	3	Cllr Tissera
Councillor Nicoll	5	5	
Councillor Radley	9	9	
Councillor Thomson	1	1	
Councillor Watson	9	7	Cllrs Blake & Bonsell/Crockett

## 6. Meeting Content

- 6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had 8 meetings including 2 Special Meetings and considered a total of 69 reports.

### 6.2 Terms of Reference

- 6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



6.2.2 During the course of 2022/2023 the Committee received reports under most of the main Terms of Reference which indicates that the Committee has discharged its role effectively throughout the course of the reporting period.

6.2.3 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference were made following the June 2023 Scheme of Governance review. Any changes made were generally to provide clarity where required and ensure consistency between committees. The new Terms of Reference will continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review.

6.2.4 The majority of reports fell under Terms of Reference 1.1 (approve recommendations regarding the Council’s resources including finance, staffing structures and property; and monitor all Council budgets including all Useable Reserves; 3.4 (approve key actions required by the Council to facilitate the delivery of strategies (including partnership strategies) and the Inward Investment Plan to support city growth and place planning; and 4.1 (approve recommendations regarding the Council’s assets, property and estates).

## 7. Reports and Decisions

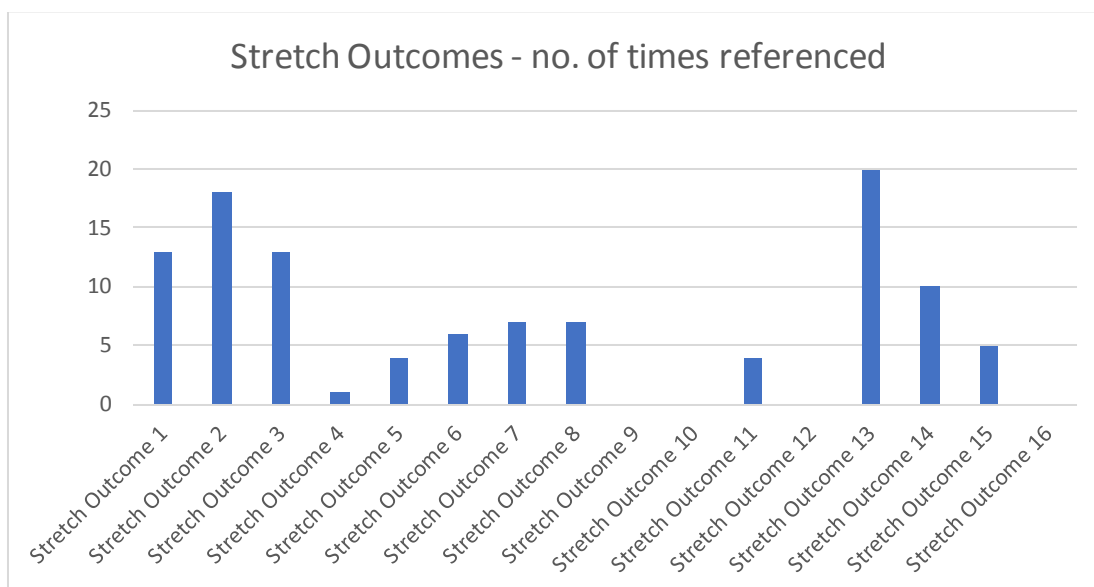
7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	<b>Total</b>	<b>Percentage of Total Number of Reports</b>
Confidential Reports	1	1.4%
Exempt Reports	7	10.1%
Number of reports where the Committee amended officer recommendations	0	n/a
Number of reports approved unanimously	53	76.8%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	7	10.1%
Number of reports delayed for further information	1	1.4%
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	n/a
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	0	n/a
Number of referrals to Council under SO 34.1	2	2.9%

<b>Notices of Motion, Suspension of Standing Orders, Interface with the Public</b>	
Number of Notices of Motion to Committee	6
Number of times Standing Orders suspended	1
Specific Standing Orders suspended	SO 40.2 (Length of Meetings)
Number of deputations requested	4
Number of deputations heard	2
Number of petitions considered	1

## 8. Reports with links to the Local Outcome Improvement Plan

- 8.1 The following table details of the 69 reports how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1).



## 9. Training and Development

- 9.1 Training opportunities for Members during the reporting period were limited as a comprehensive training and development programme was put in place for the councillors following the May 2022 elections. This training took place through the first two to three months of the new Council term.
- 9.2 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead proposals and Member feedback on what may be required to assist them in performing their roles.

## 10. Code of Conduct Declarations and Transparency Statements

- 10.1 Eleven declarations of interest and thirty seven transparency statements were made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is collected to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

- 11.1 Statutory consultation was undertaken in terms of the Wallace Tower report, specifically as it related to the purchase of Common Good property by way of a

Community Asset Transfer. There was also reference to statutory consultation undertaken in terms of two reports which were presented to the Committee, namely Newhills Additional Primary School Provision and Tillydrone Primary School.

- 11.2 In terms of the preparation of the Events 365 Plan 2023-2026, external consultation was undertaken with EventScotland, Visit Scotland, ASM Global (P&J Live operators), and Visit Aberdeenshire (including Aberdeen Convention and Events Bureau).
- 11.3 There was extensive consultation and engagement undertaken during development and preparation of the City Centre and Beach Masterplans.
- 11.4 In relation to the fourth Aberdeen Local Development Plan the Committee on 5 July 2023, agreed to approve the content of the Development Plan Scheme and Draft Participation Statement (Appendix 1) and instruct the Chief Officer – Strategic Place Planning to, subject to any minor drafting changes, publish the Development Plan Scheme and Draft Participation Statement for an eight-week period of public consultation, seeking comment only upon the Draft Participation Statement; and Instruct the Chief Officer – Strategic Place Planning to report the results of the public consultation and any proposed revisions to the Draft Participation Statement to this Committee on 22 November 2023.
- 11.5 Although not directly related to a report on the Finance and Resources Committee agenda, as it was reported to Full Council (August 2023), budget engagement is relevant to this Committee. The phase 1 budget public consultation feedback that was included in the Medium Term Financial Strategy report was carried out during July 2023. The phase 2 budget consultation exercise went live online on 11 October 2023 and will remain open until 12 November 2023.
- 11.6 Engagement with individual stakeholder organisations happens on a regular basis through the Council’s representation on a number of external boards.

## 12. Executive Lead to the Committee - Commentary

- 12.1 It was a busy year for the Committee with the statistics indicating, on average, nine reports considered at each meeting, although this is a little understated as two of the Committee meetings were Special meetings for the Quarterly Financial Performance reports, which means that each regular meeting of the Committee considered on average eleven reports. Often a considerable commitment in time for both Members and officers, following changes to the Scheme of Governance one of the meetings was adjourned and reconvened the next day, to facilitate the completion of Committee business.
- 12.2 Committee business has been varied, covering subjects as diverse as planning for the City’s events programme, to the approval of the Joint Procurement Strategy, which is shared with Aberdeenshire Council and The Highland Council. Regular monitoring of key Council measures, including financial performance, capital programme progress and approval of programmes of work for fleet and property investment was all

undertaken during the year. During the period the Committee approved the purchase and disposal of land and properties.

- 12.3 The Committee approved funding awards under the Place Based Investment programme, UK Shared Prosperity Funding, and approved the Empty Shop Grant Scheme for Union Street. Further approval of Capital business cases ensured that projects moved forward through the business case process, with the Committee overseeing progress being made in the City Centre Masterplan, the Beach Masterplan and the Council Housing programme.
- 12.4 The committee engaged with the public, with direct access to speak to the Committee being taken up by deputations on the City Centre Masterplan and also by petitioners in respect of possibility of exercise equipment being deployed in the Duthie Park.
- 12.5 A substantial amount of business was undertaken in public (88% of reports), which assists in maintaining transparency in the democratic process. Given the nature of the Committee and specifically the financial nature of some of the subjects there was a proportion of business conducted in private. Exempt and confidential reports are only used where they meet the legal definitions set out in the Local Government (Access to Information) Act 1973 (Schedule 7A). Where appropriate reports have been split so that exempt information is considered separately from information that can be included in a public report.
- 12.6 Compliance with London Stock Exchange (LSE) reporting requirements have been maintained throughout the year, notice being given to the LSE ahead of Quarterly financial reports being published for the Committee.
- 12.7 As a committee of thirteen Members it is noted that a small number of changes in membership were made during the period. Seventeen different Members sat on the Committee in the year, most attended all the meetings they were invited to attend, and fourteen out of seventeen Members missing no more than a single meeting. In each case of absence a substitute Member was provided. This provides evidence of strong continuity in the membership of the Committee with Members rarely being absent enabling knowledge to build up over time to assist in the effective operation of the Committee.
- 12.8 In general, Committee business has resulted in decisions being agreed unanimously, with 77% of the reports in the period being agreed together.
- 12.9 Giving due consideration and making fully informed decisions are founded upon having access to reports in line with the approved Scheme of Governance. In pursuit of this late reports are not helpful and it is welcome to see that no reports were issued without sufficient time to provide 3 clear days notice prior to the meeting.

## 13. The Year Ahead

- 13.1 On 1 March 2023 the Council approved budgets for financial year 2023/24, and on 6 March 2024 will approve budgets for financial year 2024/25. In order to effectively and efficiently monitor the progress of the budget and the forecast for the year a continued emphasis will be placed on presenting comprehensive quarterly reports approx. one month after the quarter end.
- 13.2 Regular reporting on the progress of the Capital Programme is another feature of the Committee going forward, and decisions will have to be taken by the Committee as Capital project business cases are presented at the various stages of the green-book business case model.
- 13.3 The Business Planner shows a focus on Strategic Place Planning, City Growth, Capital and Resources. The Committee expects to receive reports on the City Centre and Beach Masterplanning work; the condition and suitability of Council buildings/properties; Invest Aberdeen; the UK Shared Prosperity Fund; and the Medium-Term Financial Strategy. Regular reports on performance, quarterly financial monitoring reports and an update on the Credit Rating annual review will also be prepared for the Committee.
- 13.4 Council on 14 June 2023 approved the latest Scheme of Governance, including Committee Terms of Reference and a further review will be reported to Council in 2024. Throughout the next reporting year, we will review the Terms of Reference in line with the business submitted to the Committee and reflect on whether any areas require refinement moving forward to ensure the efficient operation of the Committee.

## Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work
3.	500 people skilled/ reskilled
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones
5.	90% of children and young people will report that their experiences of mental health and wellbeing have been listened to
6.	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
7.	95% of children living in our priority neighbourhoods will sustain a positive destination upon leaving school
8.	Child friendly city where all decisions which impact on children and young people are informed by them
9.	30% fewer young people (under 18) charged with an offence
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year
11.	Healthy life expectancy (time lived in good health) is 5 years longer
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel
15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026



# Audit, Risk and Scrutiny Committee Annual Effectiveness Report 2022/2023



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## 1. Introduction from Convener

- 1.1 I am pleased to present the annual effectiveness report for the Audit, Risk and Scrutiny Committee. The annual effectiveness reports have been in place since 2017, following a recommendation made by CIPFA in their review of the Council's governance arrangements, namely that Committees review the extent to which they had operated within their Terms of Reference, through an annual report. The annual effectiveness report represents good practice in governance and also informs the annual review of the Council's Scheme of Governance, enabling officers to identify if any changes are required, for example, to the Committee Terms of Reference.
- 1.2 As we look forward as an organisation, it is essential that Council has confidence in the way it scrutinises its business. As Convener of Audit, Risk and Scrutiny, it is incumbent upon me to ensure that we receive assurance from management, internal audit, and external audit on the effectiveness of our systems, particularly where there is any risk of weakness in our controls. This will allow the Council to learn lessons from previous control failures.
- 1.3 I want to see the Council make better use of the Committee to improve council services and I would like the public to have confidence that we will do so. The Committee has overseen a reduction in the number of overdue internal audit recommendations this year and has worked closely with the Chief Internal Auditor to complete their internal audit plan, which will bring about improvements in our services. I look forward to receiving the Internal Audit Plan for 2024/25 in February, alongside our Risk Appetite Statement. Both are key tools for us to have confidence in our system of risk management.
- 1.4 Finally, I have instructed a management assurance report to the February meeting of the Committee on the Council's compliance with the requirements under the Equalities Act 2010 to meet our Public Sector Equality Duty. It is then the role of our auditors to undertake their own scrutiny through internal and external reports. Together, these will help us to understand the extent of any control weaknesses in relation to the closing of libraries and Bucksburn pool, and provide assurance to that we are transparent about lessons to be learned as a result.



Councillor M. Tauqeer Malik  
Convener – Audit, Risk and Scrutiny Committee

## 2. The Role of the Committee

### Purpose of the Committee

To ensure that the Council has robust arrangements for:

- Good governance including information governance, surveillance, fraud, bribery and corruption;
- Maintaining an effective control environment through an effective approach to risk management; and
- Reporting on financial and performance reporting.

The Committee also monitor the effectiveness of the Internal Audit function and the Council's implementation of its recommendations, as well as the implementation of the recommendations of its external auditors.

### Remit of the Committee

#### 1. Risk Management

The Committee will ensure the effectiveness of the Council's risk management system and will:

- 1.1 receive an annual review of the system of risk management and an annual report on the corporate risk register and related action plans;
- 1.2 receive assurance that services are maintaining and reviewing Business Continuity Plans in accordance with the priorities allocated to them;
- 1.3 monitor the implementation of the Council's ALEO Assurance Framework by receiving reports from the ALEO Assurance Hub on the monitoring and mitigation of risks to the Council associated with its ALEOs;
- 1.4 receive an annual report in respect of the Council's information governance; and
- 1.5 approve all relevant policies.

#### 2. Internal Audit

The Committee will:

- 2.1 approve the Internal Audit Annual Plan;
- 2.2 consider reports prepared by Internal Audit (with the exception of reports related to Pensions);
- 2.3 monitor compliance with Internal Audit recommendations (with the exception of reports related to Pensions); and
- 2.4 monitor the performance of Internal Audit.

#### 3. External Audit

The Committee will:

- 3.1 consider reports prepared by the Council's External Auditor;
- 3.2 monitor the Council's relationship with the External Auditor;
- 3.3 receive reports from the Local Area Network; and
- 3.4 monitor compliance with External Audit recommendations.

#### 4. Governance, Accounts and Finance

The Committee will:

- 4.1 approve the Council's Annual Report and Annual Accounts;
- 4.2 approve the annual governance statement;
- 4.3 approve and monitor the Council's Code of Corporate Governance and approve such action as appropriate; and
- 4.4 monitor the integrity of financial reporting, and governance processes and internal control functions and approve such action as appropriate.

#### 5. Legal obligations

The Committee will:

- 5.1 consider reports in respect of the whistle blowing policy; and
- 5.2 monitor the Council's compliance with its statutory obligations relating to surveillance, information governance, bribery, corruption and fraud, including the approval of all relevant policies.

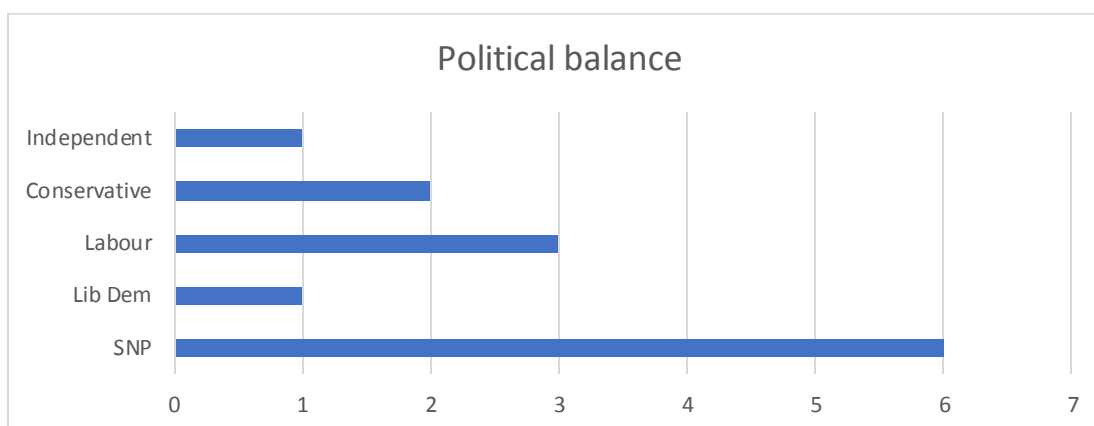
#### 6. Scrutiny

The Committee will:

- 6.1 once a matter, process or practice has been the subject of a report to Council or committee (including internal and external audits) and the consideration of the matter concluded by Council or said committee action (with the exception of quasi judicial matters and the Appeals, Business Rates Appeals and Community Asset Transfer Review Sub Committees), the committee, to ensure good practice, can determine that further consideration is required. It will not prevent, or alter, any decision being taken and will only review the effectiveness of decision making, or monitoring and may make recommendations to the relevant committee or Council;
- 6.2 on occasion, where appropriate and as it sees fit, seek information from partner organisations, contractors or other stakeholders such as Community Councils or groups of interest on any particular issue;
- 6.3 request, where appropriate and in terms of any contract or agreement, representatives of external organisations to attend and contribute to meetings; and
- 6.4 receive reports from regulatory bodies and those providing external assurance such as the Scottish Public Services Ombudsman and Inspector of Crematoria, ensure that the Council responds appropriately and monitor compliance with recommendations.

### 3. Membership of the Committee during 2022/2023

- 3.1 Audit, Risk and Scrutiny Committee has 13 members.  
 3.2 The Committee composition is presented below:-



### 4. Membership Changes

- 4.1 Councillor Macdonald was appointed as the Convener of the Committee until 22 February 2023.  
 4.2 Councillor Crockett was appointed as the Convener of the Committee from 22 February until 27 June 2023 however due to Cllr Crockett's resignation from the Labour Group, Cllr Malik became Convener a day earlier than had been anticipated.  
 4.3 Councillor Malik was appointed as the Convener of the Committee officially from 28 June 2023 however was voted as Convener for the meeting on 27 June 2023.  
 4.4 Councillor Nicoll was replaced by Councillor McRae from the 11 May 2023 Committee.  
 4.5 Councillor Ali was replaced by Councillor Graham from the 14 September 2023 Committee.

### 5. Member Attendance

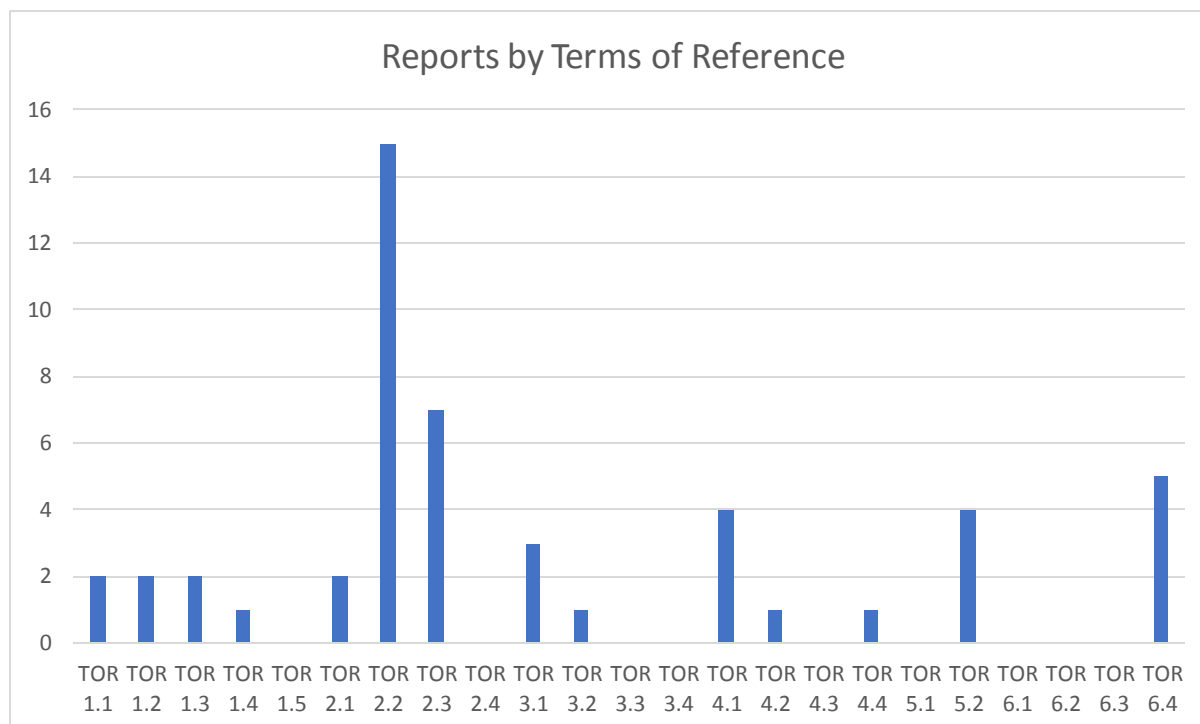
Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor Macdonald	2	2	
Councillor Crockett	2	2	
Councillor Malik	3	3	
Councillor Houghton	7	4	Councillors Farquhar and Kusznir
Councillor Ali	6	6	
Councillor Allard	7	6	Councillor MacGregor
Councillor Bonsell	7	7	
Councillor Bouse	7	6	Councillor Yuill
Councillor Fairfull	7	7	
Councillor Graham	1	1	
Councillor McLellan	7	6	Councillor Copland
Councillor McRae	3	2	Councillor Henrickson
Councillor Massey	7	6	Councillor Farquhar
Councillor Nicoll	4	4	
Councillor Radley	7	6	Councillor Al-Samarai
Councillor Mrs Stewart	7	6	Councillor Crockett
Councillor van Sweeden	7	5	Councillors Yuill and Hutchison

## 6. Meeting Content

6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had seven meetings and considered a total of 50 reports.

### 6.2 Terms of Reference

6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



6.2.2 During the course of 2022/2023 the Committee received reports under the main Terms of Reference which indicates that the Committee has discharged its role effectively throughout the course of the reporting period.

6.2.3 Following the June 2023 Scheme of Governance review, one change was made to the Committee Term's of Reference which was to incorporate reporting on Business Continuity Planning. This was previously reported to the Public Protection Committee.

6.2.4 The majority of reports fell under Terms of Reference 2.2, which were the Internal Audit reports presented by the Chief Internal Auditor. These reports provide independent and objective assurance on the Council's risk management, control and governance processes across all of its functions.

6.2.5 There were no reports under Terms of Reference 1.5, 2.4, 3.3, 3.4, 4.3, 5.1, 6.1, 6.2 or 6.3 as there was no cause to report on these or reporting was incorporated in other reports. On 2.4, internal audit performance is included in the Chief Internal Auditor's progress report. On 3.3 (Local Area Network), Committee was advised that these reports are no longer produced and as such the terms of reference will be amended within the next Scheme of Governance review. On 3.4, external audit recommendations are monitored via the Annual Governance Statement. On 4.3, this

is now incorporated into the Scheme of Governance, so will also be removed from the terms of reference.

## 7. Reports and Decisions

- 7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.
- 7.2 During the reporting period there was one report was voted on and referred to Council which is the first time in the Committee's operation.

	Total	Total Percentage of Reports
Confidential Reports	0	
Exempt Reports	0	
Number of reports where the Committee amended officer recommendations		
Number of reports approved unanimously	49	98%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	0	
Number of reports delayed for further information	0	
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	N/A
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	0	
Number of referrals to Council under SO 34.1	1	

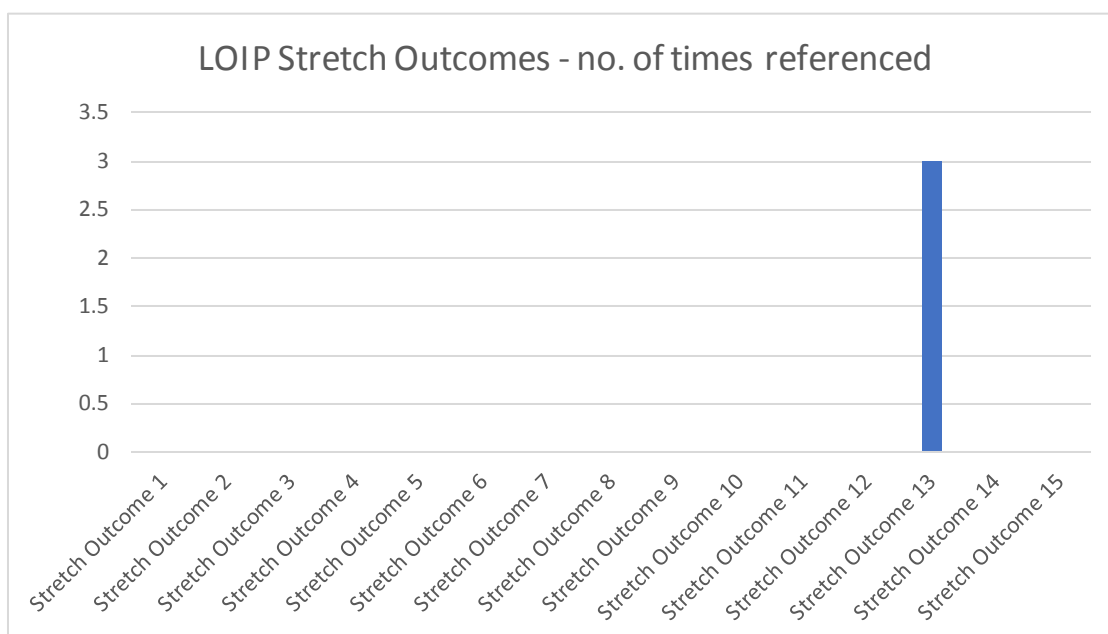
Notices of Motion, Suspension of Standing Orders, Interface with the Public	
Number of Notices of Motion to Committee	None
Number of times Standing Orders suspended	None
Specific Standing Orders suspended	Not applicable
Number of deputations requested	None
Number of deputations heard	Not applicable
Number of petitions considered	None

## 8. Reports with links to the Local Outcome Improvement Plan

- 8.1 The following table details of the 50 reports how each report linked to the Local Outcome Improvement Plan (LOIP Stretch Outcomes are appended to this report for reference at Appendix 1). As can be seen from the chart below only one stretch outcome has been referenced.



- 8.2 It should be noted that the stretch outcome selected should be number 1 rather than 13. The reports that reference the stretch outcome refer to the Scottish Welfare Fund which would contribute to the reduction of poverty.



## 9. Training and Development

- 9.1 Training opportunities for Members during the reporting period were as follows:-
- Convener training on the role of the Committee 2 March 2023 and 10 July 2023
  - Internal Audit reporting methodology on 13 December 2023
- 9.2 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead proposals and Member feedback on what may be required to assist them in performing their roles. In particular, training on “How to Scrutinise” is planned for committee members.

## 10. Code of Conduct Declarations and Transparency Statements

- 10.1 There were no declarations of interest and seven transparency statements were made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is measured to evidence awareness of the requirements to adhere to the Councillors’ Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

- 11.1 Due to the nature of the Audit, Risk and Scrutiny Committee business, there are fewer opportunities for civic engagement, however if appropriate, elements of civic engagement would be introduced.
- 11.2 The committee’s focus, by its very nature, has largely been on monitoring the Council’s control environment through compliance with the Council’s governance framework. It’s focus is on the risks to the organisation rather than focus on the risks to the place of Aberdeen. Nonetheless, it has worked in partnership with outside bodies such as the

Council's Arm's Length External Organisations (ALEOs) through the ALEO Assurance Hub and external audit.

## **12. Executive Lead to the Committee - Commentary**

- 12.1 A robust governance framework supported by an effective control environment provides the necessary platform for the Council to be a success. The Audit, Risk and Scrutiny Committee plays a key role by ensuring that the Council's governance arrangements remain appropriate and adhered to. It is noted that members robustly challenge and scrutinise management with a clear focus on the communities and citizens they represent, in respect of governance, process and matters presented for decision.
- 11.2 The committee approved the revised Risk Appetite Statement. The statement is a key element to the Council's Risk Management Framework and will allow the organisation to establish and embed the culture required to become a 'risk intelligent organisation.' It provides staff and members with guidance on the types and levels of risk the Council is willing to accept in the pursuit of its strategic outcomes.
- 11.3 The total number of recommendations made by the Council's internal audit team was as follows:
- 2019-20: 218
  - 2020-21: 114
  - 2021-22: 104
  - 2022-23: 148
- 11.4 The total number of outstanding recommendations was as follows:
- March 2020: 67
  - March 2021: 37
  - March 2022: 17
  - March 2023: 23

## **13. The Year Ahead**

- 13.1 The Committee's terms of reference were adjusted in March 2023 to incorporate reporting on Business Continuity Planning, which had previously reported to the Public Protection Committee. In accordance with the usual practice of an annual review of the Scheme of Governance, the Terms of Reference will be reviewed and officers will reflect on whether any areas require further refinement moving forward to ensure the continued efficient operation of the Committee. Two are noted at paragraph 6.2.5 above.
- 13.2 The Committee will continue to receive reports from the Chief Internal Auditor in relation to the approved Internal Audit Plan.

## Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work by 2026
3.	500 people skilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones by their 27-30 month review by 2026
5.	90% of children and young people report they feel listened to all of the time by 2026
6.	By meeting the health and emotional wellbeing needs of our care experienced children and young people they will have the same levels of attainment in education and positive destinations as their peers by 2026
7.	95% of children living in our priority neighbourhoods (Quintiles 1 & 2) will sustain a positive destination upon leaving school by 2026
8.	83.5% fewer young people (under 18) charged with an offence by 2026
9.	100% of our children with Additional Support Needs/disabilities will experience a positive destination
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026
11.	Healthy life expectancy (time lived in good health) is five years longer by 2026
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026
15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026

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# Licensing Committee Annual Effectiveness Report 2022/2023



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## 1. Introduction from Convener

- 1.1 It is with great pleasure I present the fourth annual effectiveness report for the Licensing Committee. This annual report is a good mechanism for the Committee to reflect on the business of the Committee over the past year.
- 1.2 In terms of the business over the last year, the Committee has managed to work on line and in person, working collectively to ensure that its decision-making process was open and transparent, and all parties treated fairly and equally. It was also encouraging to see the responses to the public consultations as a result of greater use of all media channels.
- 1.3 The Committee has also been proactive in reviewing Policy and seeking assurance that it was operating in accordance with legislation and best practice and I am confident that this will continue into the year ahead.



Councillor Gill Al-Samarai  
Convener – Licensing Committee

## 2. The Role of the Committee

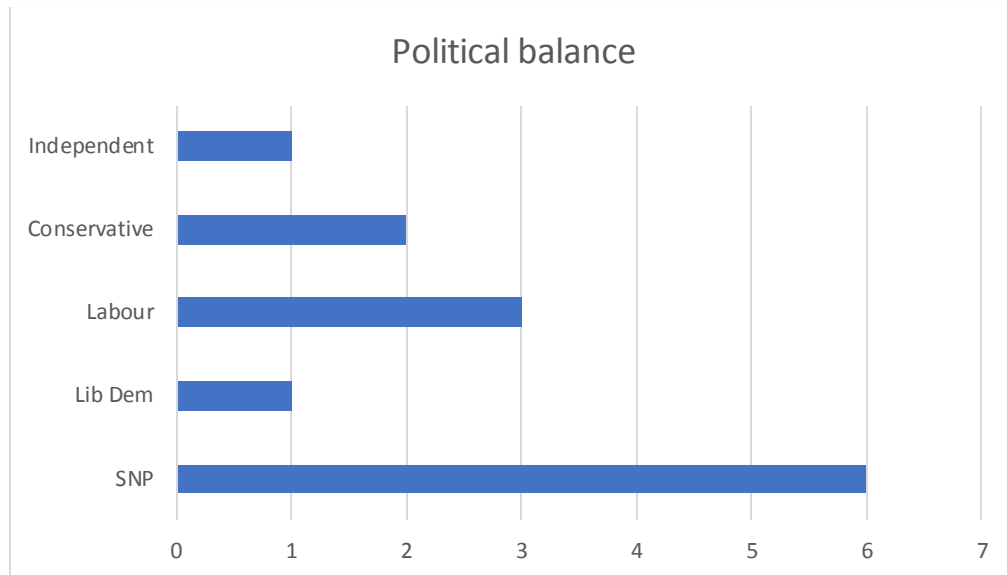
- 2.1 The Purpose of the Licensing Committee is to deal with the functions of the Council in relation to all licensing matters under the Civic Government (Scotland) Act 1982 and all other Acts (not falling specifically within the remit of the Licensing Board or any other Committee) covering personal or other licences, certificates and permits. This includes but is not restricted to applications for Mandatory and Discretionary Licences under Civic Government (Scotland) Act 1982; and Miscellaneous Licences under other Legislation.
- 2.2 The Remit of the Committee is as follows:-
1. determine applications for the grant, renewal, revocation, variation or suspension of any licence as appropriate;
  2. determine applications and reviews for Houses in Multiple Occupation under the Housing (Scotland) Act 2006 (the responsibility for all other matters relating to the licensing of Houses in Multiple Occupation resting with the Communities, Housing and Public Protection Committee);
  3. determine all other matters relating to licensing including the setting of taxi fares and the designation of taxi stances;
  4. approve and monitor the Council's functions under the Safety of Sports Grounds Act 1975;
  5. determine landlord registration applications under the Antisocial Behaviour Etc (Scotland) Act 2004;
  6. determine film classifications under the Cinemas Act 1985;
  7. determine theatre licences under the Theatres Act 1968; and
  8. determine which of the optional licences they will invoke and which categories of activity within those licence categories shall be licenced under the Civic Government (Scotland) Act 1982.



### 3. Membership of the Committee during 2022/2023

3.1 The Licensing Committee has 13 members.

3.2 The Committee composition is presented below:-



## 4. Membership Changes

- 4.1 There were a number of changes to the membership throughout the reporting period. Councillor Malik replaced Councillor Crockett on 27 June 2023 and Councillors Ali, Grant and Lawrence replaced Councillors Graham, Malik and Tissera from 29 August 2023.

## 5. Member Attendance

Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor Al-Samarai (Convener)	7	7	
Councillor Delaney (VC)	7	7	
Councillor Ali	1	1	
Councillor Boulton	7	6	
Councillor Clark	7	7	
Councillor Fairfull	7	7	
Councillor Farquhar	7	7	
Councillor Grant	1	0	
Councillor Henrickson	7	7	
Councillor Lawrence	1	1	
Councillor MacGregor	7	6	
Councillor McLeod	7	7	
Councillor Van Sweeden	7	5	Councillor McRae & Cooke
Councillor Crockett	6	5	
Councillor Graham	6	5	
Councillor Tissera	6	4	Councillor Malik
Councillor Malik	1	0	

## 6. Meeting Content

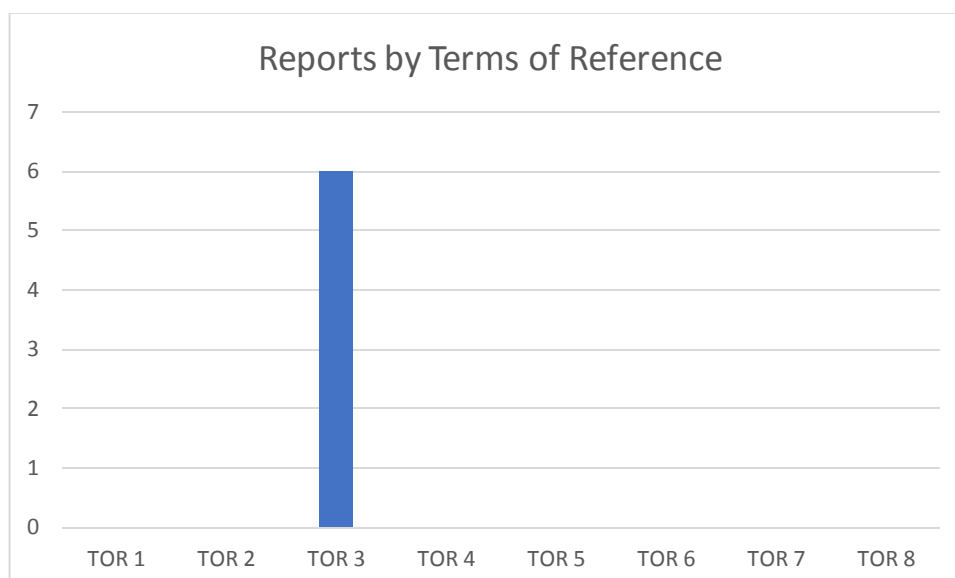
6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had 7 meetings, 1 of which was a Special Meeting and considered a total of 6 reports.

6.1.1 The Committee also considered 63 applications, 23 Requests for Exemption from Committee Policy and 6 Complaints made against licence holders.

6.1.2 There was only 1 meeting of the Licensing Sub Committee during the reporting period which was held on 7 August 2023 to consider a relaxation of taxi zones for Offshore Europe 2023.

### 6.2 Terms of Reference

6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



6.2.2 During the course of 2022/2023 the Committee received reports under only one of its main Terms of Reference (TOR 3 – to determine all other matters relating to licensing including the setting of taxi fares and the designation of taxi stances).

6.2.3 As you would expect, the majority of the other remits of the Committee’s Terms of Reference were reported to the Committee by means of licensing applications, requests for exemption from Policy and Complaints. This would indicate that the Committee has discharged its role throughout the course of the reporting period.

6.2.4 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference were made following the June 2023 Scheme of Governance review. Any changes made were generally to provide clarity where required and ensure consistency between committees. The new Terms of Reference will continue to be

monitored throughout the year, in preparation for the 2024 Scheme of Governance review.

## 7. Reports and Decisions

7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	Total	Total Percentage of Reports
Confidential Reports	0	N/A
Exempt Reports	0	N/A
Number of reports where the Committee amended officer recommendations	0	N/A
Number of reports approved unanimously	5	83.3%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	1	16.7%
Number of reports delayed for further information	0	N/A
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	N/A
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	0	N/A
Number of referrals to Council under SO 34.1	0	N/A

Notices of Motion, Suspension of Standing Orders, Interface with the Public	
Number of Notices of Motion to Committee	0
Number of times Standing Orders suspended	0
Specific Standing Orders suspended	N/A
Number of deputations requested	2
Number of deputations heard	2
Number of petitions considered	0

## 8. Reports with links to the Local Outcome Improvement Plan

- 8.1 All six reports considered by the Committee had no impact to the Local Outcome Improvement Plan.

## 9. Training and Development

- 9.1 Training was provided for Councillors prior to their first meeting as members of the Committee.

- 9.2 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead proposals and Member feedback on what may be required to assist them in performing their roles.

## 10. Code of Conduct Declarations and Transparency Statements

- 10.1 8 declarations of interest and 2 transparency statements were made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is measured to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Civic Engagement

- 11.1 The Committee's focus throughout the reporting period has largely been on compliance with the licensing legislation. A number of public consultations have been undertaken by the Committee in order to engage with the wider public to inform the development and approval of policy, in particular regarding Street Trading at the beachfront and various taxi policies. In doing so, there has been greater use of all available media channels to increase participation and ensure a wider audience and range of responses.

- 11.2 The Committee also liaises directly with representatives of the taxi and private hire car vehicle trade by way of the Council's Taxi and Private Hire Car Consultation Group throughout the year to discuss matters of interest to the trade. The Committee agreed to increase the frequency of those meetings starting next year. Any recommendations from the Consultation Group were considered by the Committee.

- 11.3 The Committee has also engaged with statutory partners such as Police Scotland, Scottish Fire and Rescue Service, Roads Authority, Environmental Health and Building Standards to ensure all public safety matters are being brought to the Committee's attention.

## 12. Executive Lead to the Committee - Commentary

- 12.1 The Committee would appear to be working effectively noting that:-

- Any delays in considering reports were as a result of additional information being requested to ensure all decisions are fully informed;
  - One of the main terms of reference was engaged;
  - All applications were considered by the Committee in accordance with the statutory requirements; and
  - All committee reports were able to be considered in public;
- 12.2 No late reports were submitted to the Committee showing evidence that Committee business was being appropriately managed and scheduled.
- 12.3 All applications were determined under delegated powers or referred to Committee within statutory time limits. Additional online facilities have been introduced to assist applicants to minimise any disruption caused by licensing officers having to work outwith the Council offices.
- 12.4 Throughout the next reporting period we will continue to review the Committee's business against the Terms of Reference and any changes proposed will be considered as part of the annual review of the Council's Scheme of Governance.

## 13. The Year Ahead

- 13.1 The Committee will continue to discharge functions by licensing legislation with any changes to existing legislation, or new legislation being reported to the Committee in a timely manner. Policies will also be kept under review and consulted upon, where applicable, to ensure they remain fit for purpose; comply with legislation and align to the Council's strategies (including the refreshed Local Outcome Improvement Plan).
- 13.2 In considering the review of policies when required by legislative changes as well as matters arising from the business planner the Committee will continue to consider how those decisions can integrate with and support the Council's Policy Statement. This will include ensuring the taxi and private hire trade play an important part in the local transport strategy and are well placed to contribute to the accessibility of all parts of the city to visitors and residents alike, and that all licensable activity is carried out in a manner designed to safeguard public safety.
- 13.3 In terms of legislation, licensing income must be generally equivalent to licensing expenditure. The Committee is responsible for the setting of taxi fares and a report on the review of the existing taxi fare formula, including surcharges, was submitted for the Committee's consideration in 2023.
- 13.4 Annual refresher training covering all areas of the Committee's Terms of Reference will be provided.
- 13.5 A new licensing regime for Short Term Lets came into force on 1 October 2023 and this will result in new applications coming before Committee and the regime will be monitored to ensure the licensing objectives are being upheld.

## Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work
3.	500 people skilled/ reskilled
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones
5.	90% of children and young people will report that their experiences of mental health and wellbeing have been listened to
6.	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
7.	95% of children living in our priority neighbourhoods will sustain a positive destination upon leaving school
8.	Child friendly city where all decisions which impact on children and young people are informed by them
9.	30% fewer young people (under 18) charged with an offence
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year
11.	Healthy life expectancy (time lived in good health) is 5 years longer
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel
15.	Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026

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# Pensions Committee Annual Effectiveness Report 2022/2023

14 October 2022 to 14 October 2023



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## 1. Introduction from Convener

- 1.1 I am pleased to present the third annual effectiveness report for the Pensions Committee (for the period 14 October 2022 to 14 October 2023). The annual effectiveness report informs the annual review of the Council's Scheme of Governance and enables officers to identify if any changes are required, for example, to the Committee Terms of Reference, as well as being a helpful tool for good governance in terms of allowing the Committee to review how well its remit has been discharged throughout the year.
- 1.2 A small change was made to the Pensions Committee Terms of Reference in 2023, and as usual, these will continue to be monitored throughout the year and any comments made or issues raised throughout the year will be taken into consideration during next year's review.
- 1.3 I would like to thank both my colleagues on the Committee and Board for their contributions throughout the year, and would also like to thank the officers, both at Aberdeen City Council and the NESPF, who provide the Committee with such excellent support for their continued hard work over the reporting period.



Councillor John Cooke  
Convener – Pensions Committee

## 2. The Role of the Committee

### **PURPOSE OF COMMITTEE**

To discharge all functions and responsibilities in respect of the Council's role as administering authority for the North East Scotland Pension Funds (NESPF). This includes managing the investment of the NESPF in accordance with the Local Government Pension Scheme (Management and Investment of Funds) (Scotland) Regulations 2010 and other relevant legislation.

The Committee will work alongside the Fund's Local Pension Board to consider any pension compliance matters raised.

Where reference is made to 'the Fund', this refers to the Main Fund (the North East Scotland Pension Fund) and the Transport Fund (the Aberdeen City Council Transport Fund).

### **REMIT OF COMMITTEE**

#### **1. Finance and Risk Management**

The Committee will:

- 1.1 approve the Funding Strategy Statement, produced in light of the Fund's assets and liabilities, and appoint or remove Fund Managers or new financial vehicles in furtherance of the strategy;
- 1.2 approve the budget and expenditure in connection with the administration of the Fund;
- 1.3 ensure that an effective system of internal financial control is maintained through scrutinising financial information presented to Committee;
- 1.4 ensure effective risk management of the Fund through monitoring of adherence to the Fund Risk Management Policy and regular scrutiny of the Fund risk register; and
- 1.5 determine applications for Admitted Body Status.

#### **2. Internal and External Audit**

The Committee will:

- 2.1 approve the annual audit plans in relation to the Fund; and
- 2.2 consider all reports prepared by the Council's Internal and External Auditors in relation to the Fund.

### **3. Annual Report and Accounts**

The Committee will:

- 3.1 approve the Annual Report and Accounts, including the Annual Governance Statement.

### **4. Legal Obligations**

The Committee will ensure:

- 4.1 compliance with the Local Government Pension Scheme (Scotland) Regulations as amended and with all other legislation governing the administration of the Fund; and
- 4.2 adherence to the principles set out in the Pension Regulator's Code of Practice.

### **5. Scrutiny**

The Committee will:

- 5.1 monitor and approve the administration of the Local Government Pension Scheme (LGPS) in accordance with the LGPS (Scotland) Regulations 2018 and other relevant legislation; and
- 5.2 scrutinise the performance of Fund Managers, including in relation to environmental, social and governance (ESG) and voting matters, through regular performance reports to Committee.

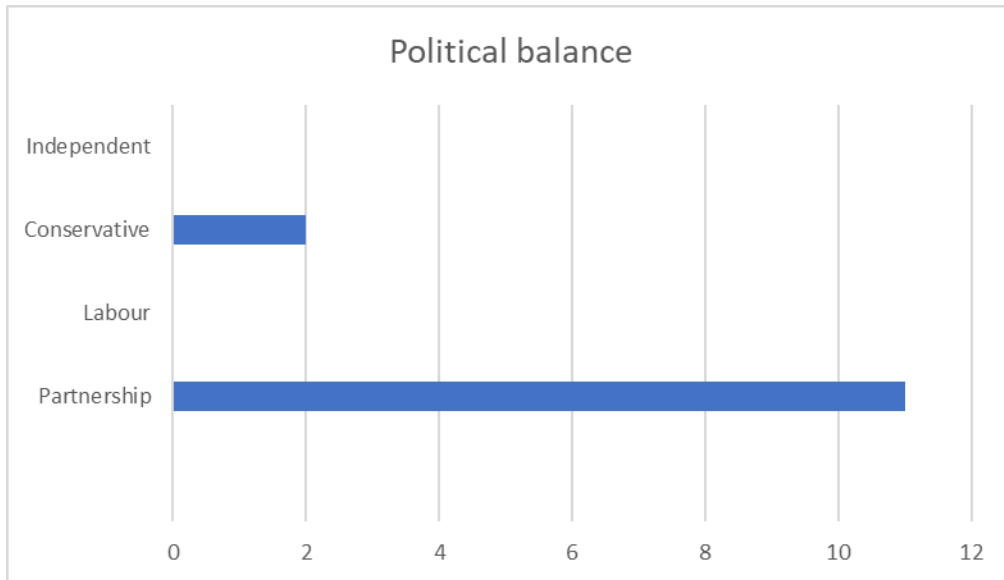
### **6. Outside Bodies**

The Committee shall determine appointments and nominations to the Local Authority Pension Fund Forum (LAPFF) and other outside bodies relevant to its remit.

**Executive Lead: Chief Officer – Finance**

### 3. Membership of the Committee during 2022/2023

- 3.1 The Pensions Committee has 13 members – at the time of this report there are 10 members and 3 vacancies.
- 3.2 The current Committee composition is presented below:-



- 3.3 The Pension Board members have not been reflected in this report as the Board has its own annual report which is considered each year in June at the annual Board meeting.

## 4. Membership Changes

- 4.1 Councillor Mrs Jennifer Stewart resigned from the Committee as of 28 February 2023. Councillor Bonsell resigned from the Committee as of 26 April 2023.
- 4.2 Councillors Gordon Graham and Ross Grant were appointed to the Committee in October 2023, but resigned prior to their first scheduled meeting of 16 December 2023, therefore are not reflected in the report data below.

## 5. Member Attendance

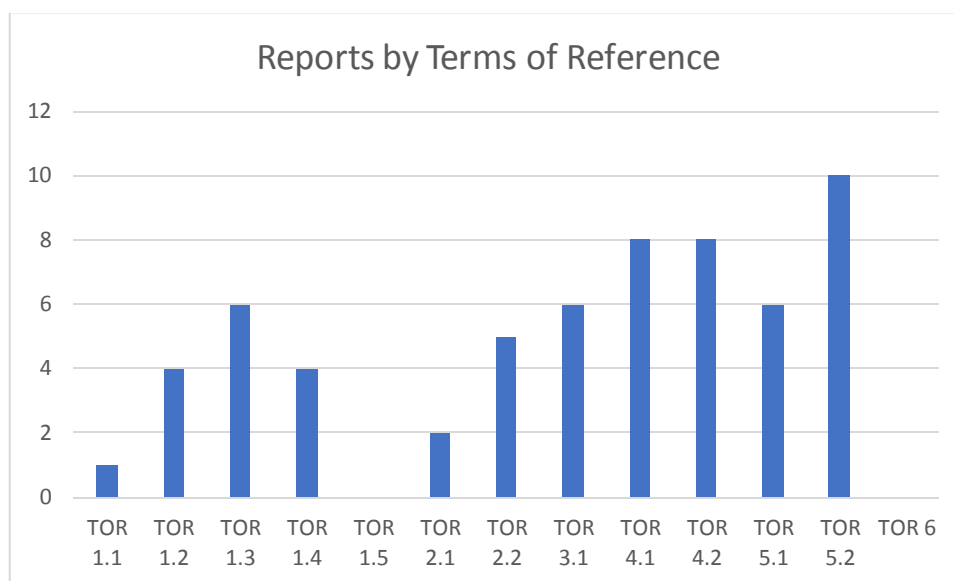
Member	Total Anticipated Attendances	Total Attendances	Substitutions
Councillor John Cooke	4	4	
Councillor Neil MacGregor	4	4	
Councillor Christian Allard	4	3	Due to an admin error, Councillor Allard was omitted from the invitees for the June meeting and could not then attend due to a clash of meetings once the error was realised
Councillor Alison Alphonse	4	3	
Councillor Jennifer Bonsell	2	1	
Councillor Sarah Cross	4	3	
Councillor Derek Davidson	4	4	
Councillor Dell Henrickson	4	4	
Councillor Duncan Massey	4	3	
Councillor Alex McLellan	2	1	Councillor Steve Delaney, the Depute Provost
Councillor Ciaran McRae	4	4	
Councillor Mrs Jennifer Stewart	1	0	
Councillor Kairin van Sweeden	2	2	

## 6. Meeting Content

6.1 During the 2022/2023 reporting period (14 October 2022 to 14 October 2023), the Committee had 4 meetings and considered a total of 29 reports.

### 6.2 Terms of Reference

6.2.1 The following chart details how reports aligned to the Terms of Reference (set out at section 2 above) for the Committee.



6.2.2 During the course of 2022/2023 the Committee received reports under each of the main Terms of Reference which indicates that the Committee has discharged its role effectively throughout the course of the reporting period.

6.2.3 There were no reports under TOR 1.5 (The Committee will determine applications for Admitted Body Status) as there were no requests for Admitted Body Status during the reporting period. There were also no reports under TOR 6 (The Committee shall determine appointments and nominations to the Local Authority Pension Fund Forum (LAPFF) and other outside bodies relevant to its remit). There was a decision required in relation to nominations to the LAPFF during the reporting period which would have fallen under this TOR, however due to the deadlines for responding to the LAPFF, it was not possible to present this to the Pensions Committee to determine, and an Urgent Business Committee was instead held on 11 August 2023 to determine the matter.

6.2.4 As the committee structure was reviewed in late 2022, very few changes to the Terms of Reference were made following the June 2023 Scheme of Governance review. Any changes made were generally to provide clarity where required and ensure consistency between committees. The Pensions Committee Terms of Reference were altered to include the new TOR 6 mentioned above. The new Terms of Reference will



continue to be monitored throughout the year, in preparation for the 2024 Scheme of Governance review.

## 7. Reports and Decisions

7.1 The following information relates to the committee reports and Notices of Motion presented to Committee throughout the reporting period, as well as the use of Standing Orders and engagement with members of the public.

	Total	Total Percentage of Reports
Confidential Reports	0	N/A
Exempt Reports	8	27%
Number of reports where the Committee amended officer recommendations	0	N/A
Number of reports approved unanimously	29	100%
Number of reports or service updates requested during the consideration of another report to provide additional assurance and not in business planner	1*	3%
Number of reports delayed for further information	0	N/A
Number of times the Convener has had to remind Members about acceptable behaviour in terms of the Code of Conduct	0	N/A
Late reports received (i.e. reports not available for inspection at least 3 clear days before the meeting)	1**	3%
Number of referrals to Council under SO 34.1	0	N/A

\*A service update was requested to provide additional information on actuarial spend.

\*\*This was the External Audit Annual NESPF Annual Audit Report, as the External Auditor's report was received late

Notices of Motion, Suspension of Standing Orders, Interface with the Public	
Number of Notices of Motion to Committee	None
Number of times Standing Orders suspended	None
Specific Standing Orders suspended	N/A
Number of deputations requested	None
Number of deputations heard	N/A
Number of petitions considered	None

The nature of business considered at the Pensions Committee means it is unlikely that deputation requests or petitions will be received.

## 8. Reports with links to the Local Outcome Improvement Plan

8.1 Due to the nature of the Pensions Committee remit, reports to the Committee are mainly for assurance and to allow the Members to scrutinise the operation and administration of the NESPF, therefore it is very unusual for any of the reports to be specifically linked to the Local Outcome Improvement Plan stretch outcomes. For the reporting period, there were no links to the LOIP stretch outcomes.

## 9. Training and Development

9.1 Training opportunities for Members during the reporting period were as follows:-

A. LGC Investment Seminar – 20-21 October 2022

Held over two days in Edinburgh, this event covered a range of topics including:

- Social Investing;
- Exploring Investment Opportunities;
- Emerging Markets.

B. PLSA: Implementing TPR's New Code of Practice - 28 March 2023 (Webinar)

This webinar covered the next steps to apply The Pension Regulator's (TPR) new Code of Practice, which aims for a single, clear, up to date and consistent source of information on Scheme governance.

C. Net Zero Discussion Training – 30 March 2023

Investments Manager Graham Buntain hosted a discussion training session for Pensions Committee and Board Members. This session covered a range of sub topics within Net Zero, including:

- Environmental factors within ESG;
- Scope Emissions;
- Carbon Scoring.

D. Hymans Robertson LGPS Online Learning Academy

Hymans online Learning Academy covers a range of modules, including the following topics:

- Introduction
- Introduction to the LGPS, Role of Elected Members on Committee; Governance and Regulators
- LGPS Governance, LGPS Oversight Bodies and Regulators, Business Planning;
- Administration and Management

- Introduction to Administration, Policies and Procedures, Public Procurement, Additional Voluntary Contributions, Accounting and Audit; Funding and Actuarial Matters
- Introduction to Funding Strategy, LGPS Actuarial Valuation (Process & Technical Aspects) and LGPS Employers;
- Investments
- Introduction to Investment Strategy, Performance Monitoring,
- Responsible Investment and Revision to Markets in Financial Instruments Directive, i.e. MiFID II;
- Current Issues
- McCloud, Goodwin and Cost Sharing.

9.2 Officers have also recently begun to provide a monthly bulletin to keep the Committee and Board informed of important developments between the quarterly meetings.

9.3 Further development opportunities will be considered for next year based on Committee business throughout the year, Executive Lead and officer proposals and Member feedback on what may be required to assist them in performing their roles.

## 10. Code of Conduct Declarations and Transparency Statements

10.1 There were no declarations of interest and no transparency statements made by Members during the reporting period. Information in respect of declarations of interest and transparency statements is recorded to evidence awareness of the requirements to adhere to the Councillors' Code of Conduct and the responsibility to ensure fair decision-making.

## 11. Executive Lead to the Committee - Commentary

11.1 Generally, the Committee considers the same reports at each point in the year in line with its role to monitor the administration of the NESPF. A major piece of work each year is the presentation and approval of the NESPF Annual Report and Accounts. The draft accounts were presented to the Pensions Committee in June 2023 and the final audited accounts were presented to the Pensions Committee in September 2023 for approval and I would like to thank the team for their continued hard work to ensure that the accounts are presented on time.

11.2 In such uncertain financial times, it is imperative that the Fund maintains its long term approach which has provided stability for members over many years. Our diversified portfolio helps minimise the financial impact by spreading the risk of exposure to any one investment area or stock. The Fund is also increasingly focusing on how we can contribute to moving towards tackling climate change.

11.3 I am pleased to note that all business was approved unanimously during the reporting period.

## 12. The Year Ahead

- 12.1 Looking ahead to 2023/24, the Fund will continue to focus on developing services by maintaining data quality, increasing member engagement and performance monitoring.
- 12.2 At its meeting in December 2023, the Committee will also consider a report on the Service Business Plan which includes information on future projects and therefore this report should be read in conjunction with the Future Service Improvement / Transformation Plan contained within that paper.

## Appendix 1 – Local Outcome Improvement Plan Stretch Outcomes

<b>Economy</b>	
1.	No one will suffer due to poverty by 2026
2.	400 unemployed people supported into fair work
3.	500 people skilled/ reskilled
<b>People (Children &amp; Young People)</b>	
4.	95% of children will reach their expected developmental milestones
5.	90% of children and young people will report that their experiences of mental health and wellbeing have been listened to
6.	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
7.	95% of children living in our priority neighbourhoods will sustain a positive destination upon leaving school
8.	Child friendly city where all decisions which impact on children and young people are informed by them
9.	30% fewer young people (under 18) charged with an offence
<b>People (Adults)</b>	
10.	25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year
11.	Healthy life expectancy (time lived in good health) is 5 years longer
12.	Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland
<b>Place</b>	
13.	Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% and adapting to the impacts of our changing climate
14.	Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel
15.	Addressing the nature crisis by protecting/managing 26% of Aberdeen's area for nature
<b>Community Empowerment</b>	
16.	100% increase in the proportion of citizens who feel able to participate in decisions that help change things for the better by 2026

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Council
<b>DATE</b>	7 February 2024
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Review of Polling Districts and Polling Places
<b>REPORT NUMBER</b>	COM/24/033
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Vikki Cuthbert / Jenni Lawson
<b>REPORT AUTHOR</b>	David Gow
<b>TERMS OF REFERENCE</b>	9

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present recommendations as part of the statutory review of polling districts and polling places before proceeding to public consultation.

### 2. RECOMMENDATION(S)

That Council:-

- 2.1 Agrees the recommended changes to polling districts as outlined in paragraphs 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9 and 3.10.
- 2.2 Agrees the recommended changes to polling places as outlined in paragraph 3.11.
- 2.3 Following approval of the recommended changes to polling districts and polling places, instructs the Chief Officer – Governance to proceed to public consultation.
- 2.4 Notes that following public consultation, a report containing the final proposals will be presented for consideration at a Council meeting by July 2024.

### 3. CURRENT SITUATION

- 3.1 As specified in the Representation of the People Act 1983, the Council has a duty to divide its area into polling districts and to designate a polling place for each district.
- 3.2 As specified in the Electoral Registration and Administration Act 2013, the next compulsory review of polling districts and polling places must take place between 1st October 2023 and 31st January 2025.

**Recommended Changes to Polling Districts to be implemented after the next UK Parliamentary General Election**

- 3.3 Whilst the majority of changes to polling districts recommended in this report can only happen after the next UK Parliamentary general election, that is not the case for those described in paragraphs 3.4 to 3.7. However, the advice of the Electoral Registration Office is that these should also only be implemented after the next general election. The reason given for this is that, as the date of the next general election is currently unknown, there is a risk that the work to change polling districts could overlap with the election timetable. This overlap would create issues both in terms of supplying register data for the election and the overall additional workload generated. Implementing all polling district changes after the general election will help us ensure that the election is well run whenever it happens. This means that it is accessible, consistent, efficient, secure and produces results that are trusted.
- 3.4 Polling district DN0107 is to be split along the line of the A96 Inverurie Road. The south section remains as DN0107 and the north section becomes part of DN0105. The electors in the area that has joined DN0105 will vote at Stoneywood School, rather than Beacon Sports Centre. This is more convenient and means they do not need to cross the A96 to attend the polling place. DN0107 is to be renamed Bucksburn West. DN0108 is to be renamed Bucksburn East.
- 3.5 The south west section of DN0105 which is south of the A96 Inverurie Road is to join DN0107. The electors in this area will vote at Beacon Sports Centre, rather than Stoneywood School. This is more convenient and means they do not need to cross the A96 to attend the polling place.
- 3.6 CN0602 is to merge with CN0603. CN0602 is a small polling district which covers the Aberdeen University, Hillhead student village. However, no separate polling arrangements are made for these electors and they currently vote at Seaton Community Church, the same polling place as CN0603. Merging these polling districts has efficiency benefits for administering the election.
- 3.7 As a result of the merging of polling districts CN0602 and CN0603, the polling districts in Ward 6 will be renumbered as follows.

<b>Current Polling District Code</b>	<b>Current Polling District Name</b>	<b>New Polling District Code</b>	<b>New Polling District Name</b>
CN0601	TILLYDRONE	CN0601	TILLYDRONE
CN0602	DON	CN0602	SEATON NORTH
CN0603	SEATON NORTH		
CN0604	ST MACHAR	CN0603	ST MACHAR
CN0605	SEATON SOUTH	CN0604	SEATON SOUTH



- 3.8 It is necessary to maintain polling districts that allow for the use of both current and new UK Parliamentary boundaries until such time as the next UK Parliamentary general election has been held. Once this election has been held, the current boundaries will no longer be needed and a number of changes can be made in order to remove unnecessary polling districts.
- 3.9 After the next UK Parliamentary general election, some very small polling districts will be removed by merging them with neighbouring polling districts in the following wards.

<b>Ward 3</b>				
<b>Current Polling District Code</b>	<b>Current Polling District Name</b>	<b>Action</b>	<b>New Polling District Code</b>	<b>New Polling District Name</b>
DN0301	KINGSWELLS CENTRAL	Merge DN0301 + DN0306	DN0301	KINGSWELLS SOUTH
DN0302	KINGSWELLS NORTH	NO CHANGE	DN0302	KINGSWELLS NORTH
DN0303	SHEDDOCKSLEY EAST	NO CHANGE	DN0303	SHEDDOCKSLEY EAST
DN0304	SHEDDOCKSLEY WEST	NO CHANGE	DN0304	SHEDDOCKSLEY WEST
DN0305	SUMMERHILL NORTH	NO CHANGE	DN0305	SUMMERHILL NORTH
DN0306	KINGSWELLS SOUTH	Merge DN0301 + DN0306		
DN0307	WHITEMYRES	Merge DN0307 + DN0308 + DN0309	DN0306	WOODEND
DN0308	WOODEND	Merge DN0307 + DN0308 + DN0309		
DN0309	DENWOOD	Merge DN0307 + DN0308 + DN0309		
DN0310	SUMMERHILL CENTRAL	NEW CODE	DN0307	SUMMERHILL CENTRAL

<b>Ward 8</b>				
<b>Current Polling District Code</b>	<b>Current Polling District Name</b>	<b>Action</b>	<b>New Polling District Code</b>	<b>New Polling District Name</b>
CS0801	CALSAYSEAT	NO CHANGE	CS0801	CALSAYSEAT
CS0802	SUNNYBANK	NO CHANGE	CS0802	SUNNYBANK
CS0803	MOUNTHOOLY	Merge CS0803 + CS0804	CS0804	MOUNTHOOLY
CS0804	WOOLMANHILL	Merge CS0803 + CS0804		
CS0805	ST NICHOLAS	NO CHANGE	CS0805	ST NICHOLAS
CS0806	PITTODRIE SOUTH	NO CHANGE	CS0806	PITTODRIE SOUTH
CS0807	CASTLEHILL NORTH	NO CHANGE	CS0807	CASTLEHILL NORTH
CS0808	CASTLEHILL SOUTH	NO CHANGE	CS0808	CASTLEHILL SOUTH
CS0809	PITTODRIE NORTH	NEW CODE	CS0803	PITTODRIE NORTH

<b>Ward 10</b>				
<b>Current Polling District Code</b>	<b>Current Polling District Name</b>	<b>Action</b>	<b>New Polling District Code</b>	<b>New Polling District Name</b>
SS1001	HAZLEHEAD	Merge SS1001 + SS1002	SS1001	HAZLEHEAD
SS1002	CRAIGDEN	Merge SS1001 + SS1002		
SS1003	SUMMERHILL SOUTH	NEW CODE	SS1002	SUMMERHILL SOUTH
CS1004	RUBISLAW	Merge CS1004 + CS1005	CS1003	RUBISLAW
CS1005	HAMILTON	Merge CS1004 + CS1005		
SS1006	CRAIGIEBUCKLER	NEW CODE	SS1004	CRAIGIEBUCKLER
SS1007	SEAFIELD	NEW CODE	SS1005	SEAFIELD
CS1008	HARLAW	NEW CODE	CS1006	HARLAW

CS1009	CROMWELL	NEW CODE	CS1007	CROMWELL
CS1010	ASHLEY	NEW CODE	CS1008	ASHLEY

<b>Ward 12</b>				
<b>Current Polling District Code</b>	<b>Current Polling District Name</b>	<b>Action</b>	<b>New Polling District Code</b>	<b>New Polling District Name</b>
CS1201	BON-ACCORD	Merge CS1201 + CS1202	CS1201	BON-ACCORD
CS1202	PALMERSTON	Merge CS1201 + CS1202		
CS1203	FERRYHILL	NEW CODE	CS1202	FERRYHILL
CS1204	GAIRN	NEW CODE	CS1203	GAIRN
CS1205	DUTHIE	NEW CODE	CS1204	DUTHIE
SS1206	TORRY WEST	NEW CODE	SS1205	TORRY WEST
SS1207	TORRY EAST	NEW CODE	SS1206	TORRY EAST
SS1208	BALNAGASK EAST	NEW CODE	SS1207	BALNAGASK EAST
SS1209	BALNAGASK WEST	NEW CODE	SS1208	BALNAGASK WEST

- 3.10 Polling districts in Ward 7 are currently configured so as to comprise both current and new UK Parliamentary boundaries. After the next UK Parliamentary general election, it can be reconfigured as follows.

<b>Current Polling Districts Code</b>	<b>Current Polling Districts Name</b>	<b>Action</b>	<b>New Polling District Code</b>	<b>New Polling District Name</b>
CN0701	RAEDEN	NO CHANGE	CN0701	RAEDEN
CN0702	MIDSTOCKET	NO CHANGE	CN0702	MIDSTOCKET
CN0703	ASHGROVE	NO CHANGE	CN0703	ASHGROVE
CN0704	BERRYDEN	NO CHANGE	CN0704	BERRYDEN
CS0705	MIDSTOCKET SOUTH	Merge CS0705 + CS0706	CS0705	DENBURN
CS0706	DENBURN	Merge CS0705 + CS0706		
CN0707	GILCOMSTON WEST	Merge CN0707 + CN0708	CN0706	GILCOMSTON NORTH
CN0708	GILCOMSTON EAST	Merge CN0707 + CN0708		
CS0709	GILCOMSTON SOUTH	NEW CODE	CS0707	GILCOMSTON SOUTH

### **Recommended Changes to Polling Places**

3.11 The full list of proposed polling places is attached. The following changes to polling places are recommended:

Polling District	Previous Polling Place	Recommended Change	Explanation
DN0106 Danestone North, DN0109 Mugiemoss, DN0110 Danestone South	Danestone Community Centre	Danestone Congregational Church	Returning to established polling place post Covid.
DN0203 Newburgh, DN0206 Parkway North	Glashieburn School	Get Active @ Jesmond	Moving away from use of schools where possible.
DN0303 Sheddocksley East	Kingsford School	Sheddocksley Community Centre	Moving away from use of schools where possible.
DN0402 Heathryfold, DN0403 Middlefield	Manor Park School	Manor Park Learning Centre	Moving away from use of schools where possible.
DN0408 Mastrick East	Quarryhill School	Holy Family Church, Mastrick	Moving away from use of schools where possible.
CN0508 Kittybrewster	Kittybrewster School	High Church Hilton	Moving away from use of schools where possible.
CN0602 Don, CN0603 Seaton North (recommended to merge)	Seaton School	Seaton Community Church	Moving away from use of schools where possible.
CN0604 St Machar	St Peter's RC School	Powis Community Centre	Returning to established polling place post Covid.
CN0704 Berryden	Skene Square School	Get Active @ Westburn	Moving away from use of schools where possible.
SS1001 Hazlehead, SS1002 Craigden (recommended to merge)	Hazlehead School	Hazlehead Learning Centre	Returning to established polling place post Covid.
SS1003 Summerhill South	Fernielea School	Fernielea Gospel Hall	Moving away from use of schools where possible.

It should be noted that South St. Nicholas Church in Kincorth is due to close in August 2024 and it is proposed to continue using the church until this time. Suggestions are invited for a replacement. The nearby Scout Hall does not currently have disabled access.

#### 4. FINANCIAL IMPLICATIONS

4.1 The recommendations in this report have no significant financial implications.

If there are financial implications resulting from subsequent recommendations following the consultation period, these will be highlighted to Council in due course.

#### 5. LEGAL IMPLICATIONS

5.1 The council has a legal duty to carry out this review. Timings of statutory reviews of polling districts and polling places are specified in the Electoral Registration and Administration Act 2013. The requirements of this review are set out in Schedule A1 to the Representation of the People Act 1983.

#### 6. ENVIRONMENTAL IMPLICATIONS

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

#### 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	No significant risks identified.			
<b>Compliance</b>	The review is a statutory requirement.	The Council will comply with its statutory duty by completing the review.	Low	<b>Yes</b>
<b>Operational</b>	Some voters will attend a different polling place.	A change of polling place will be highlighted on the poll card and advertised through multiple channels. All electors have the option of voting by post.	Low	<b>Yes</b>

<b>Financial</b>	No significant risks identified.			
<b>Reputational</b>	No significant risks identified.			
<b>Environment / Climate</b>	No significant risks identified.			

## 8. OUTCOMES

8.1 The proposals in this report have no impact on the Council Delivery Plan.

## 9. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Integrated Impact Assessment</b>	An Integrated Impact Assessment has been completed.
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	Not required

## 10. BACKGROUND PAPERS

- 10.1 Electoral Registration and Administration Act 2013.  
<https://www.legislation.gov.uk/ukpga/2013/6/contents/enacted>
- 10.2 Schedule A1 to the Representation of the People Act 1983  
<https://www.legislation.gov.uk/ukpga/1983/2/schedule/A1>

## 11. APPENDICES

- 11.1 Appendix A - Recommended changes to polling districts in Ward 1.
- 11.2 Appendix B - Recommended changes to polling districts in Ward 6.
- 11.3 Appendix C - Recommended changes to polling districts in Ward 3.
- 11.4 Appendix D - Recommended changes to polling districts in Ward 8.
- 11.5 Appendix E - Recommended changes to polling districts in Ward 10.
- 11.6 Appendix F - Recommended changes to polling districts in Ward 12.
- 11.7 Appendix G - Recommended changes to polling districts in Ward 7.

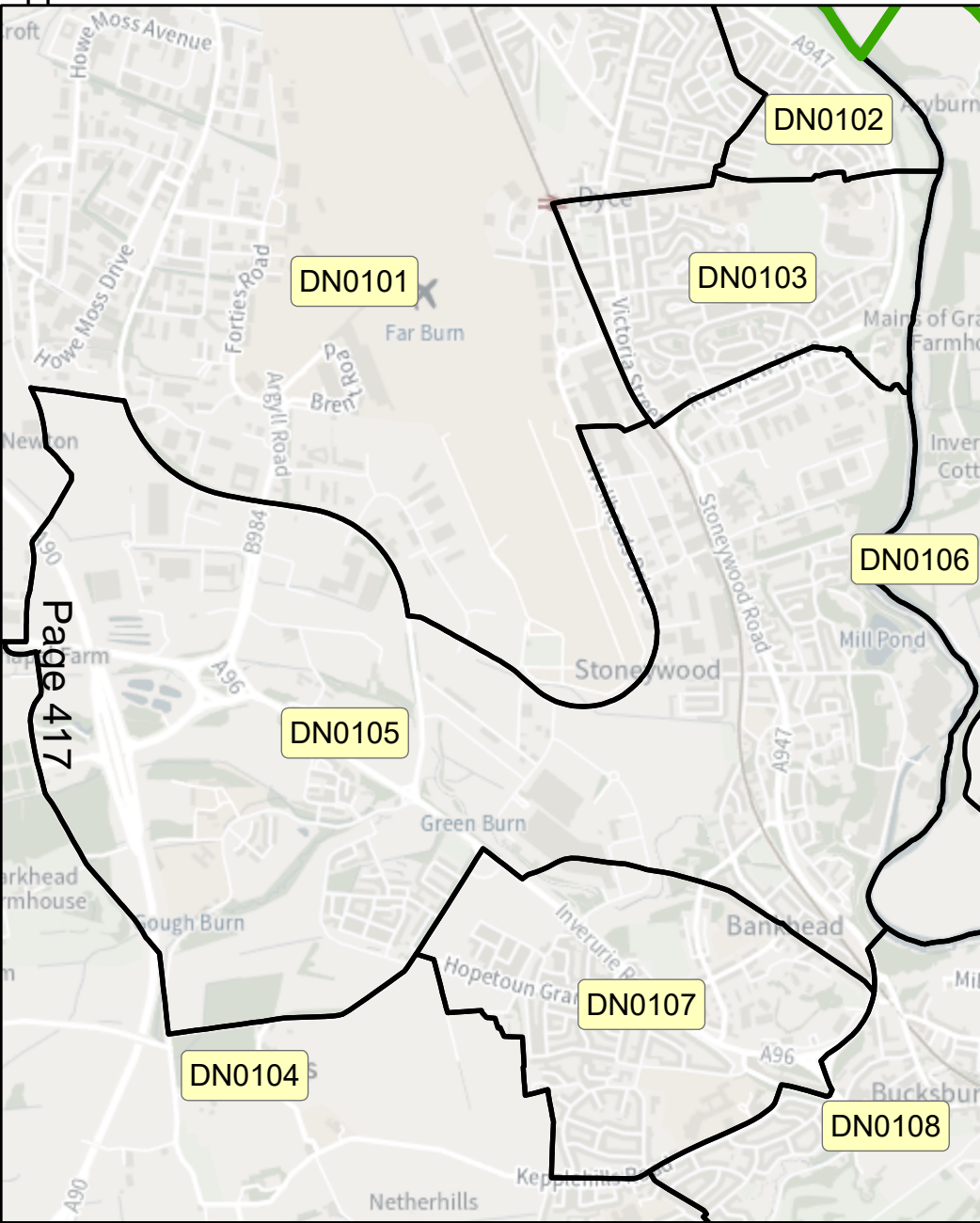
11.8 Appendix H - Full list of recommended polling districts and polling places.

## 12. REPORT AUTHOR CONTACT DETAILS

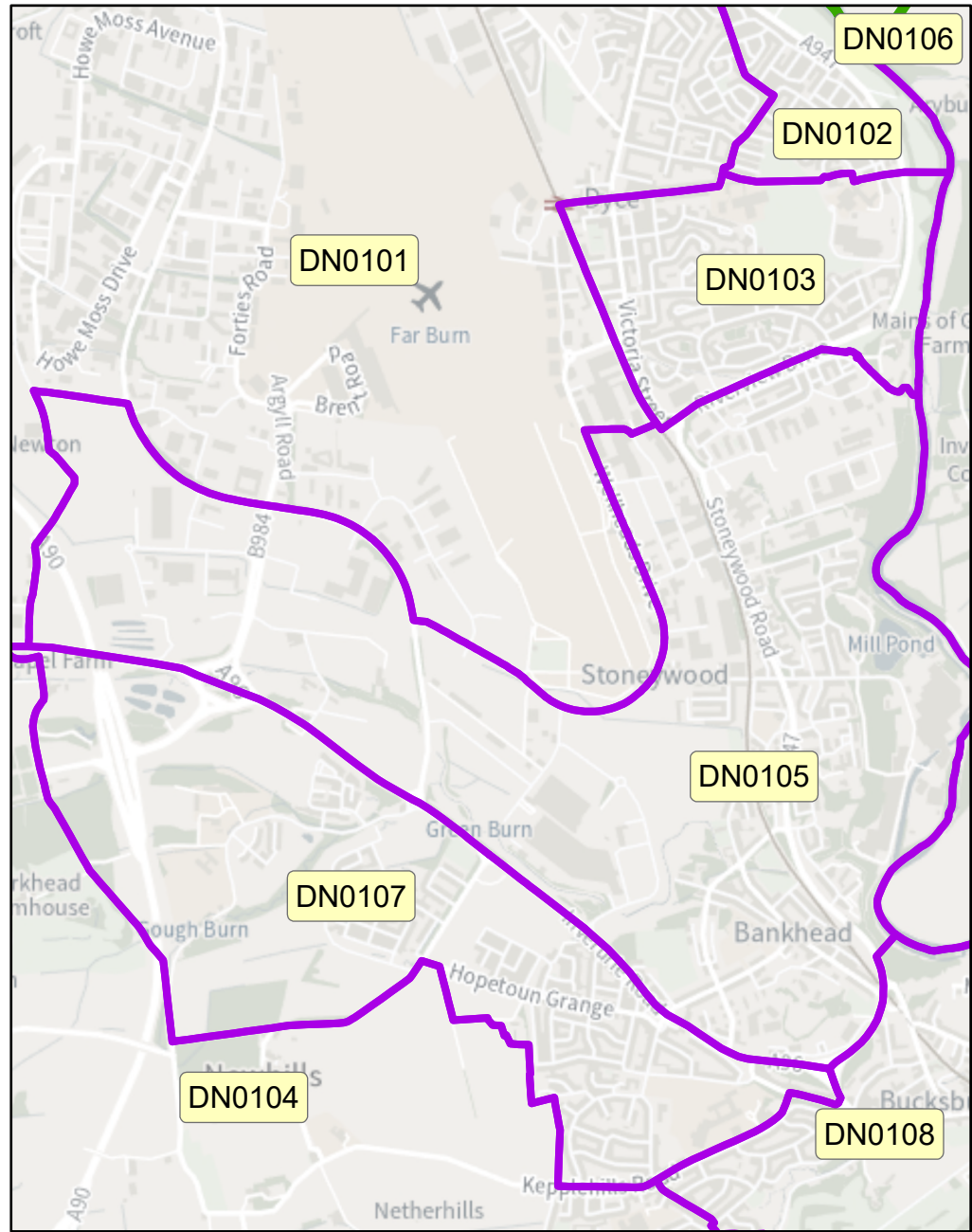
<b>Name</b>	David Gow
<b>Title</b>	Elections Lead
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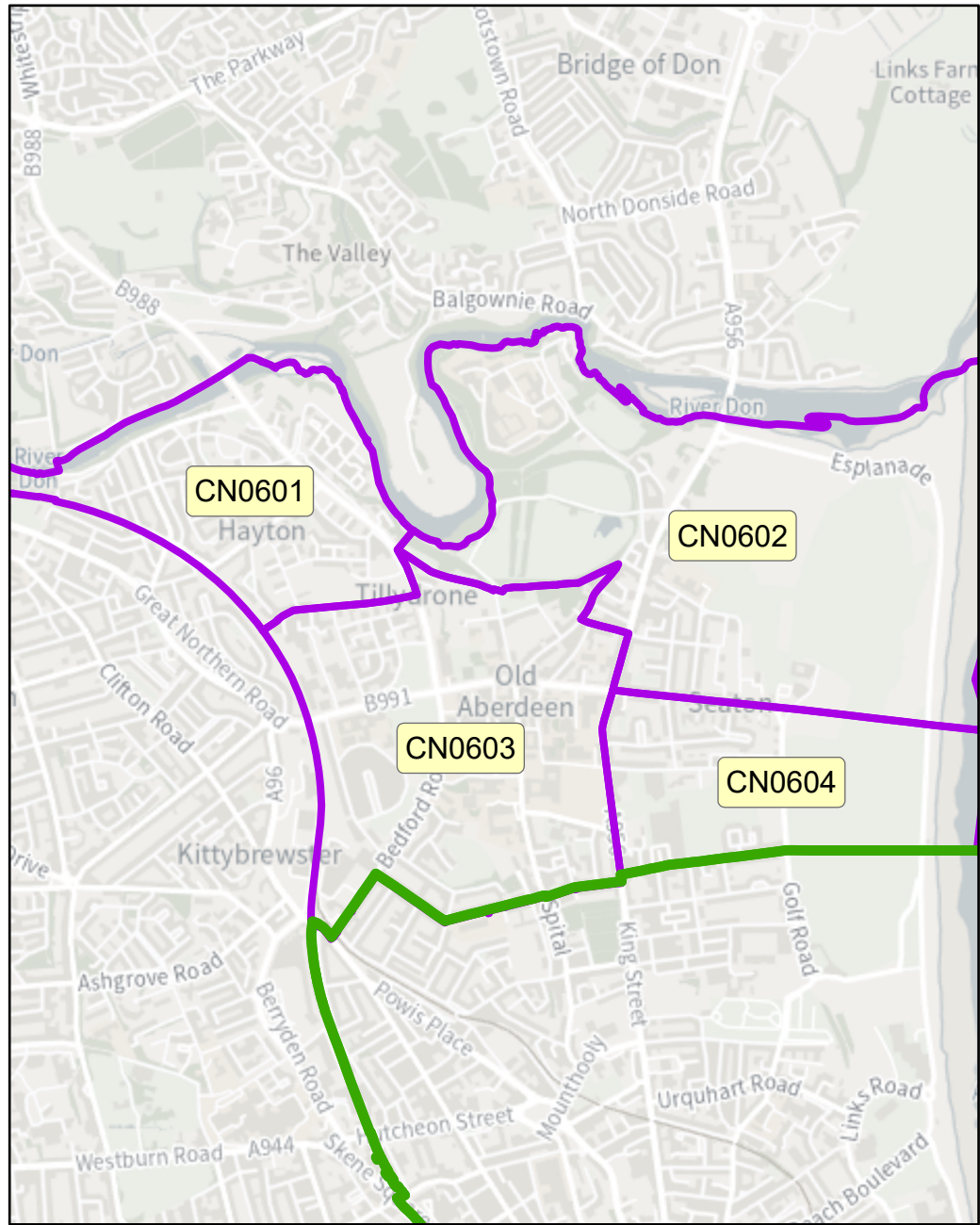
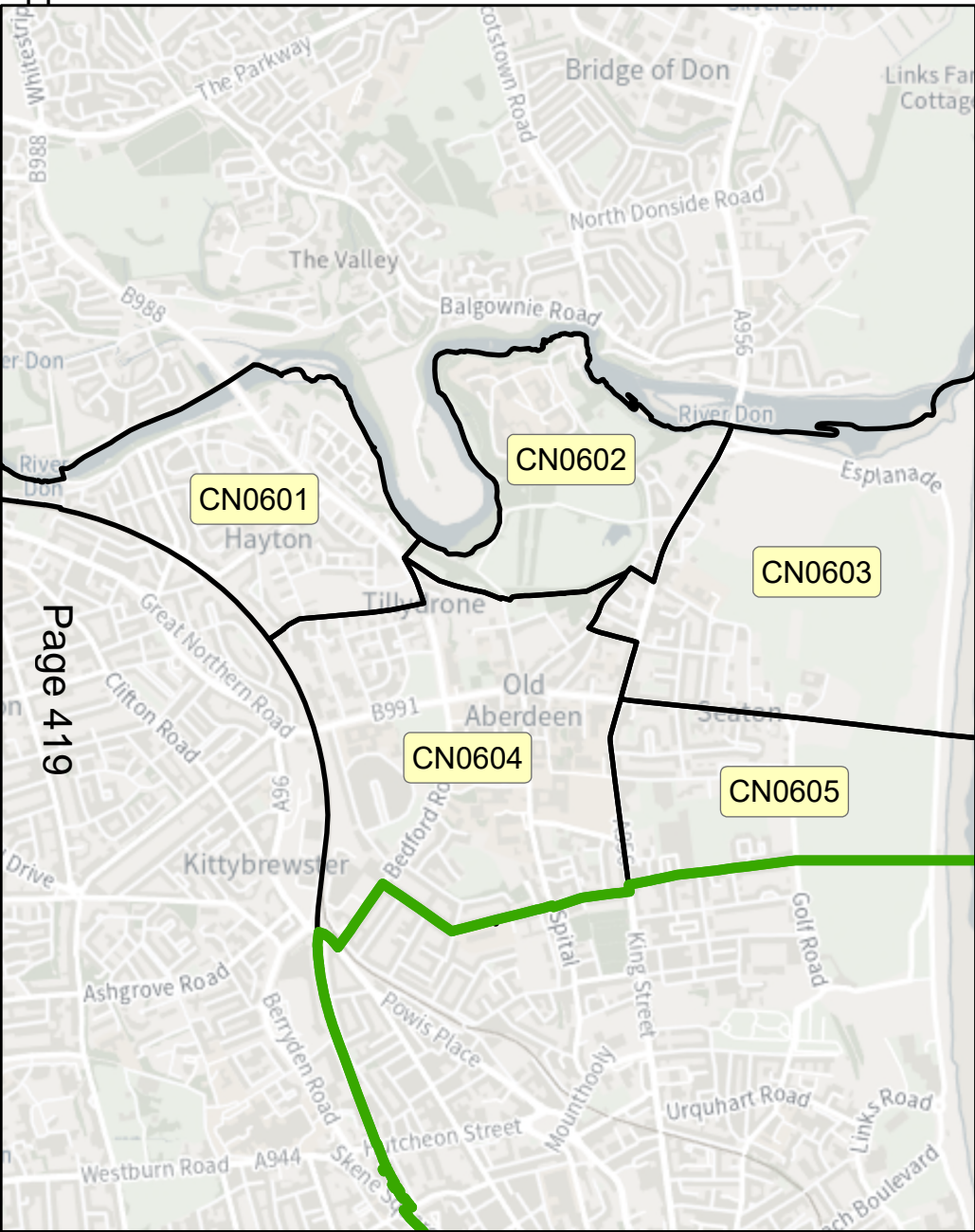


Current Situation



Recommended Changes

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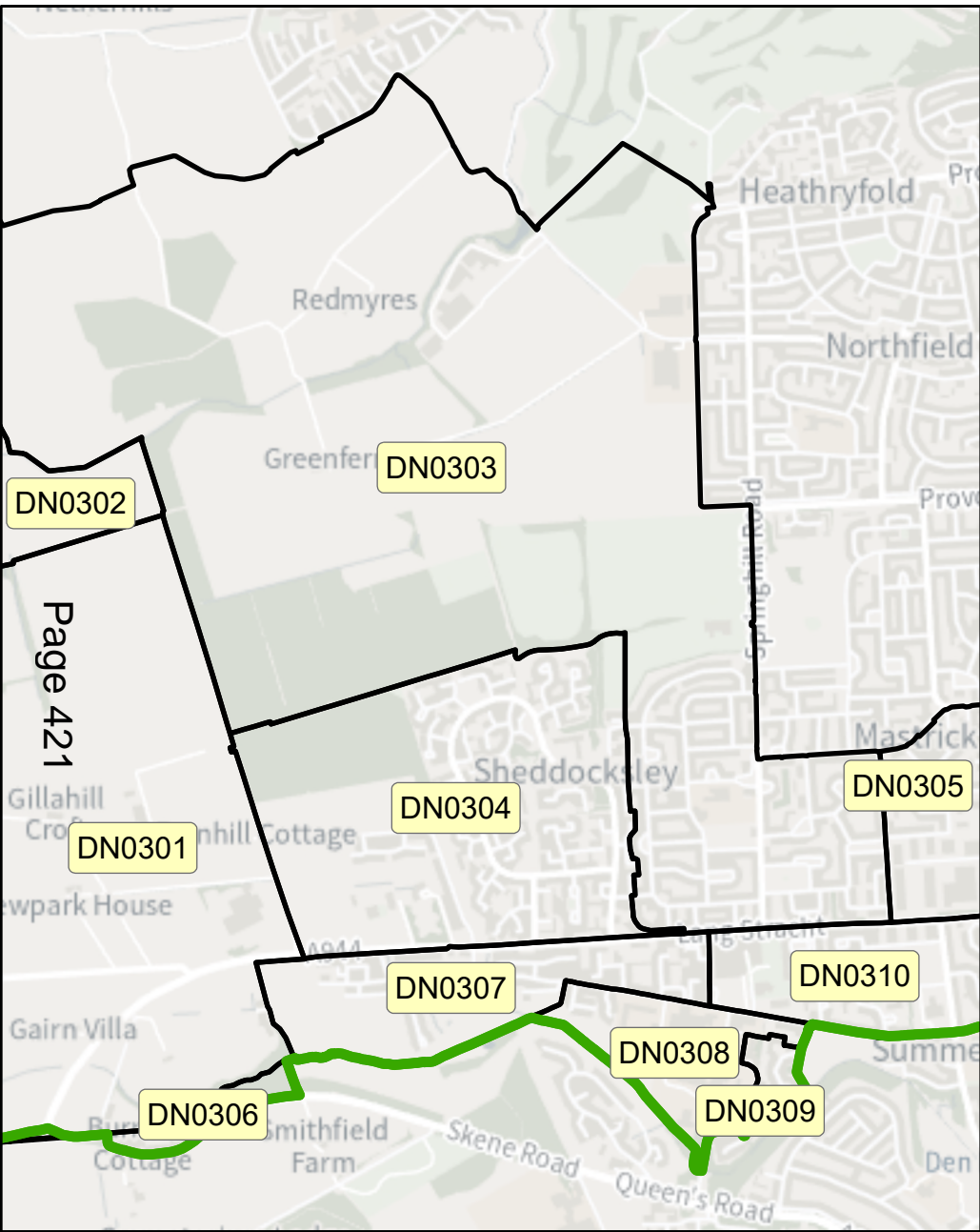


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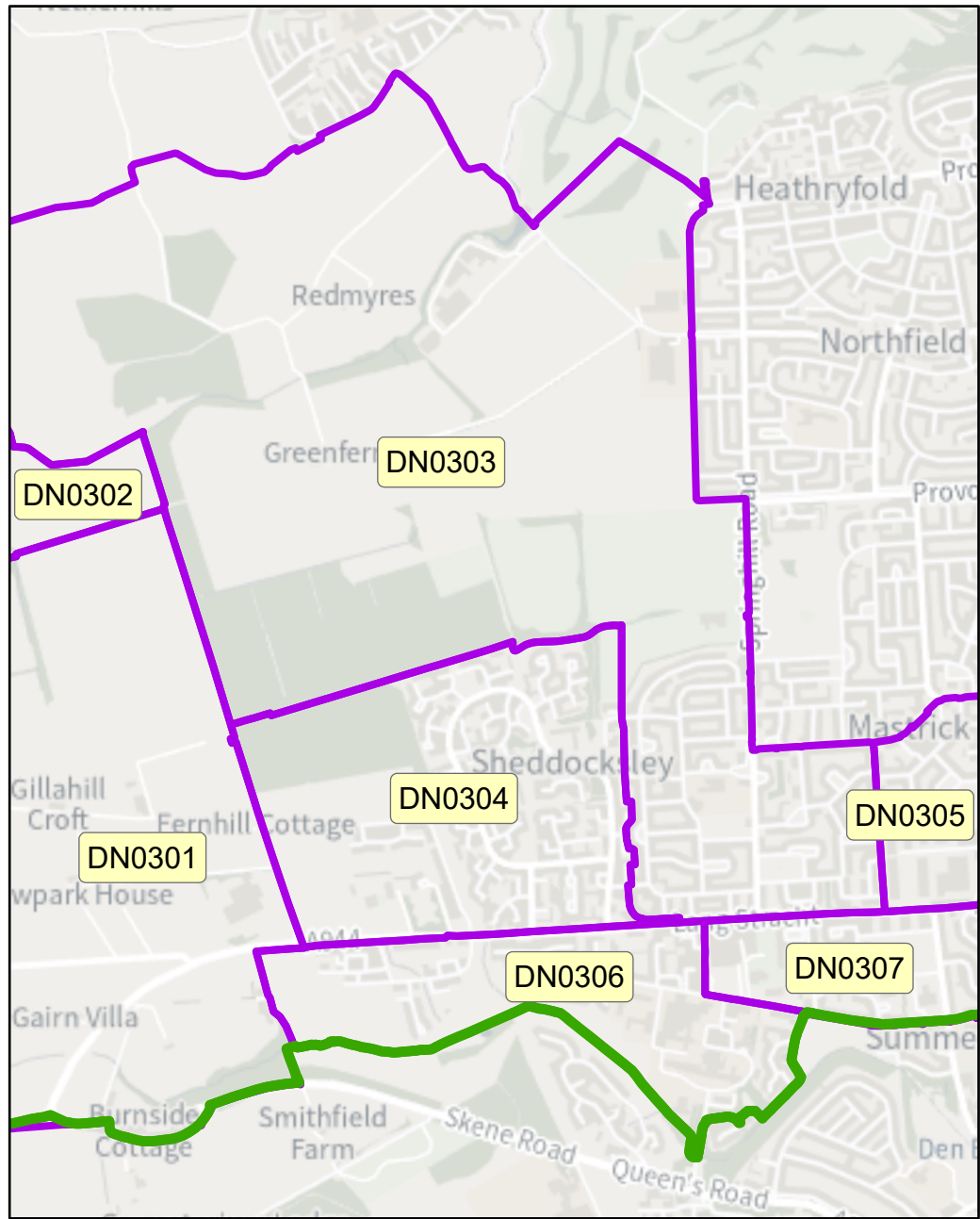
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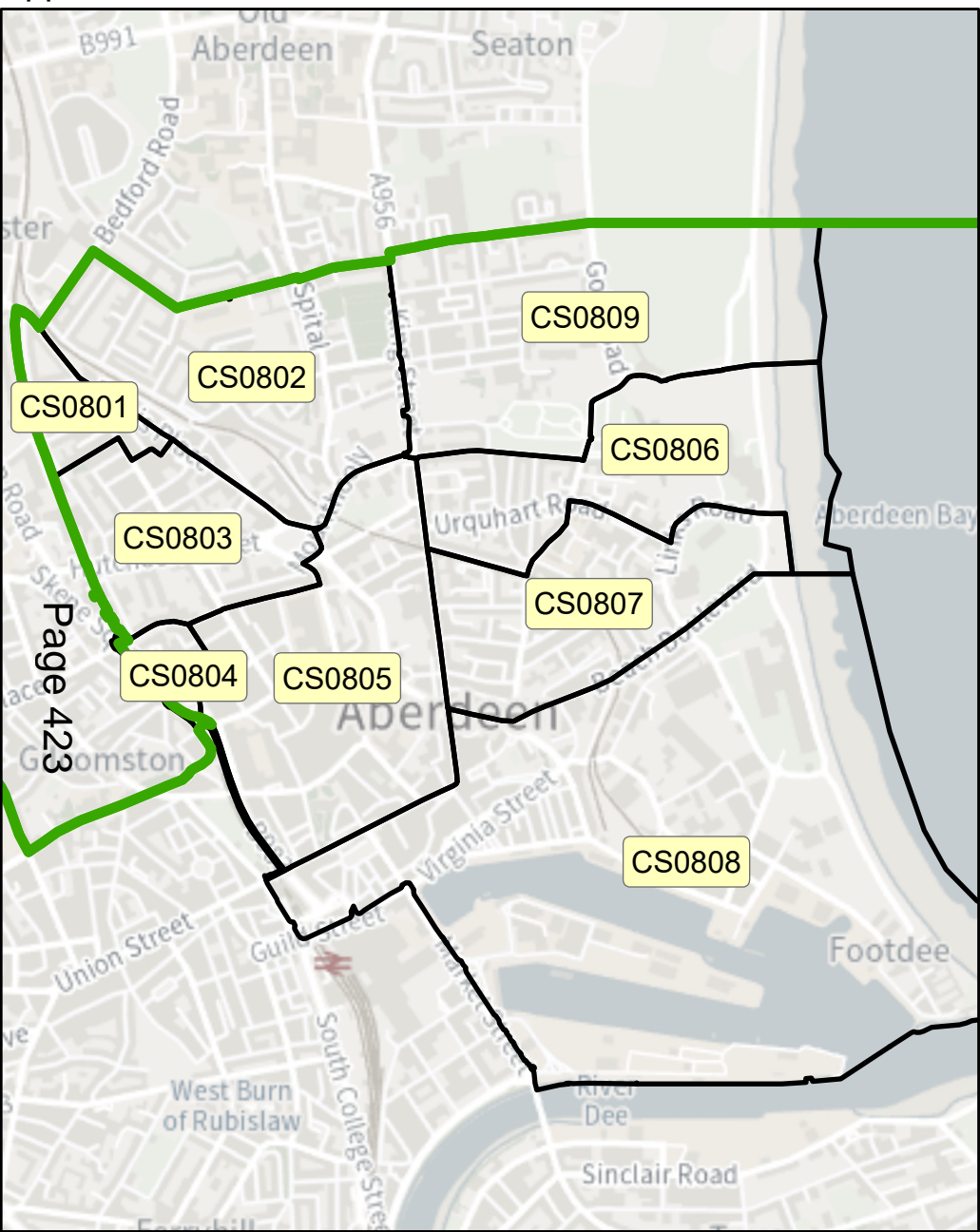


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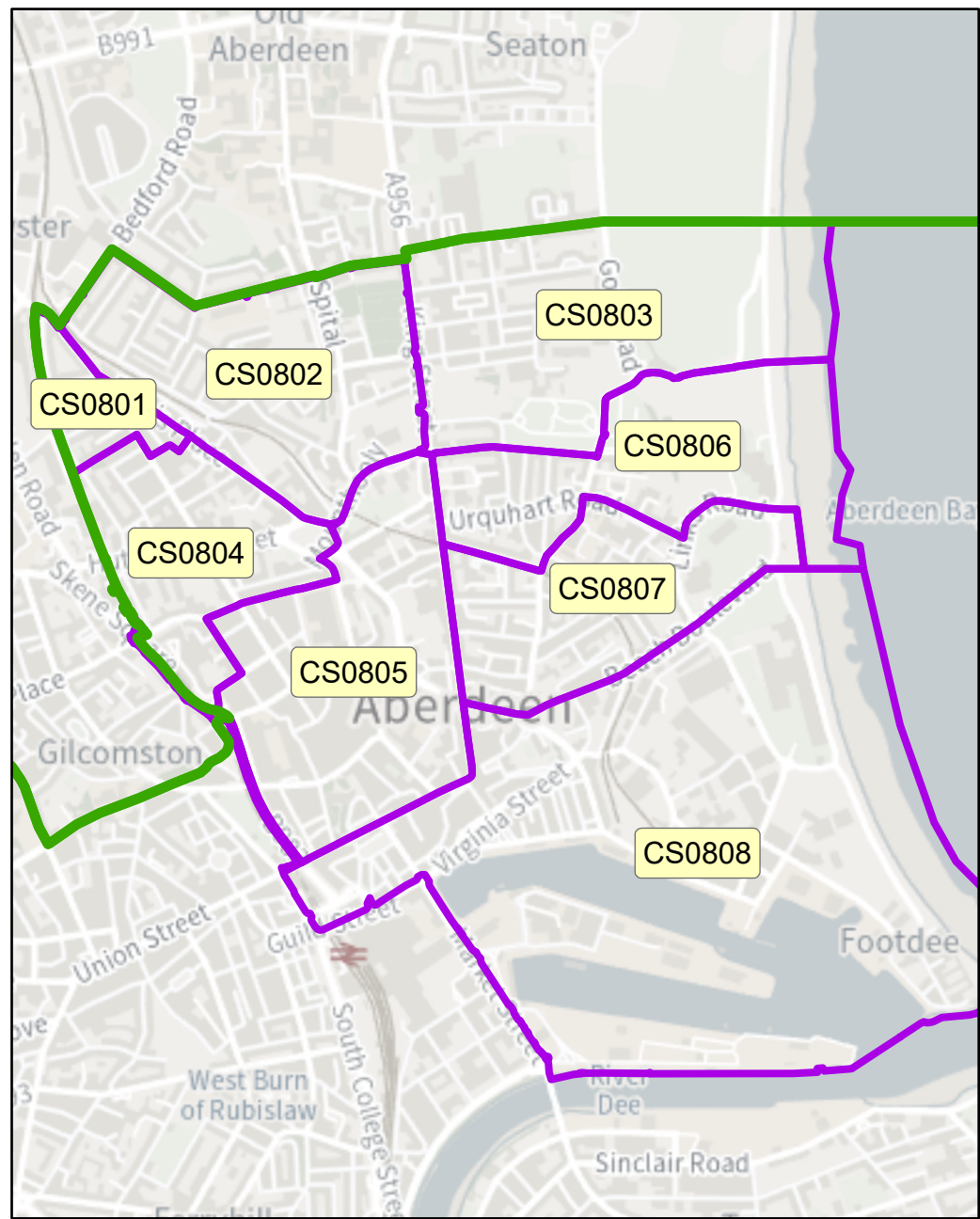
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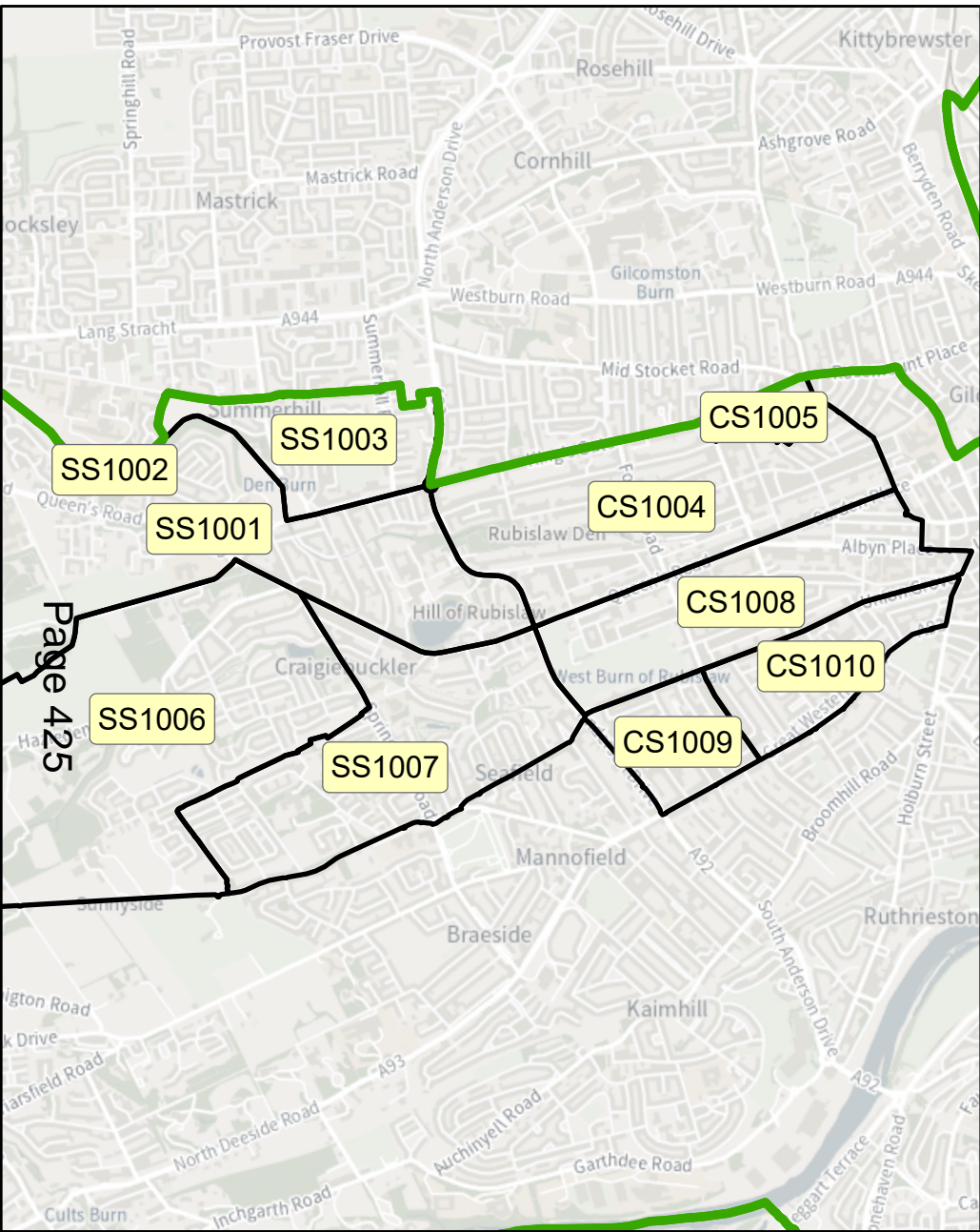
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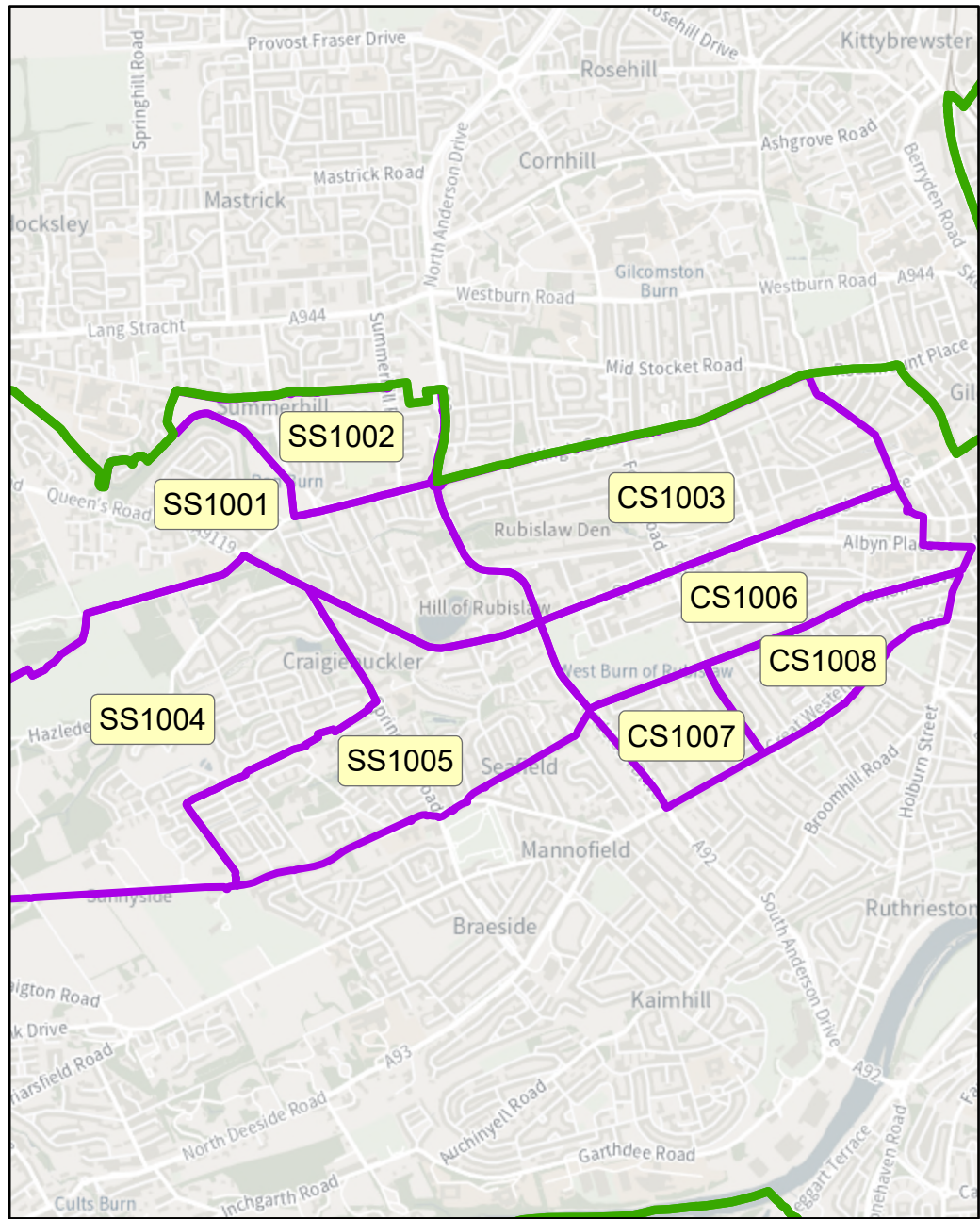
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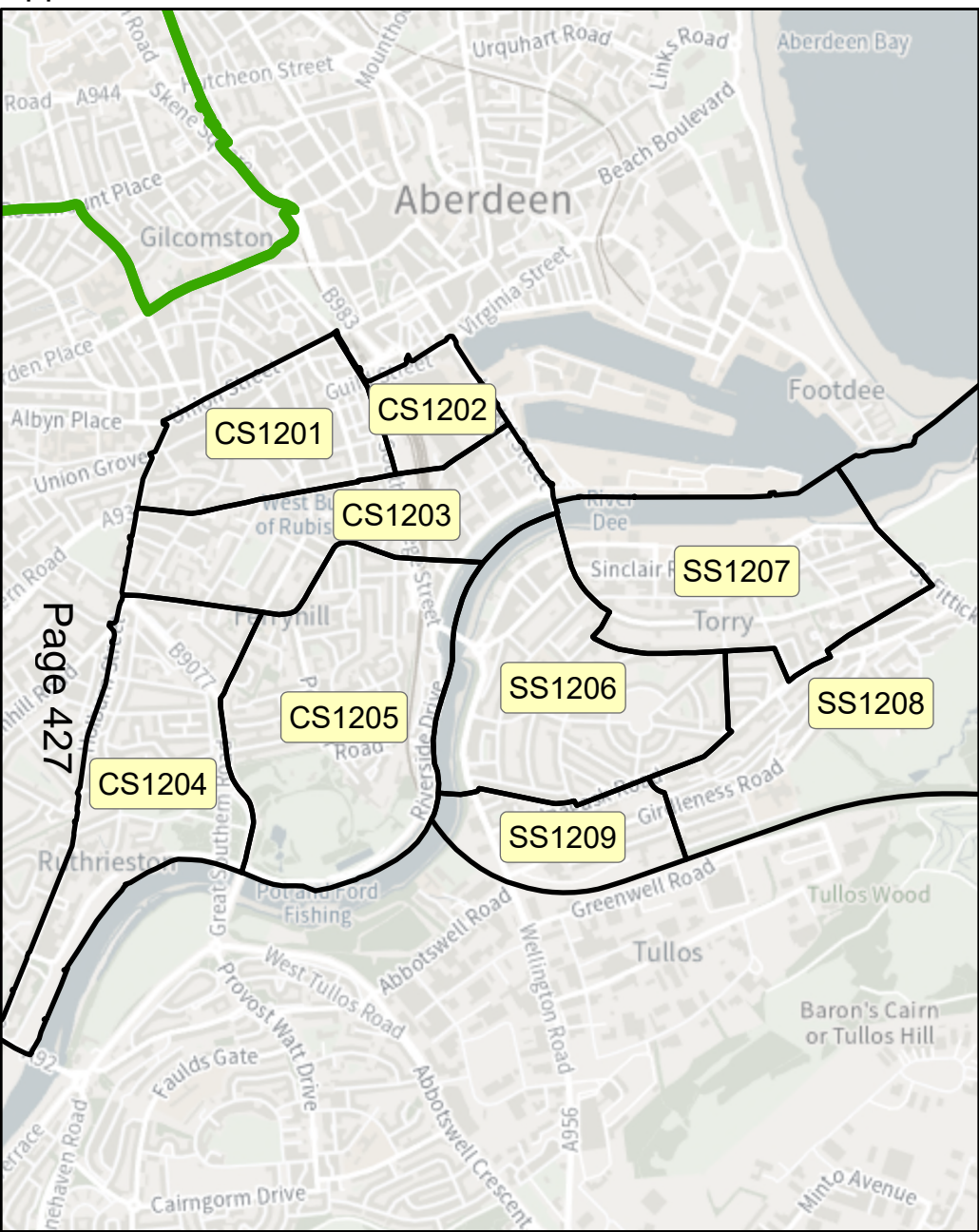
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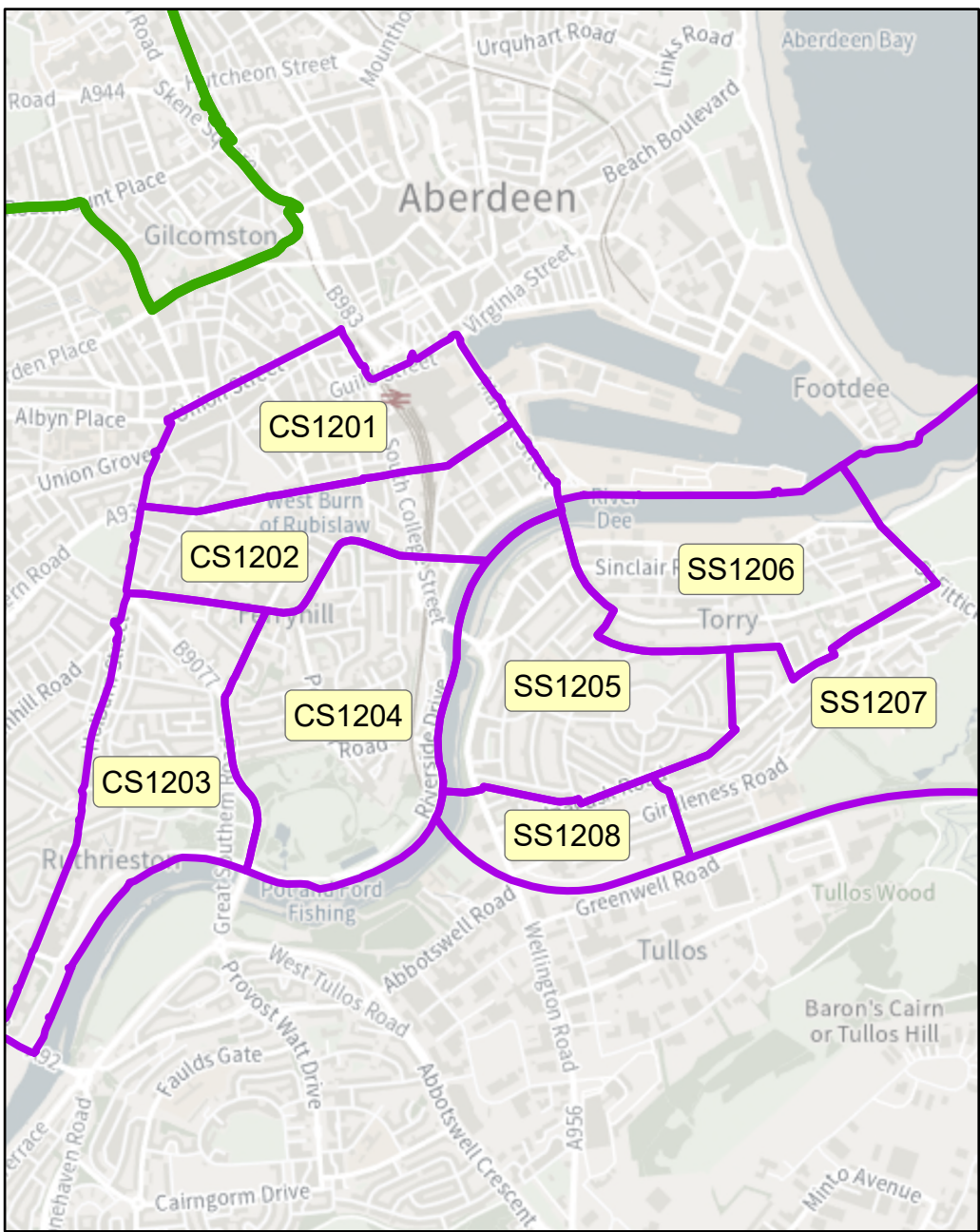
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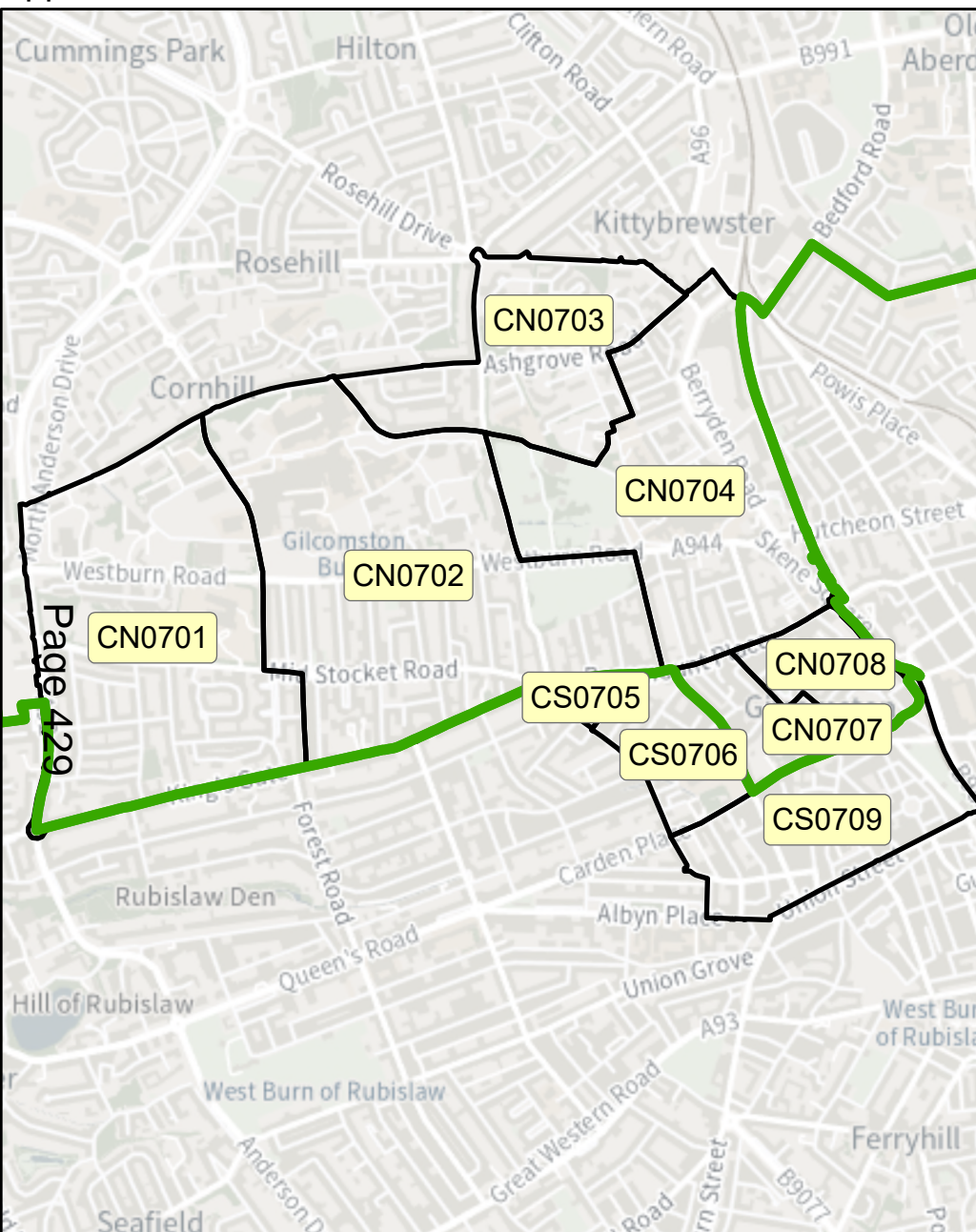


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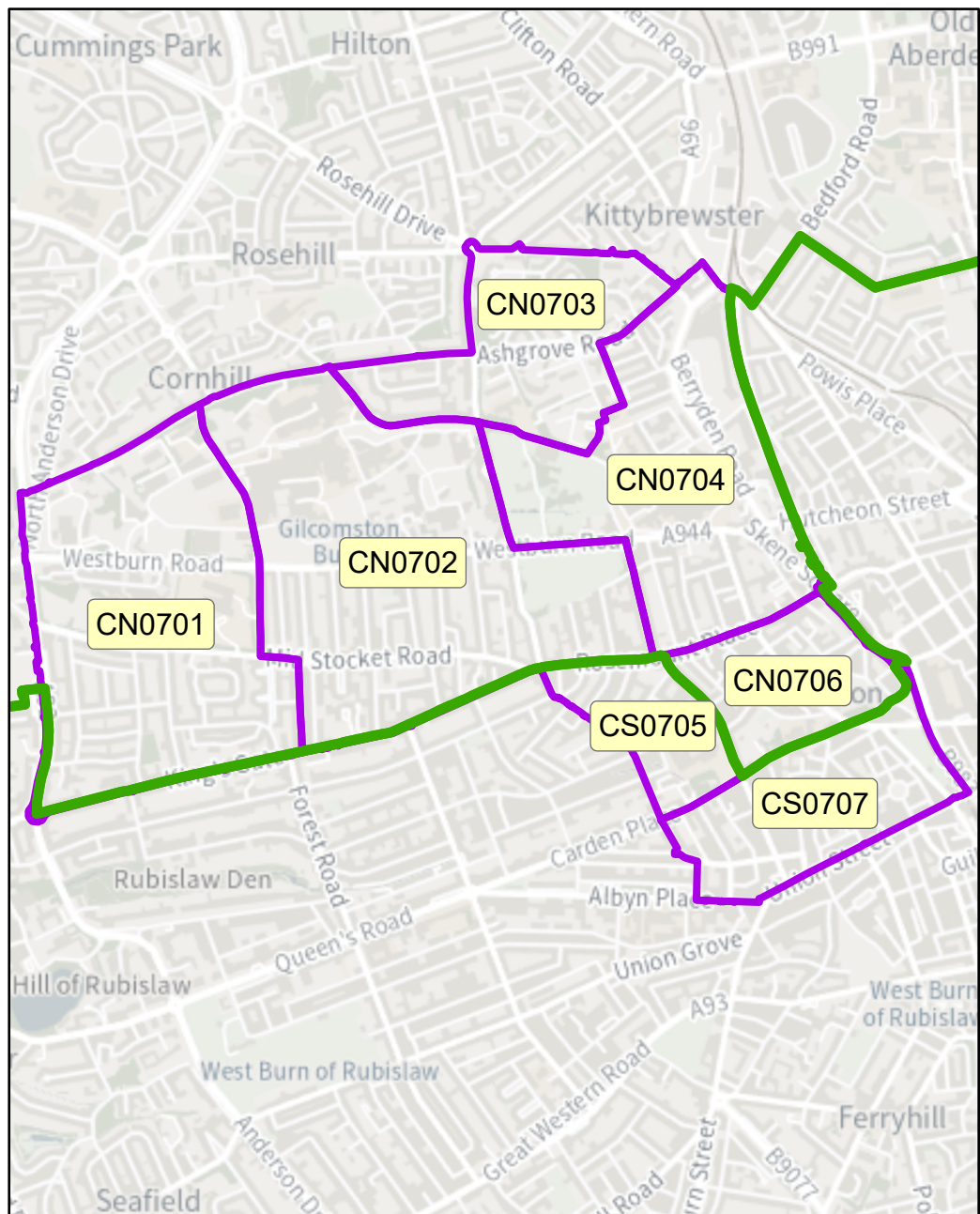


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Current Situation



Recommended Changes

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Polling District Code	Polling District Name	Polling Place	Proposed Future Polling District Code	Proposed Future Polling District Name	Proposed Future Polling Place	Comments
<b>ABERDEEN NORTH</b>						
DN0101	KIRKHILL	DYCE CHURCH HALL				
DN0102	DYCE NORTH	DYCE COMMUNITY CENTRE				
DN0103	DYCE SOUTH	DYCE COMMUNITY CENTRE				
DN0104	NEWHILLS	BEACON SPORTS CENTRE				
DN0105	STONEWOOD	STONEWOOD SCHOOL				Polling district boundary changes
DN0106	DANESTONE NORTH	DANESTONE COMMUNITY CENTRE			DANESTONE CONGREGATIONAL CHURCH	
DN0107	BANKHEAD	BEACON SPORTS CENTRE		BUCKSBURN WEST		Polling district boundary changes + to be renamed Bucksburn West
DN0108	BUCKSBURN	BEACON SPORTS CENTRE		BUCKSBURN EAST		Polling district to be renamed Bucksburn East
DN0109	MUGIEMOSS	DANESTONE COMMUNITY CENTRE			DANESTONE CONGREGATIONAL CHURCH	
DN0110	DANESTONE SOUTH	DANESTONE COMMUNITY CENTRE			DANESTONE CONGREGATIONAL CHURCH	
DN0201	JESMOND	OLDMACHAR CHURCH				
DN0202	MUNDIRNO	BRIDGE OF DON BAPTIST CHURCH				
DN0203	NEWBURGH	GLASHIEBURN SCHOOL			GET ACTIVE @ JESMOND	
DN0204	GREENBRAE	BRIDGE OF DON BAPTIST CHURCH				
DN0205	MIDDLETON	OLDMACHAR CHURCH				
DN0206	PARKWAY NORTH	GLASHIEBURN SCHOOL			GET ACTIVE @ JESMOND	
DN0207	BALGOWNIE	ST COLUMBA'S CHURCH				
DN0208	SILVERBURN	BALGOWNIE COMMUNITY CENTRE				
DN0209	BRIDGE OF DON	BALGOWNIE COMMUNITY CENTRE				
DN0301	KINGSWELLS CENTRAL	KINGSWELLS COMMUNITY CENTRE				Merge DN0301 + DN0306
DN0302	KINGSWELLS NORTH	KINGSWELLS COMMUNITY CENTRE				
DN0303	SHEDDOCKSLEY EAST	KINGSFORD SCHOOL			SHEDDOCKSLEY COMMUNITY CENTRE	
DN0304	SHEDDOCKSLEY WEST	SHEDDOCKSLEY COMMUNITY CENTRE				
DN0305	SUMMERHILL NORTH	ST CLEMENT'S CHURCH				
DN0306	KINGSWELLS SOUTH	KINGSWELLS COMMUNITY CENTRE	DN0301	KINGSWELLS CENTRAL		Merge DN0301 + DN0306
DN0307	WHITEMYRES	SHEDDOCKSLEY BAPTIST CHURCH	DN0306	WOODEND		Merge DN0307 + DN0308 + DN0309
DN0308	WOODEND	SHEDDOCKSLEY BAPTIST CHURCH	DN0306			Merge DN0307 + DN0308 + DN0309
DN0309	DENWOOD	SHEDDOCKSLEY BAPTIST CHURCH	DN0306	WOODEND		Merge DN0307 + DN0308 + DN0309
DN0310	SUMMERHILL CENTRAL	SHEDDOCKSLEY BAPTIST CHURCH	DN0307			
DN0401	SPRINGHILL NORTH	HEATHRYBURN SCHOOL				
DN0402	HEATHRYFOLD	MANOR PARK SCHOOL			MANOR PARK LEARNING CENTRE	
DN0403	MIDDLEFIELD	MANOR PARK SCHOOL			MANOR PARK LEARNING CENTRE	
DN0404	SPRINGHILL SOUTH	NORTHFIELD COMMUNITY CENTRE				
DN0405	BYRON	NORTHFIELD COMMUNITY CENTRE				
DN0406	CUMMINGS PARK	CUMMINGS PARK COMMUNITY CENTRE				
DN0407	MASTRICK WEST	MASTRICK COMMUNITY CENTRE				
DN0408	MASTRICK EAST	QUARRYPHILL SCHOOL			HOLY FAMILY CHURCH, MASTRICK	
DN0501	HILTON WEST	HILTON COMMUNITY CENTRE				
DN0502	HILTON EAST	HILTON COMMUNITY CENTRE				
DN0503	WOODSIDE	WOODSIDE FOUNTAIN CENTRE				
DN0504	HILTON SOUTH	HIGH CHURCH HILTON				
DN0505	ROSEHILL	HIGH CHURCH HILTON				
CN0506	STOCKETHILL	CAIRNCRY COMMUNITY CENTRE				
CN0507	CORNHILL	CAIRNCRY COMMUNITY CENTRE				
CN0508	KITTYBREWSTER	KITTYBREWSTER SCHOOL			HIGH CHURCH HILTON	
CN0601	TILLYDRONE	ST GEORGE'S TILLYDRONE CHURCH				
CN0602	DON	SEATON SCHOOL		SEATON NORTH	SEATON COMMUNITY CHURCH	Merge CN0602 + CN0603
CN0603	SEATON NORTH	SEATON SCHOOL	CN0602		SEATON COMMUNITY CHURCH	Merge CN0602 + CN0603
CN0604	ST MACHAR	ST PETER'S RC SCHOOL	CN0603		POWIS COMMUNITY CENTRE	
CN0605	SEATON SOUTH	ST MARY'S CHURCH	CN0604			
CN0701	RAEDEN	FOUNTAINHALL CHURCH AT THE STOCKET				Polling Place name change - previously MIDSTOCKET PARISH CHURCH
CN0702	MIDSTOCKET	SILVER CITY CHURCH				
CN0703	ASHGROVE	ASHGROVE CHILDREN'S CENTRE				
CN0704	BERRYDEN	SKENE SQUARE SCHOOL			GET ACTIVE @ WESTBURN	
CN0707	GILCOMSTON WEST	SILVER CITY CHURCH	CN0706	GILCOMSTON NORTH		Merge CN0707 + CN0708
CN0708	GILCOMSTON EAST	SILVER CITY CHURCH	CN0706	GILCOMSTON NORTH		Merge CN0707 + CN0708
<b>ABERDEEN SOUTH</b>						
CS0705	MIDSTOCKET SOUTH	SILVER CITY CHURCH		DENBURN		Merge CS0705 + CS0706
CS0706	DENBURN	SILVER CITY CHURCH	CS0705			Merge CS0705 + CS0706
CS0709	GILCOMSTON SOUTH	ST MARY'S CATHEDRAL	CS0707			
CS0801	CALSAYSEAT	CATHERINE STREET COMMUNITY CENTRE				
CS0802	SUNNYBANK	SUNNYBANK SCHOOL				
CS0803	MOUNTHOOLY	CATHERINE STREET COMMUNITY CENTRE	CS0804			Merge CS0803 + CS0804

CS0804	WOOLMANHILL	CATHERINE STREET COMMUNITY CENTRE		MOUNTHOOLY		Merge CS0803 + CS0804
CS0805	ST NICHOLAS	SEAMOUNT COURT-TENANT'S ROOM				
CS0806	PITTDRIE SOUTH	HANOVER COMMUNITY CENTRE				
CS0807	CASTLEHILL NORTH	HANOVER COMMUNITY CENTRE				
CS0808	CASTLEHILL SOUTH	ABERDEEN CITADEL (SALVATION ARMY BUILDING)				
CS0809	PITTDRIE NORTH	ST MARY'S CHURCH	CS0803			
SS0901	PETERCULTER WEST	CULTER VILLAGE HALL				
SS0902	PETERCULTER EAST	PETERCULTER SPORTS CENTRE				
SS0903	MILLTIMBER	MILLTIMBER COMMUNITY HALL				
SS0904	BIELDSIDE	ST DEVENICK'S CHURCH HALL				
SS0905	CULTS WEST	CULTS KIRK CENTRE				
SS0906	CULTS EAST	CULTS KIRK CENTRE				
SS1001	HAZLEHEAD	HAZLEHEAD SCHOOL			HAZLEHEAD LEARNING CENTRE	Merge SS1001 + SS1002
SS1002	CRAIGDEN	HAZLEHEAD SCHOOL	SS1001	HAZLEHEAD	HAZLEHEAD LEARNING CENTRE	Merge SS1001 + SS1002
SS1003	SUMMERHILL SOUTH	FERNIELEA SCHOOL	SS1002		FERNIELEA GOSPEL HALL	
CS1004	RUBISLAW	ST MARY'S EPISCOPAL CHURCH	CS1003			Merge CS1004 + CS1005
CS1005	HAMILTON	ST MARY'S EPISCOPAL CHURCH	CS1003	RUBISLAW		Merge CS1004 + CS1005
SS1006	CRAIGIEBUCKLER	CRAIGIEBUCKLER CHURCH HALL	SS1004			
SS1007	SEAFIELD	AIRYHALL COMMUNITY CENTRE	SS1005			
CS1008	HARLAW	FOUNTAINHALL CHURCH AT THE CROSS	CS1006			Polling Place name change - previously QUEEN'S CROSS PARISH CHURCH
CS1009	CROMWELL	HOLBURN WEST CHURCH	CS1007			
CS1010	ASHLEY	HOLBURN WEST CHURCH	CS1008			
SS1101	BRAESIDE	AIRYHALL COMMUNITY CENTRE				
SS1102	MANNOFIELD	MANNOFIELD CHURCH HALL				
SS1103	BROOMHILL WEST	MANNOFIELD CHURCH HALL				
CS1104	BROOMHILL EAST	BROOMHILL SCHOOL				
SS1105	DEESIDE	ST FRANCIS CHURCH HALL				
SS1106	GARTHDEE	KAIMHILL COMMUNITY CENTRE				
SS1107	KAIMHILL	KAIMHILL COMMUNITY CENTRE				
CS1108	RUTHRIESTON	RUTHRIESTON COMMUNITY CENTRE				
CS1201	BON-ACCORD	FERRYHILL COMMUNITY CENTRE				Merge CS1201 + CS1202
CS1202	PALMERSTON	FERRYHILL COMMUNITY CENTRE	CS1201	BON ACCORD		Merge CS1201 + CS1202
CS1203	FERRYHILL	FERRYHILL COMMUNITY CENTRE	CS1202			
CS1204	GAIRN	SOUTH HOLBURN PARISH CHURCH	CS1203			
CS1205	DUTHIE	FERRYHILL PARISH CHURCH HALL	CS1204			
SS1206	TORRY WEST	TORRY UNITED FREE CHURCH OF SCOTLAND	SS1205			
SS1207	TORRY EAST	OLD TORRY COMMUNITY CENTRE	SS1206			
SS1208	BALNAGASK EAST	TULLOS LEARNING CENTRE	SS1207			
SS1209	BALNAGASK WEST	BALNAGASK COMMUNITY CENTRE	SS1208			
SS1301	ABBOTSWELL	SOUTH ST NICHOLAS CHURCH				Closing August 2024
SS1302	KINCORTH	KINCORTH COMMUNITY CENTRE				
SS1303	TULLOS	ALTENS COMMUNITY CENTRE				
SS1304	CRAIGHILL	SOUTH ST NICHOLAS CHURCH				Closing August 2024
SS1305	NIGG	KINCORTH COMMUNITY CENTRE				
SS1306	LOIRSTON	LOIRSTON ANNEXE COMMUNITY CENTRE				
SS1307	COVE	COVE LIBRARY				

Yellow = Immediate changes

Purple = Changes following the next UK Parliamentary General Election

For full details, including recommended polling district boundary changes, please see the accompanying report and maps.



## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Council
<b>DATE</b>	7 February 2024
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Beachfront Shoreline Regeneration (Phase C)– Outline Business Case Update
<b>REPORT NUMBER</b>	COM/24/037
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Craig Innes
<b>REPORT AUTHOR</b>	Craig Innes
<b>TERMS OF REFERENCE</b>	21

### 1. PURPOSE OF REPORT

- 1.1. This report provides Members with an overview of the prepared Beachfront Shoreline Regeneration (Phase C) Outline Business Case (OBC).

### 2. RECOMMENDATIONS

- 2.1. Note the update from the Chief Officer – Commercial & Procurement on progress of the Shoreline Regeneration (Phase C) Outline Business Case (OBC).
- 2.2. Refer all projects relating to the Beachfront Shoreline Regeneration (Phase C) to the capital planning and budget process for future years’ delivery and;
- 2.3. Subject to the outcome of the budget process, instruct the Chief Officer – Commercial & Procurement to progress the Beachfront Shoreline Regeneration (Phase C) work to the completion of a Full Business Case (FBC) to Council, reporting back to the October 2025 Committee (on the short-medium interventions) and June 2026 Committee (on the medium-long interventions).

### 3. CURRENT SITUATION

#### **Beachfront Shoreline Regeneration (Phase C)**

- 3.1. Officers were instructed at the Council meeting on 14<sup>th</sup> December 2022 to progress work on an Outline Business Case for the Beachfront Shoreline Regeneration which forms part of the next stage of the City Centre and Beach Masterplan.
- 3.2. This vision of the Masterplan brings together aspirations from a number of publications including from the Local Outcome Improvement Plan, which aim towards the ambition that “all people can prosper”.

- 3.3. The development of this Shoreline Regeneration is necessary to complete the vision of providing a world class destination to revitalise the Beachfront and reconnect it to the City Centre - and again be known as the 'Silver City by the Sea'.
- 3.4. This integral part of the City Centre and Beach Masterplan brings the beachfront plan together and provides the benefit of preservation of the coastline frontage therefore delivering long-term protection for this most important of community assets. Achieving integration between wider beachfront investments and future coastal management and defence measures crucial to ensure a coherent solution to the City Coastline.
- 3.5. The Beachfront Shoreline Regeneration Strategic Outline Case (SOC) approved by Council on 26<sup>th</sup> April 2023 identified key elements which should be taken forward in the preparation of an Outline Business Case. The elements included: (refer to Figure 1 within the Appendix B)
1. Esplanade,
  2. Boardwalk (Pier)
  3. Beachfront Interface,
  4. Satellite Facilities,
  5. Beach Village, Pavilion & Slipway, and
  6. Footdee Club House
- 3.6. The Beachfront Shoreline Regeneration Outline Business Case has been developed in the interim period and is included under Appendix A. The Outline Business Case has considered these initial elements identified within the Strategic Outline Case, with the following interventions proposed to enhance the Beachfront as part of the wider Beachfront Development Framework.
- Esplanade (North) & Esplanade (South) (short-medium intervention): This interface will provide a much-improved visual connection between the park and the sea through public realm improvements to existing land, road & footways including 'street furniture'. All of this will improve access to and enjoyment of the beach encouraging increased activity and the improved wellbeing of residents and visitors. Along with improved active travel opportunities to the area, and a more attractive and accessible means of reaching the beach area this will satisfy the strategic objectives set-out in the Outline Business Case of providing a people-focussed environment which will be inclusive for all, creating a real community asset and bringing the 'Wow' factor back to the Beachfront.
  - Boardwalk (medium-long intervention): Both of the Boardwalk options extend from the Esplanade and project beyond the sea wall and over the beach, with access points to the new pedestrian spine (Beach Boulevard) and the proposed new Beach Ballroom entrance. This feature will provide a standout focal point with views to the sea and will be a major element in delivering the

transformational new waterfront destination, increasing use and consequential economic activity, by creating a unique and attractive destination.

- Beachfront Interface (medium-long intervention): This will reprofile the existing access points from esplanade to beach level, building over the existing lower sea wall through a series of ramps and steps, making the beach accessible to all. Providing improved and safer access/egress to the beach area and its surroundings, providing a people-focussed environment which will be inclusive for all users.
- Satellite Facilities (short-medium intervention): A variety of modern enhanced Satellite Facilities located at key points along the length of the Esplanade will provide toilets, changing, shower and storage facilities for all beach and water users, all for the purposes of improving access to and activity on the beach. Promoting more individuals and organisations to capitalise on the beach and its surrounding assets by increasing the participation in activities will provide a benefit to the wellbeing and health of the users.
- Beach Village (short-medium intervention): A multi-functional external space with associated access with toilets, changing, showers, campervan electrical charging amenities, accessed via a realigned Accommodation Road. The beach village will provide facilities for beach and water users and provide a platform for one off events. This will provide enhanced and modern infrastructure and enablers to promote greater activity and footfall with a potential economic return.
- Footdee Community Club House (short-medium intervention): A community asset which could provide excellent amenities, centred around enhanced education and awareness on safe water usage, with opportunities for an elevated observation deck at the most accessed part of the water and local community facilities for both residents and water users including Surf Club, Wild Swimmers and Surf Life Saving Club.
- ‘Safer swimming facility’ (medium-long intervention): in addition to the 6 elements identified in the SOC, an engineering arrangement to alter existing groynes and ‘fish tails’ to provide a safer opportunity for open water swimming located centrally to the beachfront masterplan zone and boardwalk has been incorporated. This has the potential to contribute to long term coastal protection with a focus on wellbeing and active health and would complement the boardwalk as an attractive feature at the centre of the beachfront. This will likely provide increased footfall from both within and out with the region.
- The Boardwalk, safer swimmer zone, beach interface and the esplanade work in particular could have the added financial benefit of reducing the ongoing

erosion and maintenance of the access and coastline in this heavily used beach location, whilst protecting the natural and bio-diverse environment for future generations.

These proposed interventions are illustrated in Appendix B.

- 3.7. The original proposed Pavilion and Slipway adjacent to the Beach Village have been considered as part of the Outline Business Case evaluation and studies. Having considered the viability and demand, these interventions no longer form part of this Phase. The existing beach slip provides sufficient access to the Beachfront below the Esplanade, whilst the need for a second Pavilion to the north of the beach has not been demonstrated.
- 3.8. A people-focussed approach has been adopted in creating an environment that will be inclusive for all, creating a community centred asset and bringing the 'Wow' factor back to the Beachfront through the delivery of intervention solutions providing a supporting infrastructure for increased and more diverse beach and open water users.
- 3.9. The Boardwalk central mast structure would incorporate the 'light of the north' feature at its most easterly and highest point, increasing the Beachfront visibility during the day and at night. Importantly creating a landmark focal point for the beach which will be visible on the journey from the Beach to the city Centre.
- 3.10. The Beachfront interventions collectively create a transformational destination which will attract visitors and residents of the area.
- 3.11. The satellite facilities will provide enabling infrastructure to the beach and water users, enhancing the beach as a destination to promote health and wellbeing activities. The facilities developed through engagement with the local community groups, with the ability to support competitions and events at the Beachfront, whilst having the opportunity to incorporate commercial outlets and storage space for local community groups.
- 3.12. The Beach Village will support the Beachfront through the provision of controlled short-stay overnight campervan parking and adjacent serviced amenities attractive to visitors, beach and water users. A continuation of the enhancement of the Beachfront as a destination.
- 3.13. Due to the interdependency of the Beach Masterplans package of investments the figures for the economic impact appraisal undertaken by external advisers, relate to the full Masterplan including the public realm, boardwalk, redevelopment of the Beach Ballroom and the Leisure and Ice Arena.
- 3.14. The modelling using the Option A Boardwalk, which provides a larger and more iconic feature as a centrepiece for the Beach Masterplan, found that the beachfront masterplan developments together would generate £597 million (Present Value) of additional gross value to the Aberdeen economy over a 30-year appraisal period.

- 3.15. The modelling using the Option B Boardwalk, which provides a smaller feature as a centrepiece for the Beach Masterplan, found that the beachfront masterplan developments together would generate £498 million (Present Value) of additional gross value to the Aberdeen economy over a 30-year appraisal period.
- 3.16. Significant active travel and visitor spend benefits of the Beach Masterplan inform this study with total footfall assumed to increase to 1 million post investment.

### **Masterplan Linkages**

- 3.17. In providing this Shoreline Regeneration Phase, enhancing the Beachfront as a major destination to visit, there were several key linkages considered whilst developing this Outline Business Case between this project and work underway within the City Centre and Beach Masterplan and the Beachfront Development Framework.
- 3.18. The Shoreline Regeneration Phase brief has been developed as part of the Outline Business Case to enrich and enhance the offering at the Beachfront, with complementary interventions to further encourage visitors and tourism.
- 3.19. The remodelled Beachfront Interface links directly into Public Realm work for Phase A and Phase B, which will provide a seamless extension from these earlier phases down to the beach level. This phase provides the essential connectivity for the linkage between the beach, wider masterplan, Beach Ballroom and other existing facilities.
- 3.20. The Boardwalk has been developed to align with the main Pedestrian Spine and Beach Boulevard routes from the City to the sea (through the masterplan event parks), whilst creating a direct axis towards the Beach Ballroom. The Boardwalk will increase the wider long-distance visibility of the Beachfront through the structural scale and proposed 'light of the north' feature, further amplifying the destination.

### **Coastal Management Defence Integration**

- 3.21. The Shoreline Regeneration interventions have discussed and will be developed in conjunction with the Council Structures, Flooding and Coastal (SFC) team to ensure that the proposals look to enhance the existing coastal management provisions within the core Beachfront area. The Boardwalk, Beach Interface and Safer Swimming Zone will look to enhance the coastal measures within this zone.
- 3.22. The Council Structures, Flooding and Coastal team have previously engaged with a specialist coastline and engineering consultancy company, where their most recent reports have highlighted the need to consider future coastal

management works. This combined with recent deterioration of the existing coastal defence conditions, has highlighted the importance of a joint approach to the protection of the City Coastline.

- 3.23. The Safer Swimming Zone construction will form the first part of the outer coastal defence to the concentrated central Beachfront masterplan zone. The Swimming Zone enhancing the existing sea groynes by the introduction of concrete revetment structures walls to provide a contained swimming environment.
- 3.24. As part of the Safer Swimming Zone and central Beachfront elements the proposals will introduce new 'artificial reefs' to encourage biodiversity and marine ecology by introducing large rock and concrete elements to emulate rock pools and reef structures. These new features will be located adjacent to the existing rock armour.
- 3.25. The Boardwalk feature will project out over the sea defence wall and sand beach beneath, the predominant structural support elements have been developed to sit behind the sea defence wall and concealed beneath the Beachfront Esplanade and Interface section, minimising the impact of beach users and potential changes to the water and sand movements.
- 3.26. The new Beach Interface section and Boardwalk will incorporate the reconstruction of the existing coastal defence wall along this section of the coastline to accommodate the construction works. The new defence wall section will form the first steps in addressing the sea defences along this stretch of the Beachfront and provide a catalyst for the long-term coastal management. The wall defences will be developed to align with the long-term future coastal management defence strategy.
- 3.27. The Structure, Flooding and Coastal Engineering team undertake regular inspections, repairs and maintenance to the existing sea defences and an overall strategic review of the coastal management is ongoing which will consider the coastal management options. The outcomes of any ongoing commissioned studies will be coordinated as part of this phases long term interventions to develop a joint solution to the Beachfront coastline defences.

### **Community Involvement and Engagement**

A detailed stakeholder and consultation plan covering this specific phase has been implemented, with a good level of participation and engagement throughout. The engagement has continued with members of the Aberdeen Water Safety Group (AWSG). The AWSG is formed of key groups including the Royal National Lifeboat Institution (RNLI), HM Coastguard, Royal Life Saving Society UK, Scottish Fire & Rescue Service, Police Scotland, Aberdeen Surf Life Saving Club (ASLSC) and Sport Aberdeen.

- 3.28. The Shoreline Regeneration Phase has involved several of the local community groups including Free Swim Aberdeen (Wild Swimming), Granite City Surf Club, Scot Surf and Aberdeen Surf Life Saving Club. The sessions have been in the

form of open workshops, meetings and included a walk the full length of the esplanade.

- 3.29. The Outline Business Case stakeholder engagement built on the initial extensive engagement undertaken through 2022 and early parts of 2023, with discussions focusing on the:
- operational usage of the existing Beachfront,
  - open water participation and support facility needs,
  - community clubhouse approach and brief requirements,
- 3.30. The Community Clubhouse concept design has been developed through regular engagement sessions with the local water groups. The Clubhouse designed to provide a combination of water user supporting facilities, storage space and multi-functional accommodation for flexible community activities. The Clubhouse providing the platform to increase footfall to the beach and sea, whilst providing the opportunity to consider wider water use events and competition to the region.
- 3.31. The Satellite Facilities have been designed for flexibility to accommodate the evolving needs of the water activities, public use patterns and visitors. The location and extents of these facilities has developed through dialogue with the local water users to define the provisions, locations along the esplanade and scale, with the focus on providing facilities adjacent to the main water and beach uses.
- 3.32. Council Planning Officers have been consulted on each of the proposed elements to establish an understanding of the application processes and anticipated timelines. This has been accompanied by engagement with EnviroCentre on the Environmental Impact Assessment deliverables and Marine Scotland on the extent of Marine Licences that would be required for the interventions or temporarily during the construction stage. This dialogue is reflected within the preparation of the Outline Business Case.
- 3.33. The Beach businesses were visited in summer 2023 offering a general masterplan update and incorporating an overview of the Shoreline Regeneration. Where businesses have registered to be kept informed of progress, the team has been back in touch as this phase develops.
- 3.34. The team updated the Community Council Forum in October 2023 with members of Pittodrie and Castlehill Community Council attending. Dates are being co-ordinated to provide further updates to the Forum, the Community Council and the Footdee Community before the first week in February.
- 3.35. Early engagement with Children and Young People (CYP) around the Beachfront Development Framework was primarily focussed on Phase A and the concept of play. Key themes of fun, sport, adventure and colour fed directly in the development of the Phase A proposals however other elements such as 'clean, green and safe', accessibility to the beach, areas for reflection and imagination have flowed naturally into the proposals for Phase C.

- 3.36. Many Children and Young People said they had been restricted in coming to the Beach as there is currently too much traffic. The more inclusive scheme proposed will improve pedestrian access and cycleways. This was reinforced through wide consultation with the young ASN community in summer 2023 when elements such as wheelchair access to the beach, suitable and sufficient changing and toilet facilities and sea view disabled parking were all highlighted as issues by young people and their carers and families. These elements are all considered within the Phase C proposals.'
- 3.37. Specific activities are currently being developed to build on the extensive engagement to date with Children and Young People (CYP) to ensure these conversations both widen and deepen around all elements of the City Centre and Beach Masterplan. An online tool on 'the journey so far' and how CYP have influenced the process, as well as allowing interactive involvement by individuals and classes as part of school-specific pages. The platform being developed is Thinglink, which is an interactive, map-based resource which local schools are already familiar with.

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

- 4.1. The Council Budget meeting on 10 March 2021 outlined a funding commitment totalling £150M from the General Fund Capital Programme over financial years 2021/22 to 2025/26 to ensure the Council transforms the City Centre and the Beach area. The funding included in the current Capital Programme is fully committed and no additional projects can be undertaken without additional funding being added to the General Fund Capital programme.
- 4.2 Estimated costs to take all of the six identified projects to Full Outline Business is £7M. This will require to be factored into the future years capital planning budget. These costs are indicative current estimates which are likely to change if and when technical design proceeds pending the outcome of the budget and capital programming processes.
- 4.3 The undernoted provides a summary overview of the project work required to reach full business case to put cost estimations in perspective:

##### **Short to Medium Interventions**

- Complete the RIBA Stage 2 Report – target April 2024.
- Detailed survey works to be undertaken – including Ground Investigation works around the Clubhouse (piled foundation anticipated due to ground conditions).
- Statutory Planning Application processes to be complete.
- Community engagement and consultation on the proposals and management.



- Design development to meet the demands of the marine environment.
- Developed technical design and market testing.

### **Medium to Long Interventions**

- Complete the RIBA Stage 2 Report.
- Undertaking of several detailed survey works – many which are marine related which take forward the required planning involved.
- Development of the Detailed Design – robust set of proposal required for the application process.
- Major Planning Application (longer timeline) to be submitted, with associated community engagement to be complete.
- Environmental Impact Assessment (EIA) – screening report, EIA scoping and preparation of the EIA will take 12-18 months.
- Marine Licence – minimum 18 months process, with the EIA a key component of the application process.
- Developed technical design and market testing

4.4 The Council has previously been successful in obtaining funding through the Levelling up Fund for the City Vision. Examples of other funding options that may be considered are the Place Based Investment Programme Fund, Regeneration Capital Grant Fund, Just Transition Fund, Shared Prosperity Fund, Green Growth Accelerator Fund.

4.5 Opportunities for commercial support through naming rights, sponsorship and other supported investments will be sought as part of the process of identifying preferred options during the Full Business Case process.

## **5. LEGAL IMPLICATIONS**

5.1. The Beachfront Shoreline Regeneration OBC has considered the planning applications in conjunction with the Beachfront Development Framework and any wider statutory application requirements. The proposed interventions have been considered individually in their own right with the requirement extents outlined within the OBC.

5.2. The Council has commenced an extensive title examination of areas covered within the Beach Masterplan to determine if there are any ownership, third-

party right, and/or Common Good Land issues affecting the review site. No material issues have been identified to date as part of this process.

- 5.3. As each project proposal progresses, they will be examined and managed within the professional scope of property / conveyancing industry accepted standards, ensuring all due diligence exercises and pre-contract enquiries are complete and satisfactory.

**6. ENVIRONMENTAL IMPLICATIONS**

- 6.1. The Shoreline Regeneration Phase energy strategy is aligned with Aberdeen City Council Climate Change Plan 2021-25, founded on delivering a sustainable asset and service models supporting our transition to Net Zero. The Plan sets out the approach, pathways, and actions towards delivering net zero and climate resilient Council assets by 2045. The strategy will seek to build on existing partnerships and apply learnings from previous projects delivered by the Council.
- 6.2. The energy strategy is based on principles of delivering a Net Zero Carbon in Operation performance standard, in addition to considering how to reduce carbon associated with embodied carbon in construction. Both principles are diligently modelled to ensure alignment with capital budget parameters by applying whole life costing planning methodologies to balance revenue and capital requirements.
- 6.3. As part of ongoing design development and planning appraisals we will continue to consider energy supply resilience, security and value for money in order that the energy plan can incorporate appropriate redundancy provision.
- 6.4. An Environmental Impact Assessment (EIA) will be undertaken as part of the FBC stage to inform the design development and will form part of the statutory approval process for planning and marine licence for the medium-long interventions.

**7. RISK**

<b>Category</b>	<b>Risks</b>	<b>Primary Controls/Control Actions to achieve Target Risk Level</b>	<b>*Target Risk Level (L, M or H)</b>  <small>*taking into account controls/control actions</small>	<b>*Does Target Risk Level Match Appetite Set?</b>
<b>Strategic</b>	Failure to proceed with the Beachfront	Continue to work collaboratively to achieve the	M	Yes

	Masterplan impacts on wider City commitments and economic targets.	masterplan delivery and wider advantages.		
<b>Compliance</b>	Council title issues and other competing third-party rights.	The Council have undertaken an extensive title examination and engagement of a Third-Party review.	L	Yes
<b>Operational</b>	Beach Boulevard/Beach promenade traffic arrangements  Sufficient capacity of resources with Councils teams to meet programme objectives	Significant consultation with Council Roads and Planning Teams, Bus companies and Emergency services planned.  Resource review ongoing and augmented support through the PMO	M  M	Yes  Yes
<b>Financial</b>	Budget pressures due to current market volatility.  Removal or reduction in anticipated funding Streams.	Robust budgets established. Independent monitoring process established. With PMO early supply chain mitigations action plan established across the programme.  Continual engagement and monitor of ongoing funding applications.	M  M	Yes  Yes
<b>Reputational</b>	Failure or delay in proceeding with the recommendations	Continue to work collaboratively to achieve the masterplan delivery and wider advantages.	M	Yes

<b>Environmental &amp; Climate</b>	Coastal flooding risk	Engagement with Flooding Team, local community groups and understand that risk exists mitigated by Coastal Defences. Respond to risks identified as part of coastal studies.	M	Yes
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## 8. OUTCOMES

<u><b>COUNCIL DELIVERY PLAN</b></u>	
<b>Impact of Report</b>	
<b>Aberdeen City Council Policy Statement</b>	Supports the delivery of Economy Policy Statement 4 – Increase city centre footfall through delivery of the City Centre and Beach Masterplan. 1. – Continue to maximise community benefit from major developments.
<u><b>Aberdeen City Local Outcome Improvement Plan</b></u>	
Prosperous Economy Stretch Outcomes	Supports Outcome 1 10% increase in employment across priority and volume growth sectors by 2026.
Prosperous People Stretch Outcomes	Supports Outcome 7 Child Friendly City which supports all children to prosper and engage actively with their communities by 2026.
Prosperous Place Stretch Outcomes	Supports Outcome 14 Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate Supports Outcome 15 38% of people walking and 5% of people cycling as main mode of travel by 2026.

<p><b>Regional and City Strategies</b></p>	<p>The report supports the priorities in the Regional Economic Strategy (RES) investment in infrastructure, regenerating our city centre, unlock development potential (including increased tourism spend), improve the deployment of low carbon transport, to enable Aberdeen to realise development opportunities in the City Centre and Beach Masterplan.</p>
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**9. IMPACT ASSESSMENTS**

Assessment	Outcome
<p><b>Integrated Impact Assessment</b></p>	<p>The IIA for the Beachfront Masterplan has been updated to reflect this report. There are no material changes from previous assessments at this stage</p>
<p><b>Data Protection Impact Assessment</b></p>	<p>DPIA Screening Questions completed. Neither a brief DPIA or full DPIA is required at this stage</p>
<p><b>Other</b></p>	

**10. BACKGROUND PAPERS**

- Council Meeting, Wednesday 14 December 2022
- City Centre and Beach Masterplan
- Development Framework Phase 1, April 2023, Aberdeen Beachfront

**11. APPENDICES**

Appendix A: Beachfront Shoreline Regeneration Outline Business Case Paper  
 Appendix B: Design Proposal Illustrations

**12. REPORT AUTHOR CONTACT DETAILS**

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<b>Project Name</b>	Shoreline Regeneration (Phase C)		
<b>Author</b>	Craig Innes	<b>Date</b>	7 <sup>th</sup> February 24
<b>Sponsoring Cluster</b>	Commissioning	<b>Version</b>	1

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[Find further guidance in the ACC Project Management Toolkit online](#)

### 1. Introduction and Project Overview

Briefly describe the basic project concept. Describe the current business situation as it relates to the problem or opportunity that gave rise to the idea, including any other drivers such as regulatory or legal compliance requirements.

If taking no action may have a negative effect on the organisation, then also describe what will happen if the project is **not** undertaken.

## **Introduction**

This Outline Business Case (OBC) outlines the rationale and provides the evidence for the Shoreline Regeneration (Phase C) works which forms part of the wider City Centre and Beachfront Masterplan, supporting the wider Aberdeen City Vision.

Shoreline Regeneration forms the next stage of the Beachfront Masterplan, which builds on and coordinates with the public realm works of Phase A and B.

Phase A being the Beach Park, Events Park and the work to Broadhill which has achieved Full Business Case and Phase B being the new Pedestrian Spine and infrastructure upgrades to improve connectivity to the City Centre and Beachfront, which is working towards Full Business Case.

The main objectives of the Beachfront Masterplan are;

- The Beachfront Masterplan offers a unique opportunity to create a transformational new waterfront destination for the City of Aberdeen alongside ongoing City Centre regeneration.
- Developing key facilities on Aberdeen Beachfront including new play and events facilities, re-imagining the beach ballroom, replacing the leisure centre and the inclusion of a potential community sports stadium.
- Desire to recreate the spirit of “The Silver City by the Sea” and re-establish Aberdeen as “The finest beach and the most beautiful holiday resort in Britain” – 1930’s advertising campaign.
- Adopting new green technologies throughout the City and Beachfront whilst welcoming associated businesses into Aberdeen as the City works towards NZC; accelerating the transition from oil and gas to renewables.

## **Background**

A Strategic Outline Case was approved by Council in April 2023 which recommended the project to proceed to feasibility stage and the preparation of this OBC. The elected members instructed the Chief Officer to progress the Beachfront Shoreline Regeneration (Phase C) work to the completion of an Outline Business Case (OBC).

The City Centre and Beachfront Masterplan forms a critical part of the City’s vision for the future, with the preservation of the coastline frontage a critical aspect to the long-term protection of this investment. The Masterplan looks to draw the public down from City Centre to the Beachfront area, with the integration between beachfront intervention and future coastal management defence measures a crucial item to ensure a coherent solution to the City Coastline. This item was identified as a key aspect to the Beachfront Vision brief, where it was highlighted the need for co-ordination with potential flood/sea defence works planned for the area.



The Beachfront Phase C Strategic Outline Case identified the following elements to be taken forward and form the basis of the Outline Business Case:

- 1. Esplanade** – an enhancement of the public realm to create an active frontage along the length of the coastline.
- 2. Boardwalk/ Pier** – a new structure that will become a focal point at the Masterplan's periphery, forming a new key public space between the Beach Boulevard, the Esplanade and the North Sea. A viewing point out to the North Sea.
- 3. Beachfront Interface** – regrading of the existing levels, by building over the existing lower sea wall through the creation of a series of ramps and walkways, making the beach accessible to all.
- 4. Satellite Facilities** – a series of facilities located at key points along the length of the Esplanade will provide toilet, change and shower facilities for all beach and water users, whilst utilising the elevation of these structures to create satellite observation decks.
- 5. Beach Village, Pavilion & Slipway** – the slipway will provide access to the Beachfront below the Esplanade which could potentially be utilised by both the RNLI to launch in-shore lifeboats as well as Jet Skiers. The northern section of the Beachfront would be supported by a new Pavilion incorporating an observation deck and supporting facilities for water users.
- 6. New Footdee Club House** - a new Footdee Club House located at the very South of the beach front where the water is safest and could provide facilities for the Surf Club, Wild Swimmers and Surf Life Saving Club. The facility could provide various amenities, providing education space for safe water usage, with opportunities for an elevated observation deck at the most used part of the water.
- 7. Safer Swimming Zone** – this feature was added following additional stakeholder consultations shortly after the SOC document. An innovative engineering arrangement to provide a safer opportunity for open water swimming, to encourage more inclusivity and users in a contained environment. This area will also introduce new 'artificial reefs' to encourage biodiversity and marine ecology as well as forming the first part of the coastal defence to the concentrated central Beachfront masterplan zone.

### **Project Overview**

The beachfront provides the opportunity to create a regional and wider destination as part of the City Vision, attractive to the local community encourage usage and increased footfall to the area, whilst creating a tourist attraction for the region.

This shoreline phase of the masterplan provides the opportunity to build on the existing features of the area which includes the Beachfront and leisure facilities, whilst complementing the proposed Phase A and B Public Realm work and enhanced active travel routes that form the core part of the masterplan.

The recent consideration of the brief has seen the 6 key elements develop as follows;

- Esplanade – improvements to accessibility and condition, to over 3km of beachfront
- Boardwalk/ Pier projecting towards the sea and connecting into the Beach Park masterplan and aligned with Beach Ballroom
- Beachfront Interface – working with ACC Coastal defences to reprofile the area in front of the Beach Park to enhance accessibility to the beach and water's edge for all.

- Series of Satellite Facilities along the Beachfront Esplanade enhancing beach user experience
- Beach Village providing multi-use activity space, changing facilities and short stay camper parking
- Committee Club House to support local open water and beach community clubs.
- Open water safer swimming zone as part of the beachfront interface

## 2. Executive Summary

Provide a clear, concise summary of the key features of the business case, briefly describing what the project will deliver, any key decisions associated with it, the expected costs, and the funding position (showing any budgets already identified/ expected and the ask of Capital). Include an outline of the benefits, and any dis-benefits, what risks and assumptions are associated with the project, and summarise planned or agreed dates and time constraints. Indicate who is the project sponsor and how the project will be owned and governed and what form the project board will take.

### Key features

The key features of this Outline Business Case are:

- A key *placemaking* component and focal point for the Aberdeen City Vision and the Beachfront Masterplan, creating a destination at local, regional and national level.
- Shoreline Regeneration is an integral section of the masterplan, incorporating some of the most significant transformational interventions to the beachfront.
- The natural beachfront and shoreline are high performing assets that provides access for families and the public, with this phase seeking to enhance the local offering which is attractive to the city's residents and external visitors.
- The creation of focal points and supporting facilities for beach and sea water users, encourage active health activities to the area and build on the increased use over recent years, while enhancing safer use of the beach area and water environment.
- Enhancing accessibility for all to the beach area including those with mobility challenges, ensuring opportunities are available for everyone to engage with the natural beachfront, shoreline and marine environment.

### Vision

The Beachfront Masterplan offers a unique opportunity to create a transformational new waterfront destination for the City of Aberdeen. At the heart of the Masterplan is the redevelopment of the iconic Beach Ballroom – the ‘jewel in the crown’ of the Beachfront redevelopment. An enhanced public realm setting for the re-imagined Ballroom, integrated with a potential new Stadium and Leisure complex, will create a dynamic new character area which connects back into the City Centre. This people-focussed environment will be inclusive for all, creating a real community asset and bringing the ‘Wow’ factor back to the Beachfront.

### **What the project will deliver**

This project phase will deliver:

- A new Boardwalk overlooking and projection out towards the sea.
- A new Committee Clubhouse for water and beach users.
- A series of Satellite Facilities which will support the increase in water and beach users, whilst providing opportunities for enterprise and more commercial uses.
- The creation of an open water safer swimming zone in the heart of the beachfront masterplan.
- A new beach village space to support beach users, host events and short stay camper parking.
- An enhancement of the entire existing beach esplanade, improving accessibility, safety and condition
- Improved beach interface between the core beach masterplan elements such as the Beach Park, Events Field, Beach Ballroom and the enhanced active travel routes to the city centre and north and south, with the sandy beach, waters edge and safe swimming area.

Appendix B – illustrates the Location Plan & Masterplan Layout

### **Key decisions**

- Approval of this Outline Business Case and instruction to prepare a Full Business Case (FBC) for the project subject to approval at Council Committee and the outcome of the statutory consultation.

### **Funding position**

The Council Budget meeting on 10 March 2021 outlined a funding commitment totalling £150M from the General Fund Capital Programme over financial years 2021/22 to 2025/26 to ensure the Council transforms the City Centre and the Beach area. The Council will continue to facilitate the next phase of design works with Hub North Scotland Limited (HNSL) and the supply chain of current contractors who will undertake works relating to two or more workstreams thus allowing lower cost to be achieved.

The completion of the scheme is necessary to realise the overall vision for the Beachfront within the City Centre and Beachfront Masterplan along with the significant regional economic benefits as is explained within this submission. The Council and the hNSL have a regular forum to review the funding and grant options available to support the ACC City Vision. As part of the appraising of the identified options opportunities for new inward and grant funding sources will be pursued as part of the FBC preparation.

The city has previously been successful in obtaining funding though from the Levelling up Fund for the City Vision. Examples of the funding options that may be considered are the Place Based Investment Programme Fund, Regeneration Capital Grant Fund, Just Transition Fund, Shared Prosperity Fund, Green Growth Accelerator Fund. Opportunities for commercial support through naming rights, sponsorship and other supported investments will be sought as part of the process of identifying preferred options during the FBC process.

The Council will review funding where there is a benefit to the improvement, retention and enhancement on coastal defences, for instance at the safe swim area and boardwalk area. These interventions will provide long term protection benefit to this focal point of the beachfront.

As is widely reported, Brexit (increased tariffs and product manufacturer delays), manufacturing delays associated with the Covid Pandemic, supply issues due to the conflict in eastern Europe and the energy crisis are continuing to impact on price increases across the UK. The cost impact of these issues on the project continues to be monitored by the project team. Necessary allowances have been included in the cost plan in-line with current industry forecasts.

### **Revenue**

The primary focus of the shoreline regeneration phase is to create a destination, however there are some revenue opportunities as part of this phase including:

- Rental income from leased satellite facilities throughout the entire length of the esplanade.
- Beach Village offers a range of opportunities including camper stay rental, area for hosting one of events and general parking.
- Committee Clubhouse associated facilities.
- Hosting of Beach & Water Events.

### **Benefits/Dis-benefits**

The project is expected to deliver the following Benefits:

- Creation of a 'destination' at the beachfront for the City and Visitors.
- A focal point for the masterplan through the construction of a Boardwalk, Beach Interface and the safe swimming tidal pool.
- Enhanced facilities to support water & beach users and enhance safety
- The creation of a hub for water & beach users through the construction of a Community Clubhouse
- Increased sense of community, wellbeing, inclusion and accessibility.
- Modern, attractive space for local water clubs and groups to meet.

### **Conclusion**

The scope of this Outline Business Case is an integral part of the vision of the Beachfront Masterplan to create a destination of choice for the people of the City of Aberdeen and to support increased tourism for the city and region. The OBC provides evidence of this, and approval is sought to progress forward to prepare a Full Business Case (FBC) subject to the outcome of the statutory community consultation.

## **Risks**

The top risks from the Project Risk Register are:

- *Construction inflation*: market conditions lead to increases over programme timeline. Mitigation: close monitoring of market conditions through the appointed Cost Manager.
- *Coastal Management Defences*: coastline approach and timeline impact on the programme delivery. Mitigation: continued engagement with ACC Structural, Flooding & Coastal team and monitoring of the existing coastline condition.
- *Weather Conditions*: inclement weather and associated sea conditions impact on programme timeline. Mitigation: winter break incorporated in the timeline and look to maximise offsite construction.
- *Statutory Approvals*: complex statutory application and marine licence process impacts on approval/programme timeline. Mitigation: early engagement commenced with ACC Planning and Marine Scotland.
- *Site Conditions*: additional site investigation and survey work to be undertaken, with design assumptions incorporated at this early stage. Mitigation: continue to roll out our survey works matrix to inform the design approach.
- *Project Budget*: insufficient budget or funding receipt to complete the works. Mitigation: robust development appraisals and market condition appraisals to identify all funding options.

A full Risk Register with mitigating actions has been prepared for this stage of the project with the key risks outlined within Section 10 of this Outline Business Case.

## **Assumptions**

The key assumptions for delivery of Shoreline Regeneration/Phase C are:

- Design work undertaken to date is at feasibility level, not detailed design.
- Any decision to proceed with this project will be subject to a statutory community consultation exercise that will be undertaken once the Outline Business Case approvals have been obtained; this being work that has already commenced.
- Several design assumptions have required to be made at this early stage of the design process which will be subject to more detailed site investigation and survey works associated with the beach esplanade, seabed and existing sea defences.
- Construction costs include contingency and inflation allowances to the mid-point of the construction contract.

## **Governance**

Craig Innes, Chief Officer – Commercial & Procurement.

### 3. Strategic Fit

This section will consider how the project fits with the list of projects identified in the Local Outcome Improvement Plan (LOIP). Firstly, state if the project is identified within the LOIP. If it is not, how does it work with the Council's strategic objectives such as:

- Prosperous Economy
- Prosperous People (Children & Young People)
- Prosperous People (Adults)
- Prosperous Place

The recommendation to undertake detailed design and prepare a Full FBC for the Coastal Management Strategy in relation to the Beachfront Concept Masterplan Phase C projects, will support numerous existing local authority strategies.

Whilst the Project is not specifically referenced in the LOIP, it will support the following Stretch Outcomes:

- **Prosperous Economy Stretch Outcome 2.2** - Increasing the number of people in Aberdeen in sustained, fair work – The proposal to develop a detailed Coastal Management Strategy for the beachfront is crucial to implement a successful Beachfront Masterplan, which will in turn create both construction job opportunities and long-term employment opportunities.
- **Prosperous People (Children & Young People) Stretch Outcome 8.2** - Ensuring that children and young people receive accessible information and opportunities to engage and participate in decision making. – The Beachfront Concept Masterplan design has been subject to extensive public consultation whereby all community groups and local education facilities were involved to inform the proposed design.
- **Prosperous People (Children & Young People) Stretch Outcome 9.3** - Tackling antisocial behaviour in problem areas with appropriate and effective interventions. – The proposal supports the development of the Beachfront Masterplan which considers areas subject to antisocial behaviour and seeks to reduce this behaviour through intelligent street-lighting and landscape design.
- **Prosperous Place Stretch Outcome 14** - Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026 – This proposal seeks to improve the beachfront by maintaining beach access for active travel, improve accessibility and permeability throughout Aberdeen City.
- **Prosperous Place Stretch Outcome 15** - Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026 – The provision of a FBC to further develop the Coastal Management Strategy for the beachfront will enable further protection of coastal habitats, aligning with national ambitions to protect 30% of land and water species by 2030.

#### 4. Business Aims, Needs & Constraints

Provide an overview of the sponsoring organisation and explain how the project supports the existing policies and strategies, and how it will assist in achieving the business goals, aims and business plans of the organisation. Include any relevant information about the current business situation, such as the organisational structures, business model, buildings, processes, teams, and technology currently in place.

##### **Sponsoring Organisation**

Aberdeen City Council is the local authority responsible for delivery of the Aberdeen City Centre and Beachfront Masterplan.

##### **Alignment with Policies & Strategies**

The project supports the following policies and strategies:

- Aberdeen City –Centre and Beach Masterplan, and the associated further development of the Beachfront Delivery Framework
- Aberdeen City Council Delivery Plan 23/24
- Local Development Plan

In addition to the above, the following have also informed this Outline Business Case:

- Nestrans Regional Transport Strategy 2013-35
- North East Flood Risk Management Strategy
- Open Space Strategy
- UNESCO Child-Friendly City guidelines
- City Region Deal 2015-2025

##### **Vision**

The high-level vision for the Aberdeen Beachfront has been developed over several years, initially presented to Aberdeen City Council Committee during 2021. The Aberdeen Beachfront Development Framework is a companion document to the refreshed City Centre Masterplan and together they present an ambitious vision for the future of Aberdeen which will: *“support a vibrant city centre and beach that respects and enhances Aberdeen’s unique qualities and characteristics and puts people at its heart.”*

Following the recent delivery of the Port of Aberdeen (£400m), the vision to transform the beachfront is more crucial than ever to encourage tourism, support local businesses and drive the local economy through placemaking and improved public realm facilities. This vision supports the City Region Deal, whereby Aberdeen aims to provide *“an economy that will value place, natural environment, wellbeing and be entrepreneurial and outward looking.”*

##### **Business goals, aims and business plans**

The following **Strategic Objectives** for the project were agreed as part of the Strategic Outline Case:

*The City Centre and Beach Masterplan (CCBMP) 2022 provides a framework of development and direction that demonstrates a significant change in the way the city operates, with the planned Beachfront Phase C works forming a key component to the masterplan vision.*

*Aberdeen City Council are aware through their monitoring and consultant studies of a need for coastal management with actions being required in the short, medium and longer term. ACC are working towards the development of a strategy for future coastal management and are currently looking to develop an options appraisal for various possible coastal management options in the various sections along the coastal frontage.*

The following Strategic Goals & Aims were identified as part of the Strategic Outline Case:

- Beachfront Masterplan and Development Framework to create a transformational new waterfront destination for the City of Aberdeen.
- An integrated design solution that protects our city's long-term coastline whilst enhancing the beachfront to encourage public use.
- A people-focussed environment will be inclusive for all, creating a real community asset and bringing the 'Wow' factor back to the Beachfront.
- Create facilities that support the local community group growth.
- A focal point that defines the Beachfront as a destination in the area.
- Define a strategy for future coastline management.
- Successful maintenance of the beach and continued provision of coastal protection against coastal erosion and flooding through effective coastal management planning and implementation and maintenance of existing and future coastal management measures in alignment with a coastal management strategy.

### **Current Business Situation – where are we now?**

The project team and designers are appointed for the Shoreline Regeneration Phase, with the team actively assisting with the preparation of this Outline Business Case. The team has been selected due to their continuity across the wider City Centre and Beachfront Masterplan and their involvement within Phase A and Phase B. The team are also supported by Arch Henderson to provide civil and structural engineer input on the shoreline interface aspects.

A Strategic Outline Case was approved in April 2023, with the current concept design that forms the basis of this OBC, beginning to move towards the completion of RIBA Stage 2.

Describe the purpose of the project, why it is needed, establishing a compelling case for change based on business needs, e.g., demand for services, deficiencies in existing provision etc. Where are we now and where do we need to get to.

### **Why is the project needed?**

The Shoreline Regeneration Phase C is one of the key projects included in the City Centre and Beach Masterplan, as integral part of the Beachfront and as defined by the Beachfront



Development Framework 2023. Where the framework set out the vision to a world class tourism destination based on an innovative landscape-led approach, with this phase critical to meeting this objective. The proposed 7 intervention all focus on providing high quality space and encouraging activities along the shoreline, with enthuses on being free to use and accessible to all.

This Phase supporting the goal in creating a world class beachfront, with an active sea frontage and creating a people-focused environment, which prioritises active travel and spaces for people, with a focus on environmental and economic sustainability. The significant stature of the Boardwalk intervention will provide this central destination focal point, which draw people to the area, whilst supported by unique feature attractions of the Safer Swimming Zone.

The Beach Masterplan Phase A and B are progressing in tandem, with Phase A works due to commence in 2024, with this Phase form the remaining section of the Masterplan in fulling aims and objectives of the Masterplan Vision.

Identify any constraints, e.g., timing issues, legal requirements, professional standards, planning constraints. What assumptions have been made, and any linkages and interdependencies with other programmes and projects should be explained, especially where the proposed project is intended to contribute to shared outcomes across multiple Clusters.

### **Typical Development Programme, including Planning/Statutory requirements**

The Shoreline Regeneration works will be the third phase of the Beach Masterplan which will require to be coordinated with the previous phases taking cognises of any temporary measures that require to be put in place. This Phase will form the final connecting section between the Urban Park, Beach Ballroom and beach shoreline, with overall construction phasing require form part of a detailed construction programme phases and will require early engagement with a Main Contractor as part of the next phase.

The Boardwalk, Beach Interface and Safer Swimming Zone will be subject to an Environmental Impact Assessment (EIA) and Marine Licence consideration, which constraint the delivery programme due to the estimated application duration periods. These factors have been taken into consideration whilst preparing this OBC.

The Beach Village access will be gained directly off the new Accommodation Road which will require to be completed prior to the commencement of this element of the phase. These works are anticipated to be progressed in the Q4 2025. Whilst the Esplanade works will likely be broken down into a series of sections or phasing to accommodate other associated working include Phase B connectivity, Satellite Facilities and Community Clubhouse.

### **Linkages and interdependencies with other programmes and projects**

The Aberdeen City Centre and Beach Masterplan (CCBMP) recalibration exercise recognises the importance of the Beachfront Redevelopment, to improving connectivity and linkage to ongoing City Centre regeneration, with the view to creating a world recognised Beachfront. The Shoreline Regeneration Phase C works forming a key component achieving the collective objectives of the Masterplan, with the significance of this shoreline also recognised within the Beachfront Development Framework in creating a transformational Beachfront for the City.

The Phase C works are a critical partner in delivering this overall collective vision for the Beachfront, with the loss of this phase having a wider impact and dilution in creating an attractive, active shoreline regeneration destination.

State what impact the project will have on business as usual, e.g., temporarily reduce capacity or divert resources.

This Phase will see the continuation of the Beachfront Masterplan, which will involve Project Sponsor engagement and continued support from HNSL with the day-to-day activities. In addition, the project delivery will need periodic support from a number of internal Council Services at crucial stages of the project, most notably Planning Department, Building Control, Legal, Corporate Landlord, Estates & Maintenance and Communications.

Externally, there will be some potential disruption to completed earlier phases including the Urban Park, Beach Ballroom and Leisure Facilities which will require support to manage temporary conditions during the construction periods and locally to the beach.

## 5. Objectives

List the project's objectives. Make these tangible and clear as they will influence which option is recommended and will be used to monitor project progress and success.

As part of the approved Aberdeen City Centre & Beach Masterplan, the document set out of series of SMART (Specific Measurable Achievable Relevant Timely) Objectives with metrics and owners which were informed by Aberdeen City Council's vision for the city, the Local Outcome Improvement Plan and recent Economic Performance Reports. The SMART Objectives identified to deliver against the four Masterplan objectives of Economy, Inclusion, Net Zero and Quality.

The table below shows the SMART Objectives appropriate to the Beach Masterplan projects and progress around gathering baseline data, current data, the source of the data, along with a RAG status and where possible how the trends are evolving.

Objective	What does success look like? /Plus Metric
Reduction in car journeys at the Beachfront	20% (12,552 -> 10,042) reduction in all vehicle journeys at the beachfront, daily average
Creation of Construction jobs over the build period	200 new Construction Jobs
Materials sourced from the local area	20 to 30% of net Construction Costs to be local materials
Contractors labour from the local area	50% Local labour employed
Increased footfall and revenue at the Beach Ballroom and other Beach Leisure Facilities	100% Footfall and 100% revenue6 increases (Leisure only)

Creation of free public realm and open park/play space, leading to increased satisfaction with the Beach area	2,000m2
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In addition, the HNSL SMART objectives measures have been shared with the Tier 1 Contractors where they have been appointed on projects within this Masterplan. These are discussed at the Social Impact meetings with the Tier 1 Contractors and will be measured at the appropriate time in the construction phases. Baseline data is being gathered as the projects develop.

## 6. Scope

What will the project produce? What are its outputs?

Consider what business services, processes, people, and environments will be delivered, affected, or changed by the project.

Also define the work the project will carry out to make the transition from the project to 'business as usual' – the handover period.

State the project success criteria.

### Overview

The overarching vision for Phase C Aberdeen Beachfront is to create a vibrant, safe, and accessible waterfront that fosters community engagement and promotes water safety. This vision aligns seamlessly with the Aberdeen City & Beachfront Masterplan and previously approved elements, ensuring a cohesive and aesthetically pleasing environment. The emphasis on safety, accessibility, and revenue generation opportunities, positions this project as a valuable addition to the Aberdeen waterfront, promising a positive impact on both residents and visitors alike. Whilst forming an integrating solution to protecting the City shoreline along this increasingly valuable to asset. The Beachfront Phase C Projects will incorporate 7 key elements which, for the purposes of planning considerations, include the following:

**1. Esplanade (North) & Esplanade (South):** Largely improvements to existing road/footways and land immediately adjacent to roads/footways with limited 'street furniture', all in connection with improving access to and enjoyment of the beach and improving active travel opportunities. Esplanade (Central): As Esplanade (North) & Esplanade (South) but overlapping with Boardwalk and Beachfront Interface.

Appendix B, Fig4i & 4ii – illustrates the Esplanade & Beach Interface regeneration

**2. Boardwalk:** Boardwalk structure (Options A & B) which extends from the Esplanade and projects beyond the sea wall and over the beach, with access/connection points to the Pedestrian Spine (Beach Boulevard) and the proposed new Beach Ballroom entrance. The Boardwalk structure follows the sinuous route of the Rope Works concept, extending gracefully to the North Sea. Its purpose is to create an active frontage and pedestrian-friendly environment, enhancing the overall aesthetic appeal of the Beach Esplanade and connecting the Beach Boulevard to the "jewel in the crown" Beach Ballroom. Boardwalk Option B projects below the Mean High Water Springs mark, while Option A (major) proposal sits above the Mean High-Water Springs.

Appendix B, Fig3i & 3ii – illustrates the Boardwalk Option A & Option B

**3. Beachfront Interface:** To regrade the existing levels from esplanade to beach level, building over the existing lower sea wall through a series of ramps and steps, making the beach accessible to all.

The new Beach Interface section and Boardwalk will incorporate the reconstruction of the existing coastal defence wall along this section of the coastline to accommodate the construction works. The new defence wall section will form the first steps in addressing the sea defences along this stretch of the Beachfront and provide a catalyst for the long-term coastal management. The wall defences will be developed to align with the long-term future coastal management defence strategy.

Appendix B, Fig4i & 4ii – illustrates the Esplanade & Beach Interface regeneration

**4. Satellite Facilities:** A variety of modular Satellite Facilities located at key points along the length of the Esplanade will provide toilets, changing, shower and storage facilities for all beach and water users, all for the purposes of improving access to the beach. Satellite Facilities strategically located along the remainder of the Esplanade provide essential facilities for beach and water users. The elevated structures also serve dual purposes as observation decks, enhancing beach safety and monitoring. Satellite Facilities offer revenue generation through the provision of storage lockers for clubs and the potential for integration of PV panels for solar energy collection to offset running costs.

Modular units are under 4 metres in height and will be located in clusters of 7 max (under 200m<sup>3</sup>).

Appendix B, Fig6– illustrates the new Satellite Facilities

**5. Beach Village:** The Beach Village serves as a central hub for various beach activities, including parking facilities, hook-up point for trailers and additional satellite facilities. The Beach Village is envisioned as a dynamic space for events and activities that contribute to revenue generation and community vibrancy. The Beach Village presents opportunities to host revenue-generating events and activities, attracting sponsors and visitors while also attracting tourism to visit the beachfront with the opportunity to plug in trailer which could be booked out.

Appendix B, Fig6– illustrates the Beach Village

**6. Footdee Community Clubhouse -** The Footdee Clubhouse, situated at the southern end where the water is safest, caters to the Surf Club, Wild Swimmers, and Surf Life Saving Club. Beyond offering facilities for these groups, it provides educational opportunities on safe water usage. The elevated observation deck further enhances its ability to improve the safety of water and beach users. Revenue opportunities are woven into the fabric of the design. The Footdee Clubhouse, particularly through its café, provides potential revenue streams via food and beverage services, potentially involving collaborations with local businesses and the Fittie Trust for mutual benefit. The Clubhouse not only aligns with the overarching masterplan but also presents a unique opportunity to create a thriving and sustainable community space.

A class 10 (non-residential institution) facility which could provide various amenities, providing education on safe water usage, with opportunities for an elevated observation deck at the most used part of the water.

Appendix B, Fig7–illustrates the proposal for the Community Clubhouse

**7. 'Safer swimming facility':** An engineering arrangement to alter existing groynes and 'fish tails' to provide a safer opportunity for open water swimming.

The Safer Swimming Zone construction will form the first part of the outer coastal defence to the concentrated central Beachfront masterplan zone. The Swimming Zone enhancing the existing sea groynes by the introduction of concrete revetment structures walls to provide a contained swimming environment. As part of the Safer Swimming Zone and central Beachfront elements the proposals will introduce new 'artificial reefs' to encourage biodiversity and marine ecology by introducing large rock and concrete elements to emulate rock pools and reef structures. These new features will be located adjacent to the existing rock armour.

The Council Structural, Flooding and Coastal team have previously engaged with a specialist coastline and engineering consultancy company to provide a high-level overview past, present and future of coastal behaviour and consider the potential coastal management defence options. The consultancy 2019 Report considered the beneficial impact of the coastline defences works undertaken in 2006, whilst highlighting the need for future works to protect key areas of our Beachfront coastline. The report noted that the T-Groynes adjacent to the Beachfront Leisure zone and Beach Ballroom were coming increasingly more vulnerable, with the need to consider measures to protect or enhance, with the risk of failure potentially becoming more acute within the next twenty years. These aspects have been taken into consideration as part of the Shoreline Regeneration phase, with the need to protect the increasing valuable asset of the Beachfront.

Hub North Scotland appointed from its supply chain an Architect, a Civil/Structural Engineer, a Mechanical and Electrical Engineer and a Cost Consultant to support the development of this OBC. The design team has been working collaboratively with ACC and other stakeholders across the collective project, with an invested knowledge and understanding of the collective deliverable through support in the preparation of the Beachfront Development Framework.

### **Project Success Criteria**

The following objectives have been developed would represent a successful project:

- A catalyst for increased footfall to the Beachfront, whilst creating revenue and support to adjoining facilities including the Beach Ballroom and Leisure Facilities
- Create a public realm space that is free and accessible to all, leading to increased utilisation and satisfaction.
- A form an integrated solution and complete the Beachfront Masterplan following the earlier phases.
- Create a destination landmark through the delivery of a large Boardwalk and sculptural structure incorporating the 'light of the north'.

## **Planning - Proposed Planning Consenting Strategy**

Subject to further and ongoing discussions with Council Planning officers, given the variety of different proposals and physical interventions as outlined above, there are a number of different planning consenting positions. While some of the proposed interventions are considered to be deemed as not 'development' or 'permitted development', others will require planning permission, or indeed Marine License consent.

Parts of the work will benefit from falling under Part 12 'Development by a Local Authority' of the Town and Country Planning (General Permitted Development) (Scotland) Order 2011 (as amended).

This is set out further below and will remain subject of further discussion with Council Planning officers and Marine Scotland. This approach is consistent with previous reporting within the Aberdeen Beachfront Development Framework process and in previous reports to the City Growth and Resources Committee in August 2021.

The narrative and table below seeks to set out the anticipated planning approval process for the constituent parts of the Shoreline Phase C works

Where the public realm works concern existing public roads, it has previously been discussed with Council planning officers that some parts of the works may do not constitute "development", for the purposes of the Town and Country Planning (Scotland) Act 1997 (as amended), Section 26 (2)(b) as they would be works carried out by the roads authority within the boundaries, and for the maintenance or improvement, of a public road, or where there would not be significant adverse effects on the environment.

Where works do constitute 'development', such public realm works would fall under 'permitted development' as they would fall under Class 31 of the General Permitted Development (Scotland) Order 2011 (as amended), which permits work by a roads authority for the maintenance or improvement of a road, or land adjoining the boundary of a road. This scenario will be relevant to the anticipated public realm works within the '1-Esplanade'.

Looking beyond public realm works and works to or adjacent existing public roads and footways, as previously reported, some other works would fall under Class 30 of the Order which permits the erection or construction and the maintenance, improvement or other alteration by a local authority of –

- (a) any building, works or equipment not exceeding 4 metres in height or 200 cubic metres in capacity on land belonging to or maintained by them, being building works or equipment required for the purposes of any function exercised by them on that land otherwise than as statutory undertakers;
- (b) street furniture required in connection with the operation of any public service administered by them.

Given the provisions of Class 30 as above, several small-scale interventions along the Beachfront would fall under the terms of 'permitted development', where they are related to the improvement of that land for its retained purpose, which in this case would be open space and recreational activity related to public access to the beach and water. This would particularly

relate to '4 – Satellite Facilities' (e.g. Beach huts and associated changing facilities etc) where these are under 4m in height or 200 cubic metres combined, and similar facilities being included within '3 - Beach interface'.

The other elements of the Beachfront Phase C Projects are anticipated to require planning permission as they would constitute 'development' and would not fall under the 'permitted development' criteria outlined above, in relation to height or building volume. This would include '2 - Boardwalk', '5 - Beach Village' (change of use to car park), '6 - Footdee Club House' and '7-Safer Swimming Facility' (due to anticipated height of amended groynes above the seabed).

Major v Local;

It should be noted that any developments with an area that constitutes "development" of less than 2ha, or under 5000m<sup>2</sup> gfa in these circumstances, would constitute 'local development', while any developments above these thresholds would constitute a 'major development'. As a result, it is not anticipated that any of the 7 elements of the Beachfront Phase C Projects will breach these thresholds individually, and therefore are not currently anticipated would be 'major developments'. or require Pre-Application Consultation. Notwithstanding all of the above, following discussions with Council Planning officers, it was mutually agreed that there would be a preference to combine some individual developments into a larger planning application. This relates to '1 - Esplanade Central', '2 -Boardwalk', '3 -Beach Interface', and '7 - Safer Swimming Facility'.

### **Marine Licensing and EIA Strategy**

The '2- Boardwalk' (heavy option) and '7-Safer Swimming Facility' components will require Marine Licensing in addition to planning permission, given their proposed locations within the 'intertidal zone' - this is the area between Mean High-Water Springs (closest to the Esplanade) and Mean Low Water Springs (roughly in line with the end of the groynes). In the intertidal zone, terrestrial planning authority (Council) responsibilities overlap with Marine Scotland's responsibilities for the marine area.

Any works within Scottish waters of over 50m in length or 1000m<sup>2</sup> are 'Licensable', which would include any Piers, marine construction works, or coastal protection works. Licensable works require a Pre-Application Consultation (PAC) process similar to that required for 'major' planning applications and require a Marine License consent from Marine Scotland Licensing Operations Team (MS-LOT). The pre-application consultation consists of carrying out a public pre-application consultation to allow the public, local communities, environmental groups and other interested parties to comment upon proposed marine projects at an early stage - before an application is submitted. This 12-week process must be completed before submitting a marine licence application and the marine licence application must be submitted within one year of the PAC event. MS-LOT aim to process marine licence applications within 14 weeks.

In addition, following previous discussions with Council Planning officers and Marine Scotland the '2-Boardwalk', '3-Beach Interface' & '7-Safer Swimming Facility' may require an Environmental Impact Assessment (EIA) as part of both the Planning and Marine Licensing consenting processes. This is because as they fall within 'Schedule 2' of the EIA Regulations ("Coastal work to combat erosion and maritime works capable of altering the coast through the construction, for example, of dykes, moles, jetties and other sea defence works, excluding the maintenance and reconstruction of such works"). Further clarification is required from Marine Scotland on whether the 'heavier touch' boardwalk 'overhanging' the MHWS would require an

EIA as part of marine licensing consenting process. Discussions with Marine Scotland and Council officers will continue beyond this OBC stage.

### **Indicative Timescales (Planning and Marine Licensing)**

This section provides an indicative timescale for planning permissions and marine licensing as required for the proposal:

Proposal	Consents Required w/ Indicative Timescales (with potential to overlap)
<p><i>Boardwalk option 1:</i> Boardwalk (Heavy), Esplanade (Central), Safer Swimming Facility and Beach Interface</p> <p><i>*As stated above, ACC Planning in general agreement to group all interventions into one planning application.</i></p>	<ul style="list-style-type: none"> <li>EIA Scoping &amp; Preparation: 9-12 months</li> <li>Marine Licence &amp; Planning PAC: 3 mths</li> <li>Marine Licence: 3-4 months</li> <li>Planning Application (Major Development): 4 month target</li> </ul> <p>Indicative Timescales: 12-18 months</p>
<p><i>Boardwalk option 2:</i> Boardwalk (Medium), Esplanade (Central) Safer Swimming Facility and Beach Interface</p> <p><i>*As stated above, ACC Planning in general agreement to group all interventions into one planning application.</i></p>	<ul style="list-style-type: none"> <li>EIA Scoping &amp; Preparation: 6-9 months</li> <li>Planning Application (Local or/Major TBC): 2 months or 4 months target</li> </ul> <p>Indicative Timescales: 12-18 months</p>
Beach Village - Cark Park, Satellite Facilities (see below)	<ul style="list-style-type: none"> <li>Planning Application (Local Development): 2-month target</li> </ul> <p>Indicative Timescales: 2-4 months</p>
Clubhouse (c 1,000m2 GFA)	<ul style="list-style-type: none"> <li>Planning Application (Local Development): 2 months</li> </ul> <p>Indicative Timescales: 2-4 months</p>
Satellite Facilities	<p>Following discussions with Council Planning Officers, it is envisaged that the satellite facilities would constitute 'permitted development'. This includes the satellite proposals which are within the scope of the beach village application.</p> <p>While no formal consent is required, a voluntary Certificate of Lawful Use could be progressed, which effectively confirms the 'permitted development' position. Councils have 28 days to reply to such requests.</p> <ul style="list-style-type: none"> <li>Indicative Timescales: 1 month.</li> </ul>



## Statutory National/Local Planning Policy and Guidance Review

Any Phase C planning applications will be assessed against the relevant development plan and associated planning context at the time of any such applications being made and determined. As of June 2023, the 'development plan' now consists of the National Planning Framework 4 (adopted by Scottish Government in February 2023) and the Aberdeen Local Development Plan (ALDP). In any instances of potential or perceived incompatibility between NPF4 and the LDP, whichever of them is the later in date is to prevail; in such an instance, the provisions of the Aberdeen LDP 2023 will prevail and is considered first below. In addition, Scotland's National Marine Plan (adopted March 2015) will be considered in relation to any works that also require a Marine License ('2-Boardwalk' and '7- Safer Swimming Facility').

As outlined by Aberdeen Local Development Plan, the proposals fall within land defined as Urban Green Space and Green Space Network (Policy NE2) and Beach & Leisure (Policy VC11). The Urban Green Space element of Policy NE2 aims to protect areas for recreation and sport, while Policy NE1: Green Space Network aims to "protect, support, and enhance the City's Urban Green Space", for example parks, playing fields, outdoor sports facilities, unless suitable alternative and equally convenient and accessible public green space can be provided. In terms of the Green Space Network, the policy notes that "Development proposals will seek to protect, support and enhance the Green Space Network. This broadly encompasses the wildlife, biodiversity, ecosystem services & functions, access, recreation, landscape and townscape value of the Green Space Network".

Within the 'Beach & Leisure' areas of the city, the Aberdeen Local Development Plan 2023 notes that proposals will be permitted provided they:

1. *contribute to the range and quality of the existing uses, facilities, and activities of the wider beach area;*
2. *are of an appropriate scale;*
3. *do not have an unduly adverse effect on the character of the area, or cause negative visual or environmental impacts or affect the amenities of nearby residents; and*
4. *do not result in the significant generation of car borne journeys, nor additional pressure for car parking.*

The 7 elements of the Beachfront Phase C Projects are considered to be consistent with the uses referred to in the LDP.

Regarding NPF4, the proposals are considered to comply with the purpose of the following key policies: Policy 1 (tackling the climate and nature crises), by creating a zero carbon, nature positive development; Policy 2 (climate change mitigation and adaptation), by minimising emissions from development; and Policy 3 (biodiversity), by enhancing biodiversity and strengthening nature networks and nature-based solutions. Further consideration of these key policies, and additional applicable NPF4 policies, as design proposals evolve.

### **Energy Strategy**

All the facilities are based on an electric utility connection approach.

### **Club House Facility**

The following low and zero energy solutions shall be integral part of the clubhouse design development to minimise energy consumption and aid in meeting the wider Masterplan objectives, achieved through:

- Photovoltaic (PV) panels will be provided to meet the energy requirements within the Technical Standards.
- Heating to be provided via all-electric air source heat pump.
- LED Lighting throughout with lighting controls (including externally).
- Local instantaneous electric showers.
- Increased U-values.
- Heat recovery on mechanical ventilation where installed.

### Satellite Facilities

The following low energy solutions shall be incorporated to minimise energy consumption:

- LED Lighting throughout (including externally).
- Local instantaneous electric showers (where heated showers required) to minimise distribution losses.
- Point of use water heating to serve wash hand basins to minimise distribution losses.
- The satellite facilities will be unheated.

### External lighting

- External lighting where installed shall be LED lighting with solar timeclock and photocell controls to minimise energy consumption.

### Beach Village, Campervan Connection

- Electric hook-ups points will be provided for food and beverage outlets and short stay camper parking to avoid the use of fossil fuels.

### Electric Vehicle and Bike Charging

- Charging points will be provided for electric vehicles and bikes.

## 6.1 Out of Scope

List any notable exclusions, those areas that may be viewed as associated with the project or the affected business area, but which are excluded from the scope of the project.

In due course, the Shoreline Regeneration will require to be reviewed against Development Framework Phase 2 once this is available. This exercise has not formed part of this OBC.

## 7. Options Appraisal

### 7.1 Boardwalk/Pier – Do Nothing / Do Minimum

<b>Description</b>	Continue to manage and maintain site for remainder of asset lifetime.
<b>Expected Costs</b>	£0 additional cost. Continued road/surface maintenance costs.
<b>Expected Benefits</b>	No anticipated benefit.

<b>Risks Specific to this Option</b>	Future investments not stimulated and continued decline of beachfront area. This option could result in higher future costs for repairs, maintenance and coastal protection of this location.
<b>Advantages &amp; Disadvantages</b>	Whilst there is significant cost avoidance, this options acts against aspirations to develop the beachfront and is a missed opportunity to support the achievement of the City Centre and Beach Masterplan objectives of regenerating the shoreline, attracting visitors and business and, for anchoring growth in Aberdeen.
<b>Viability</b>	No viability issues
<b>Other Points</b>	Reputational damage to ACC

<b>7.2 Boardwalk/Pier – Option A (Larger)</b>	
<b>Description</b>	Boardwalk structure which extends from the Esplanade and projects beyond the sea wall and over the beach, with access/connection points to the Pedestrian Spine (Beach Boulevard) and the proposed new Beach Ballroom entrance. Boardwalk will extend beyond the mean high water spring tide line. Bespoke 'Light of the North' beacon at boardwalk, to be developed by local artist. Allowance to include cantilevered structural solution and external feature lighting. Curved panels and handrail to be included to suit design intent geometry. Boardwalk fascia and immediate underside to be stainless steel panels with preformed corners (no exposed fixings). Coloured bespoke steel structure to engineer design and architectural design intent; finish to be suitable for marine environment.
<b>Expected Costs</b>	£TBC
<b>Expected Benefits</b>	Very significant active travel and visitor spend benefits. Also creates a new iconic landmark in Aberdeen (viewed from the City, the sea and the beach) that will improve its overall image.
<b>Risks Specific to this Option</b>	Cost over-runs given the significance of the design proposal.
<b>Advantages &amp; Disadvantages</b>	Stimulated visitor spending; encouraged participation in physical activities improving citizen and visitor health and wellbeing; Changing perception of Aberdeen as a place to live, work, visit and invest. Significant cost outlay.
<b>Viability</b>	Extension of the structure beyond the mean tide line will require a marine license that could create pressure on the project's timescales and programme.

<b>Other Points</b>	-
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<b>7.3 Boardwalk/Pier – Option B(Smaller)</b>	
<b>Description</b>	<p>Boardwalk structure which extends from the Esplanade and projects beyond the sea wall and over the beach, with access/connection points to the Pedestrian Spine (Beach Boulevard) and the proposed new Beach Ballroom entrance. Boardwalk will extend close to, but will not cross, the mean high water spring tide line.</p> <p>Bespoke 'Light of the North' beacon at boardwalk, to be developed by local artist. Allowance to include cantilevered structural solution and external feature lighting. Curved panels and handrail to be included to suit design intent geometry. Boardwalk fascia and immediate underside to be stainless steel panels with preformed corners (no exposed fixings). Coloured bespoke steel structure to engineer design and architectural design intent; finish to be suitable for marine environment.</p>
<b>Expected Costs</b>	TBC
<b>Expected Benefits</b>	Significant active travel and visitor spend benefits. Potential to create a new iconic landmark in Aberdeen that could improve its overall image by forming a significant 'end point' of the journey from the City to the sea.
<b>Risks Specific to this Option</b>	Cost over-runs given the significance of the design proposal.
<b>Advantages &amp; Disadvantages</b>	<p>Stimulated visitor spending; encouraged participation in physical activities; Changing perception of Aberdeen as a place to live, work, visit and invest.</p> <p>Significant cost outlay, and above benefits may be limited in their magnitude as the boardwalk does not always reach beyond waters' edge.</p>
<b>Viability</b>	No viability issues identified.
<b>Other Points</b>	-

<b>7.4 Beach Interface</b>	
<b>Description</b>	<p>Proposal to regrade the existing levels from esplanade to beach level, building over the existing lower sea wall through a series of ramps and steps, making the beach accessible to all.</p> <p>Improvements to the public realm on the beachfront, including proposed coastal structures, green space, coastal defences, footways and active travel route to tie into Leisure and Ballroom works.</p>
<b>Expected Costs</b>	TBC
<b>Expected Benefits</b>	Improved coastal resilience in terms of flood risk and erosion. Increased footfall and improved perception of the beachfront area. Increased uptake of active travel.

<b>Risks Specific to this Option</b>	Inflation of construction materials.
<b>Advantages &amp; Disadvantages</b>	Significant reimagining of the beachfront area that could bring amount largescale changes in visitor numbers. Significant cost outlay and disruption to the area throughout construction phase.
<b>Viability</b>	No viability issues identified.
<b>Other Points</b>	-

<b>7.5 Satellite Facilities</b>	
<b>Description</b>	A variety of modular Satellite Facilities located at key points along the length of the Esplanade will provide toilets, changing, shower and storage facilities for all beach and water users, all for the purposes of improving access to the beach. Modular units are under 4 metres in height and will be located in clusters of 7 max (under 200m3).
<b>Expected Costs</b>	TBC
<b>Expected Benefits</b>	Greater access to the beachfront and increased footfall and improved perception of the beachfront area. Increased uptake of active travel through facility provision.
<b>Risks Specific to this Option</b>	Inflation of construction materials.
<b>Advantages &amp; Disadvantages</b>	Potential reimagining of the beachfront area that could bring amount largescale changes in visitor numbers. Significant cost outlay and disruption to the area throughout construction phase.
<b>Viability</b>	No viability issues identified.
<b>Other Points</b>	-

<b>7.6 Esplanade</b>	
<b>Description</b>	Esplanade (North & South): Largely involves improvements to existing road/footways and land immediately adjacent to roads/footways with limited 'street furniture', all in connection with improving access to and enjoyment of the beach and improving active travel opportunities. Esplanade (Central): as Esplanade (North & South) but overlapping with Boardwalk and Beachfront Interface. Development includes general remedial work to streetscaping and creation of street furniture, public realm and civic space, coastal structures, grass embankment as well as a new seating terrace.
<b>Expected Costs</b>	TBC

<b>Expected Benefits</b>	Increased footfall and improved perception of the beachfront area. Increased uptake of active travel.
<b>Risks Specific to this Option</b>	Inflation of construction materials.
<b>Advantages &amp; Disadvantages</b>	Significant reimaging of the beachfront area that could bring amount largescale changes in visitor numbers. Significant cost outlay and disruption to the area throughout construction phase.
<b>Viability</b>	No viability issues identified.
<b>Other Points</b>	-

### 7.7 Beach Village

<b>Description</b>	New car park and associated access with toilets, changing, showers, campervan electrical hook up facility to be accessed via a realigned Accommodation Road. Parking provision of Motorhome sized as well as standard sized parking spaces on the beachfront to provide better and more attractive access to Aberdeen's waterfront.  Inclusion of an active travel route in addition to streetscaping and street furniture investment. Coastal greening and creation of improved greenspace through the planting of 258 trees. Further remedial work to underpass including lighting, artwork and resurfaced landscape.
<b>Expected Costs</b>	TBC
<b>Expected Benefits</b>	Greater access to the beachfront through day and overnight parking provision. Increased footfall and improved perception of the beachfront area. Increased uptake of active travel.
<b>Risks Specific to this Option</b>	Inflation of construction materials.
<b>Advantages &amp; Disadvantages</b>	Significant reimaging of the beachfront area that could bring amount largescale changes in visitor numbers. Significant cost outlay and disruption to the area throughout construction phase.
<b>Viability</b>	No viability issues identified.
<b>Other Points</b>	-

### 7.8 Community Clubhouse

<b>Description</b>	A class 10 (non-residential institution) facility which could provide various amenities, providing education on safe water usage, with opportunities for an elevated observation deck at the most used part of the water
<b>Expected Costs</b>	TBC

<b>Expected Benefits</b>	Offers a variety of conveniences and amenities all in one place and encourages community engagement.
<b>Risks Specific to this Option</b>	Inflation of construction materials.
<b>Advantages &amp; Disadvantages</b>	Significant positive placemaking impacts and amenity provision for local communities. Better perception of the beachfront area
<b>Viability</b>	No viability issues identified.
<b>Other Points</b>	-

<b>7.9 Safer Swimming Facility</b>	
<b>Description</b>	An engineering arrangement to alter existing groynes and 'fish tails' to provide a safer opportunity for open water swimming.
<b>Expected Costs</b>	TBC
<b>Expected Benefits</b>	Benefits from physical exercise. Increase in the attractiveness of the beach and sustained rise in footfall.
<b>Risks Specific to this Option</b>	Inflation of construction materials.
<b>Advantages &amp; Disadvantages</b>	Significant positive placemaking impacts and amenity provision for local communities. Better perception of the beachfront area. Initial cost outlay.
<b>Viability</b>	No viability issues identified.
<b>Other Points</b>	-

## 7.10 Recommendation

Using evidence based on the options appraisal and the objectives scoring, clearly articulate the recommended option, showing the best fit against the project's stated objectives, and balancing cost, benefits, and risk. Note, if an option fails to deliver any essential objective, then it must be discounted as unsuitable. The recommendation should not be made on objectives scoring alone but the table can be used to eliminate those options that score poorly as a first stage, with the second stage being a more detailed analysis of the remaining options. Bear in mind:

- Investment Appraisal
- Assumptions
- Constraints
- Dependencies

All components listed were assessed as part of an economic impact assessment, with the results of this assessment presented in Section 8. The economic impact model considered three packages of intervention:

1. **Do Minimum:** Continue to manage and maintain shoreline, but do not invest in any additional infrastructure.
2. **Boardwalk Intervention (Option A):** All above components, including the larger of the Boardwalk structures.
3. **Boardwalk Intervention (Option B):** All above components, including the smaller of the Boardwalk structures.

An economic impact assessment has been carried out below. Based on this process and the options Benefit Cost Ratio's (BCR's), it is recommended that Option 2 (Option A, Boardwalk Intervention) be selected as the preferred way forward.

## 8. Benefits

In the tables below, identify the key benefits the project will deliver.

All benefits need to be measurable, realistic and have a baseline or comparable starting point. These benefits will be monitored during and after the project close to gauge project success and value for money. If a benefit is more subjective, then that should be supported by, for example, staff or customer surveys taken **before and after** the project.

Give an idea of the total financial benefits if these exist.

List any dis-benefits where appropriate, e.g., the loss of a disposal receipt where it is proposed to utilise a surplus building instead of selling it.

### Do-Minimum:

There are no anticipated economic benefits arising from this option, as such an economic impact assessment has not been possible.



**Option A Boardwalk Intervention:**

Stantec have undertaken an economic impact appraisal of the proposed Aberdeen Beachfront Masterplan investments. Given the array of beachfront proposals currently across Aberdeen and the risk of double counting benefits of the individual interventions, the economic impact appraisal has been modelled across the whole beachfront area.

These figures relate to the full package of investments, including the three phases of public realm works, the Boardwalk Option A) and the redevelopment of the Beach Ballroom, Leisure Centre and Linx Ice Arena.

This study found that the proposed beachfront developments would together generate £597 million (Present Value, PV) of net additional gross value added (GVA) to the Aberdeen economy over a 30-year appraisal period. This is broken down below.

Area of impact	Value of impact
<b>Figures included in the economic impact calculation (£m)</b>	
Active travel benefit <sup>1</sup>	12
Visitor spend	456
Construction spend	130
<b>Total economic impact</b>	<b>597</b>

Based on the above analysis, the project's benefit-cost ratio (i.e. total benefits divided by total cost) is 1.2, or a £1.12 return for every £1.00 invested.

Further non monetisable benefits of the option include improvements to the quality of surrounding beachfront public realm for Council staff working in Aberdeen and an increase in business rate receipts.

**Option B Boardwalk Intervention:**

The modelling for the smaller of the two options, has been based on the same assumptions as Option A Boardwalk Intervention, the only difference is that the active travel and visitor spend benefits have been scaled to reflect the reduced economic impact of a more modest Boardwalk structure.

The total footfall assumption detailed in the following section (1 million per annum) has been reduced for this option. VisitScotland<sup>2</sup> provide Q3 2023 data on the purpose of domestic leisure visits in Scotland. It is reported that 20% of all new visits were to see a visitor attraction, go sightseeing or to explore local areas. Of this 20% of new visitors, it has been conservatively assumed that half of them would no longer visit Aberdeen beachfront if the Boardwalk structure was not of the same scale as Option 2. This therefore reduces the overall

<sup>1</sup> Includes impacts on reducing congestion, reducing infrastructure maintenance costs, reducing accidents, improving local air quality, reducing noise and greenhouse gas emissions, improved health, reduced absenteeism and improved journey ambience, adjusted to account for adverse impact on Government fuel duty receipts.

<sup>2</sup> VisitScotland 2023. Summary of Scotland's Day Visit Tourism Performance in quarter 3 2023 (July to September 2023). Available online at: <https://www.visitscotland.org/research-insights/about-our-visitors/uk/day-visits-survey#2023>

annual visitor footfall by 10%. Subsequently, both the visitor spend and active travel benefits have reduced.

This study found that the proposed beachfront developments would together generate £498 million (Present Value, PV) of net additional gross value added (GVA) to the Aberdeen economy over a 30-year appraisal period. This is broken down below:

Area of impact	Value of impact
<b>Figures included in the economic impact calculation (£m)</b>	
Active travel benefit <sup>3</sup>	10-
Visitor spend	362
Construction spend	125
<b>Total economic impact</b>	<b>498</b>

Based on the above analysis, the project's benefit-cost ratio (i.e. total benefits divided by total cost) is 0.97, or a £0.97 return for every £1.00 invested.

Further non monetisable benefits of the option include improvements to the quality of surrounding beachfront public realm for Council staff working in Aberdeen and an increase in business rate receipts.

### **Impact Modelling Assumptions:**

Although there is a degree of cost certainty in relation to the Shoreline Regeneration works that are the subject of this business case, further costing work is still required in relation to the proposed future phases of development.

The midpoint of values has been taken from HM Green Book guidance for standard buildings, non-standard buildings and for standard civil engineering. HM Treasury Green Book standard discount rate of 3.5% has been used to discount costs and benefits over a 30-year appraisal period.

### **Benefit modelling assumptions:**

#### **Construction spend benefits**

- Turnover to GVA ratio (for Aberdeen's construction sector) from the Scottish Annual Business Statistics of 0.44 was applied to total annual capital spend for each option.
  - The following assumptions were then applied to estimate the net construction GVA:
  - Deadweight: 0% (no spending would happen on site in the counterfactual scenario)

<sup>3</sup> Includes impacts on reducing congestion, reducing infrastructure maintenance costs, reducing accidents, improving local air quality, reducing noise and greenhouse gas emissions, improved health, reduced absenteeism and improved journey ambience, adjusted to account for adverse impact on Government fuel duty receipts.

- Displacement: 40% (project will lead to some displaced construction activity elsewhere)
  - Leakage: 20% (as advised by Robertson, a proportion of the construction providers will be non-local)
  - Multiplier: 1.44 Type II multiplier assumed. (Scottish Government input output tables provides a Scotland wide multiplier of 1.87 for the construction sector. It has been assumed that 50% of these indirect and induced benefits will be retained locally.)
- The net construction GVA was then discounted and summed over the full appraisal period

### Active travel benefits

Baseline footfall was provided by the Council, specifically how many people currently visit Aberdeen Beachfront, and Beach Boulevard North Side and the Beach Esplanade. An 80% pedestrian/20% cyclist split was assumed. It was assumed that total footfall would rise to 1 million post investment (by comparison, Blackpool attracts 19 million visitor nights, Brighton 11 million and Bournemouth 10 million).<sup>4</sup>

DfT's AMAT tool was then used to calculate the active travel benefits of the project.

### Visitor spend benefits

The same above AMAT data was used alongside the following conservative assumptions:

Assumption	Value	Description
Percentage of non-local visitors	50%	Conservative modeller's assumption
Percentage of day visitors	50%	Only a small proportion will come as part of an overnight visit
Average spend per day visitor	£36.91	VisitScotland Grampian Factsheet 2019
Average spend per overnight visitor	£239.60	
Deadweight	0%	It is assumed that investment would not take place under counterfactual
Displacement	10%	A proportion of visits to some other attractions in the city will be displaced

<sup>4</sup> <https://britishdestinations.files.wordpress.com/2019/04/2019-house-of-lords-select-committee-report-the-future-of-seaside-towns.pdf>

Leakage	5%	Some proportion of the visitor spend will be from outside of Aberdeen. For example, visitors bring their own food with them.
Multiplier	1.30	Scottish Input Output tables provides a Scotland wide multiplier of 1.60 for the sport and recreation sector. It has been assumed that 50% of these indirect and induced benefits will be retained locally.
GVA as a percentage of spend	68%	Scottish Annual Business Statistics 2020, arts entertainment and recreation GVA to turnover ratio.

## 9. Costs

Use the tables below to provide cost information. Costs must include capital investment and where relevant any ongoing revenue costs incurred by the project or as a result of the project. The source/basis of any estimates should be clearly identified.

Refer to the Government Green Book and the Supplementary Guidance on Optimism Bias for information on determining costs. Outline any assumptions in estimating costs in Section 17 and confirm in the Checklist that you have followed this guidance.

[Green Book Supplementary Guidance Optimism Bias](#)

[The Green Book 2022 \(HM Treasury Guidance\)](#)

To improve the design development process for capital projects there is a need to consider full life cycle costs, including maintenance. Therefore, costs should be considered at least over a 5-year period. It is an estimate of the resources and capabilities (people, physical resources, and funding) needed to deliver the project and sustain the benefits. The estimates need to cover both the direct project costs and the ongoing (business as usual) costs for the lifetime over which the benefits are to be considered.

Include information on where the budget will come from.

Full costs breakdown to be included.

Any impact on business as usual or service delivery.

10. Key Risks	
Description	Mitigation
<p>Fully explain any significant risks to the project that you are aware of, especially those which could affect the decision on whether and in what form the project goes ahead.</p> <p>Append your full Risk Log if available.</p>	<p>Details of any mitigating action already taken or suggested.</p>
<p><b>The significant risks to the project are summarised below:</b></p>	
<p><i>Construction Inflation:</i> there is a risk of Construction inflation continuing to increase over the project delivery programme period. This could result in the project becoming unaffordable to ACC even with Developer Contributions and External Investment.</p>	<p>Cost Managers to closely monitor the market. Include appropriate levels of Contingency in Costings. Prepare the design to ensure that it can be delivered within the budget available.</p>
<p><i>Coastal Management Defences:</i> continued coordination and development of the medium-long shoreline intervention as part of the defence's mechanism for the future. The existing shoreline continues to evolve each year.</p>	<p>Continue to work with ACC Structural, Flooding and Coastal team in the development of the proposals to ensure coordination with the long-term coastal management defences.</p>
<p><i>Weather Conditions:</i> inclement weather forms an increased risk to the project timeline due to the proximity to the sea, with the potential to cause significant delay and disruption to site activities.</p>	<p>The programme timeline has assumed a winter break between the months of October to March on a given year. The winter programme break will be maximised through offsite construction including features associated with the Boardwalk, Beach Interface &amp; Safer Swimming Zone. Only one winter break is anticipated.</p>
<p><i>Statutory Approvals:</i> complex statutory approvals including Marine Licence to cover elements relating to the Beach Interface, Boardwalk and Safer Swimming Zone. In addition, the requirement to prepare an EIA document.</p>	<p>Early engagement has commenced with Marine Scotland and ACC Planning to agree a planning strategy. The programme deliverables have been phased to minimise the associated application risks.</p>
<p><i>Site Conditions:</i> unknown existing condition and environmental factors lead to challenges in meeting the brief and delivering the works.</p>	<p>An extensive series of survey works to be undertaken to inform the delivery of the project and design, with these works to be undertaken to inform an FBC.</p>
<p><i>Project Budget:</i> insufficient budget or inability to provide appropriate funding receipts, thereby delaying/stalling the development of a critical phase of the Beachfront Masterplan</p>	<p>Prepare robust development appraisals and continued market research to promote the works with the view to seeking external investment.</p>

## 11. Procurement Approach

If this project will involve the procurement of products or services, describe the approach that will be taken based upon the recommended option.

The Design Teams must conduct a check on the Health & Safety track record on tender documentation and submission prior to award and confirm this has been done.

The Procurement Strategy will be prepared following, and with the benefit from, lessons learned from the other related Beachfront projects including the Phase A & B Public Realm works.

The project will be delivered by hub North Scotland Ltd, ACC's strategic development partner for the planning, procurement and delivery of community-based infrastructure projects across the north of Scotland. Hub North Scotland comprises 16 public sector organisations, the Scottish Futures Trust and private sector partners in a joint venture company known as a hubCo with the purpose of working collaboratively to deliver inspiring projects for communities and best value for participants. Aberdeen City Council are one of these public sector organisations and have been part of the hub initiative since 2011.

The key purpose of the hub initiative is to establish a long-term partnering relationship between hubCo and Aberdeen City Council and to procure the provision of appropriate infrastructure and related services involved in providing Community Services with the aim of:

- a) improving the efficiency of delivery of community-based facilities;
- b) delivering economies of scale through shared facilities;
- c) making the best use of public resources; and
- d) providing continuous improvement in both cost and quality in public procurement.

Hub North Scotland's dedicated supply chain members are working collaboratively with Aberdeen City Council to develop, design and deliver all projects within the ACC City & Beach Vision programme. All procurement is carried out in strict compliance with Hub North Scotland's Project Delivery Method Statement with a completely open book approach to project costs which is continually benchmarked and reviewed to maximise efficiency, accountability and demonstrate continuously improving value for money. The Hub North Scotland supply chain is structured to include both local and national partners maximising economies of scale whilst providing opportunities to local companies. Project development plans have specific focus on community and stakeholder engagement to maximise outcomes for end users.

The medium-long interventions (Boardwalk, Beach Interface and Safer Swimming Zone) are associated with the existing coastline and will be subject of a separate procurement exercise due to the complexity and specialist nature of these works. This separate review will ensure that the most economical beneficial appointment of an experienced main contractor is identified to deliver the works, with early contractor engagement a priority action through the preparation of the FBC. The medium-long elements will incorporate the initial phases of the coastal management defences, which will also be a key considering factor when identifying the most appropriate procurement route and main contractor selection.

## 12. Time

### 12.1 Time Constraints & Aspirations

Detail any planned or agreed dates, any time constraints on the project or the affected business areas and any other known timescales.

A detailed review of the programme has been undertaken for this phase considering each of the work elements deliverables which has informed an overall programme strategy which has naturally been broken down into two phases. The timeline takes cognises of the Beachfront Public Realm Phase A and B works, with the deliverables coordinated to align with the initial phasing.

The two phases have been broken out as follows:

- Short-Medium Intervention Delivery: Beach Village, Satellite Facilities, Clubhouse & Esplanade Works
- Medium-Long Intervention Delivery: Boardwalk (medium/heavy), Safer Swimming Zone, Beach Interface

The programme phasing has been structured to allow the short-medium elements to be brought forward and not be constrained by the more complex delivery and construction aspect associated with the coastline. The Beach Village, Satellite Facilities, Clubhouse & Esplanade Works all benefit from shorter or limited statutory approval processes and their nature and scale of the works involves a reduced construction period. These facilities will have direct positive impact on the local community and will be a real benefit to support and promote healthy living through increased activities at the Beachfront.

The medium-long delivery elements are an integrated series of interventions adjacent to the Beach Park and centrally located as a critical part of the Beachfront Masterplan.. The anticipated planning timescales have been included in the programme which also includes for the necessity to undertake an Environment Impact Assessment (EIA) and to apply for a Marine Licence – this is for both the proposed interventions and temporary construction works. The combined impact of the statutory planning and licencing process for these larger elements of work is projected to be around an 18-month period.

The project is located adjacent to the existing coastline, which will require extensive coordination with the existing coastal defences and to work within sea tidal zones. The nature of these works can lead to high programme disruption compounded by the expected inclement weather along the north-east coastline. To account for this, the programme timeline has been prepared incorporating a winter recess period between October and March, where works would be restricted from the beach level due to the high risk of programme delays. During these coastline recess periods, the less affected aspects of Phase C works will continue, and the time will be used to maximise the use of offsite construction associated with the Boardwalk, Beach interface platform plinths and Safer Swimming Zone. These three elements together are of a large scale and complexity in construction and will require a range of 24-30 months to complete on site. These initial allowances have been incorporated within the timeline below and will be developed further through early Main Contractor engagement as part of the Full Business Case development.

### 12.2 Key Milestones – Short-Medium Intervention Delivery

Beach Village, Satellite Facilities, Clubhouse & Esplanade Works

Description	Target Date
Approval of Outline Business Case at Council Committee	7 <sup>th</sup> February 2024
Statutory Consultation Consent Achieved	31 <sup>st</sup> October 2024
FBC approval (subject to outcome of statutory consultation)	31 <sup>st</sup> October 2025
Contractor Appointment	31 <sup>st</sup> October 2025
Construction Completion (68 weeks)	31 <sup>st</sup> March 2027
Handover	1 <sup>st</sup> April 2027
Opening (1 month after Handover)	1 <sup>st</sup> May 2027
Defects liability period (12 months after handover)	1 <sup>st</sup> April 2028

### 12.3 Key Milestones – Medium-Long Intervention Delivery

Boardwalk (medium/heavy), Safer Swimming Zone, Beach Interface

Description	Target Date
Approval of Outline Business Case at Council Committee	7 <sup>th</sup> February 2024
Statutory Consultation	30 <sup>th</sup> November 2025
FBC approval (subject to outcome of statutory consultation)	30 <sup>th</sup> June 2026
Contractor Appointment	30 <sup>th</sup> June 2026
Construction Completion (24-30 months)	30 <sup>th</sup> September 2029
Handover	1 <sup>st</sup> October 2029
Opening (1 month after Handover)	1 <sup>st</sup> November 2029
Defects liability period (12 months after handover)	1 <sup>st</sup> November 2030



**13. Governance**

Include any plans around the ownership and governance of the project and identify the people in the key project roles in the table below.

A detailed resource and skills plan will be provided at FBC stage.

<b>Role</b>	<b>Name</b>	<b>Service</b>
<b>Project Sponsor</b>	Craig Innes	Chief Officer – Commercial & Procurement

**14. Resources**

List the staff resources and expertise required to implement the project. Ensure support services are included, such as Project Management, Legal, Procurement and Communications.

<b>Task</b>	<b>Responsible Service/Team</b>	<b>Start Date</b>	<b>End Date</b>
Project Sponsor	Craig Innes	Already in place	Q1 2029
Project Manager - ACC	Corporate Landlord	Already in place	Q1 2029
Design Team	Hub North Scotland PMO Deliver	Already in place	Q1 2029
End User input to design	Estates & Maintenance	Q3 2025	Q3 2026
Provide Legal input	ACC Legal	Q3 2025	Q3 2026
Manage Communications	ACC Communications	Already in place	Q1 2029
Planning/Statutory Application	ACC Planning	Already in place	Q4 2025
Building Warrant	ACC Building Control	Q2 2024	Q2 2026

## 15. Environmental Management

Fully explain any impacts the project will have on the environment (this could include, e.g., carbon dioxide emissions, waste, water, natural environment, air quality and adaptation). Include both positive and negative effects and how these will be managed. Include details on how this has been assessed, giving an idea of the cost implication if this exists.

The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 put in place a target for net zero greenhouse emissions by 2045 in Scotland, accelerating new and updated associated policy interventions. With the production of a Net Zero Vision for Aberdeen (2020) prepared in response and set out the Net Zero Aberdeen Routemap approved in February 2022. This sets the pathway for a net zero city by 2045. The Routemap is enhanced by the Aberdeen Adapts, the City's Climate Adaption Framework and the Council Climate Change Plan which sets out a series of drivers for climate and sustainability that need to be embedded into the Aberdeen City Centre and Beachfront Masterplan.

The Shoreline energy strategy is based on supporting these objectives through the overall strategy by the nature of the intervention and a focus on the natural environment. Where accommodation is being provided as an integral part, the facilities have been developed with a sustainable and economical approach.

The project will also contribute to a reduction in CO<sub>2</sub> and particle emissions by reducing vehicular movements through the wider Aberdeen Beachfront Masterplan, with the Shoreline Phase a continuation of these objectives. The Phase incorporates a significant amount of new planting which will absorb carbon and improve quality of the local environment. Air quality across the Beachfront and in the City will also improve because of reduced traffic in the region.

The Safer Swimming Zone and central shoreline elements will incorporate the introduction of new 'artificial reefs' with the objective to encourage biodiversity and marine ecology by introducing large rock and concrete elements to emulate rock pools and reef structures. These new features will be located adjacent to the existing rock armour.

The project will minimise the embedded carbon of construction through maximising the use of locally sourced materials and following guidance from Zero Waste Scotland. Furthermore, no impact on waste collection or treatment of surface water is anticipated as part of this Phase.

	Yes	No
<b>Is a Buildings Checklist being completed for this project?</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

### If no, what is the reason for this?

The project is not sufficiently developed at OBC stage to complete the Buildings Checklist document, this document will be completed at a later stage.

## 16. Preserving Our Heritage

Describe fully any impacts the project will have on the heritage of the city or more widely in the region or nationally. This could include but is not exclusive to the following examples:

- Specific historical items of interest.
- Features of significant local or regional importance/interest.
- Granite elements of existing structures.

Include both positive and negative effects and how these will be managed.

Include details on how this has been assessed, giving an idea of the cost implication if this exists.

There is no item of significant Heritage or Historical Listing directly associated with this phase of the masterplan. The works are however adjacent to the Grade B Listed Beach Ballroom, which is of significant architectural quality, with the design sympathetic to the building. The Beachfront Interface, Esplanade and Boardwalk consider the surrounding topography and connectivity to enhance the amenity space on approach to the Ballroom, whilst the Boardwalk layout has been aligned to create a focal point at one end. The Boardwalk layout elevates the Ballroom stature as an architectural gem; a key cultural and historic asset to the City.

With the Shoreline Regeneration proximity to the Beachfront there may be some risk of archaeology finds being identified. As part to the project development and next stage, a series of site investigate surveys will be undertaken to mitigate any potential impact during the construction phase. Desktop studies will be undertaken to identify any area of special interest.

In terms of natural assets and greenspaces, whilst currently a lack of meaningful urban external public space exists within the City Centre, the Beachfront provides an exceptional natural resource for the City and its residents. Improving the public realm in the City Centre and better connecting the City Centre and the Beach are key aims of this Masterplan and were noted as top priorities during public consultation on the City Centre and Beach projects in 2021. The Shoreline Regeneration will form a critical part in meeting this priority, enhancing the public amenity spaces through a more accessible shoreline, Boardwalk and supporting facilities to encourage greater outdoor activities.

## 17. Stakeholders

List the key interested individuals, teams, groups, or parties that may be affected by the project or have an interest in it, including those external to the organisation. Show what their interest would be and their level of responsibility. Also note any plans for how they will be engaged including the use of any existing communication channels, forums, or mechanisms already in place.

In the event the Business Case projects a total capital expenditure of more than £10 Million, stakeholders should include “ACC Bond Investors” who may require to be communicated with through the London Stock Exchange.

## Overview

From the outset of the Shoreline Regeneration phase has involved numerous engagement sessions with Aberdeen Water Safety Group, Water sports users and clubs, the RNLI and Lifeguards. This early engagement highlighted various requirements for the scope, beach and water user needs and safety points, with a focus on improving life safety and the intent of reducing incidents at the beach in line with government targets to take pressure off RNLI / emergency blue light services.

This continued engagement has seen some deviation from the Beachfront Development Framework.

These include;

- The Water sports Community Club facilities has been relocated to the very south of the beach at Footdee. The original location at groynes 16/17 was identified to be one of the less safe parts of the beach for water users and only to be used by advanced surfers and swimmers who are aware of the dangers. Therefore, to discourage water use at this area the proposed facility has been relocated to the Footdee area of the beach. This is appropriate given it has been identified as the most used and considered the safest, area for water users.
- The creation of a Safer Swimming Zone at groynes 10/12, near the Boardwalk feature, forms an additional intervention from the Beachfront Development Framework. This is proposed to address the water condition concerns within the central Beachfront location and to provide a new attraction to encourage utilisation and footfall to the city and the beach.
- Observation decks for the lifesaving club and other users. Observation decks have been built into the Footdee and Satellite Facilities, with intermediate satellite observation points between these and towards the northern end of the beach to allow these areas to be monitored.
- The slipway and previous pavilion option are no longer included following the stakeholder consultations, whereby the existing slipway is considered satisfactory and a pavilion in this location was not considered to bring any particular value to the beachfront.

## Recent Engagement & Participation

In preparation of the OBC the following activities have been undertaken:

- A detailed stakeholder and consultation plan covering this specific phase has been implemented, with a good level of participation and engagement throughout. Details are included within the table below.
- Phase C engagement has involved several of the local community groups including Free Swim Aberdeen (Wild Swimming), Granite City Surf Club, Scot Surf and Aberdeen Surf Life Saving Club. The sessions have been in form of open workshops, meetings, and full walk of the Esplanade.
- The Community Clubhouse concept design has been developed through regular engagement sessions with the local water groups. The Clubhouse is designed to provide a combination of water user supporting facilities, storage space and multi-functional accommodation for flexible community activities. The Clubhouse provides

the platform to increase footfall to the beach and sea, whilst providing the opportunity to consider wider water use events and competition to the region.

- The Satellite Facilities have been designed flexibility to accommodate the evolving needs of the water activities, public use patterns and visitors. The location and extents of these facilities developed through dialogue with the local water users to define the provisions, locations along the esplanade and scale, with the focus on providing facilities adjacent to the main water and beach uses.
- ACC Planning Officers have been consulted on each of the proposed elements to establish an understanding of the application processes and anticipated timelines. This has been accompanied with engagement with EnviroCentre on the Environmental Impact Assessment deliverables and Marine Scotland on the extent of Marine Licences that would be required for the interventions or temporarily during the construction stage.
- Beach businesses were visited in summer 2023 offering a general update. Where businesses have registered to be kept informed of progress, the team has been back in touch.
- The team updated the Community Council Forum in October 2023 with members of Pittodrie and Castlehill Community Council attending. Dates are being co-ordinated to provide further updates to the Forum, the Community Council and the Footdee Community before the first week in February.
- Early engagement with Children and Young People (CYP) around the Beachfront Development Framework was primarily focussed on Phase A and the concept of play. Key themes of fun, sport, adventure and colour fed directly in the development of the Phase A proposals however other elements such as ‘clean, green and safe’, accessibility to the beach, areas for reflection and imagination have flowed naturally into the proposals for Phase C.
- Many CYP said they had been restricted in coming to the Beach as there is currently too much traffic. The more inclusive scheme proposed will improve pedestrian access and cycleways. This was reinforced through wide consultation with the young ASN community in summer 2023 when elements such as wheelchair access to the beach, suitable and sufficient changing and toilet facilities and sea view disabled parking were all highlighted as issues by young people and their carers and families. These elements are all considered within the Phase C proposals.
  - Specific activities are currently being developed to build on the extensive engagement to date with Children and Young People (CYP) to ensure these conversations both widen and deepen around all elements of the City Centre and Beach Masterplan. An online tool will on ‘the journey so far’ and how CYP have influenced the process, as well as allowing interactive involvement by individuals and classes as part of school-specific pages. The platform being developed is Thinglink, which is an interactive, map-based resource which local schools are already familiar with.

## Stakeholder Engagement Plan

Stakeholder Grouping	Engagement
<b>Water Sports/ Water Safety Group</b>	
Aberdeen Water Safety Group	Regular meetings & engagement – Sept 23
HM Coastguard	Regular meetings & engagement – Sept 23
Aberdeen Surf Life Saving Club	Regular engagement & input. Ongoing
Swim Free Aberdeen	Regular engagement & input. Ongoing
<b>ACC Engagement</b>	
ACC Structure, Coastal & Flooding Teams	Regular meeting & support. Ongoing
ACC Transport & Roads Teams	Regular meeting & support. Ongoing
ACC Planning	Regular meeting & support. Ongoing
Marine Scotland	Meeting held – Dec 23
<b>Public Engagement</b>	
Children & Young People	Masterplan engagement. Ongoing
Community Council Forum / Groups	Group update & engagement – Oct 23 Next update proposed for 5th Feb 24.
Footdee Community Trust	Masterplan wide engagement. Ongoing. Next meeting proposed 1st Feb 24.
<b>Independent Groups</b>	
Disability Equity Partnership	Masterplan wide engagement. Ongoing Next update 29th Jan 24
ACTUP	Masterplan wide engagement. Ongoing
Codona's	Regular updates & engagement – Aug 23
Aberdeen Science Centre	Regular updates & engagement – Aug 23
Transition Extreme	Regular updates & engagement – Aug 23

## 18. Assumptions

Document the high-level assumptions that have been made during the development of the Business Case and any other unanswered questions that may be significant. Refer to the Supplementary Guidance on Optimism Bias and detail the assumptions you have made in constructing the costs and business case.

[Green Book Supplementary Guidance Optimism Bias](#)

### Assumptions

The following assumptions has been summarised below:

- Design work undertaken to date is at concept design stage, with detail to be developed as this phase progresses. The design is typical for this stage of a project and will be informed through further development and undertaking detailed survey works.
- The commitment to proceed with the findings of this OBC will be subject to obtaining statutory approval and marine licence consent where appropriate.

- The Shoreline Regeneration Phase forms an integral part of the Aberdeen City Centre and Beachfront Masterplan, with the assumption that the initial two Phases A & B associated with the Urban Park proceed, with this phase forming a critical part and the extension to these phases. This Phase has been coordinated with Phase A & B.
- Beach Village layout has been based on the proposed new Accommodation Road being constructed, with junction access directly of the new road. The Beach Village layout is sufficiently flexible to accommodate any changes to arise as part of the new road network.

## 19. Dependencies

Document any projects, initiatives, policies, key decisions, or other activities outside the control of the project that need to be considered or which may present a risk to the project's success, or on which this project depends.

### Dependencies

The following dependencies have been identified:

- The Shoreline Regeneration document completes the Beachfront Masterplan in achieving the overall economical and transformational objective set out for the area, with the design developed based on an integrated solution in conjunction with the further advanced Public Realm Phases A and B. The work in these other Phases is being progressed on the assumption that Phase C will progress and has a key dependence on their layouts.
- The approved Beachfront Development Framework Phase 1 playing a crucial role in the Beachfront Masterplan development. Phase C contributes significantly to achieving the Framework which sets out a vision and key design principles to provide a world class sport, leisure and tourism destination which will revitalise the Beachfront area and reconnect it to the city centre. The Phase C Shoreline Regeneration OBC has been developed in line with this ethos.
- The City Centre & Beachfront Masterplan 2022, set out the vision for the City, which includes the importance of all the Beachfront phases, including this Shoreline Regeneration phase, in achieving the overall objectives around the pillars on Economy, Inclusion, Net Zero and Quality. The Masterplan deliverables and SMART objectives have informed the basis of the deliverables of this Phase.

## 20. Constraints

Document any known pressures, limits or restrictions associated with the project.

The following project constraints are documented below:

### Design Constraints

- The Beach Interface, Boardwalk and Safer Swimming Zone has been coordinated with the existing coastal defences, with the layout set out to align with the existing esplanade to the north and south, whilst Safer Swimming Zone scale has been determined by the location of groynes 10/12.
- Alternative sustainable energy sources were considered as part of the Satellite Facilities development, with PV panels and battery storage considered. However due to the size of facilities required, these would require a utility connection. Such a utility connection is not economically available along some sections of the existing shoreline.

### Site Constraints

- The existing site utilities extents are restricted to the centrally Beach Park area, which has limited the nature of Satellite Facilities planned for the North and South extents of Esplanade.
- The Esplanade works have been developed to match the existing topography and an upgrading of the features.

### Funding Constraints

- The request at this stage is to move to the next stage of design development of the Phase C Shoreline regeneration and towards an FBC.
- There are various funding options and grants available to local authorities and the scheme provides some commercial and revenue opportunities that will require to be pursued. Whilst these require to be read in conjunction with the economic impact assessment information included in this OBC, the timing of funding applications and discussions may impact on timing.

### Construction Constraints

- The Boardwalk, Beach Interface and Safer Swimming Zone close proximity to sea will require careful construction planning, with any main interface works to the beach/sea requiring to be completed out with the winter months period. The programme has assumed that some works will be completed out with the months of October to March of a given year. However, this is a constraint when considering the programme timeline.
- The Shoreline Regeneration intervention works require to be coordinated as part of the wider Beachfront masterplan taking into consideration key constraints relating to over saturation of construction activities, construction traffic and wider masterplan phasing.
- The Beach Village timeline has been coordinated to consider the need for the new Accommodation Road construction to be completed which will form the platform for these works and road access to this area.



**21. ICT Hardware, Software or Network infrastructure**

List any new ICT systems or changes likely as a result of the project. If there are no ICT changes, then record as 'none'.

Description of change to Hardware, Software or Network Infrastructure	Approval Required?	Date Approval Received
None		

**22. Change Controls Issued by the Project**

Date	Change Ref ID	Approval Route	Change Description
-	-	-	(None at present)

**23. Support Services Consulted**

The minimum **consultation period for Outline/Full Business Cases is 10 working days** unless the Programme Board Chair agrees there are exceptional circumstances that require a shorter turnaround time.

**Note:**

- **It is mandatory for Capital projects to consult with the full list below.**
- If any services are not consulted, this should be indicated in the Comments section, along with the reason why. All comments received should also be noted, or reasons given for discounting them.
- It is a legal requirement for the Council to carry out an [Equality and Human Rights Impact Assessment \(EHRIA\)](#) to evaluate the impact our decisions have on our customers.

**Note:** There is a copy and paste version of the consultation list below which you can use for circulating your Business Case – [Support Services Consulted Circulation List](#)

Service	Consultee	Comments	Date
Resources	Chief Officer, Finance <a href="mailto:jbelford@aberdeencity.gov.uk">jbelford@aberdeencity.gov.uk</a>		
Resources	Chief Officer, Corporate Landlord <a href="mailto:stbooth@aberdeencity.gov.uk">stbooth@aberdeencity.gov.uk</a>		
Governance	Chief Officer, Governance (tbc)		
Place	Chief Officer, Strategic Place Planning <a href="mailto:DDunne@aberdeencity.gov.uk">DDunne@aberdeencity.gov.uk</a>		
Place	Chief Officer, City Growth		

Service	Consultee	Comments	Date
	<a href="mailto:rsweetnam@aberdeencity.gov.uk">rsweetnam@aberdeencity.gov.uk</a>		
Operations	Chief Officer, Operations and Protective Services <a href="mailto:mareilly@aberdeencity.gov.uk">mareilly@aberdeencity.gov.uk</a>		
Operations (Facilities)	Andy Campbell, Facilities Manager <a href="mailto:AnCampbell@aberdeencity.gov.uk">AnCampbell@aberdeencity.gov.uk</a>		
PMO	PMO Programme Manager <a href="mailto:RMacTaggart@aberdeencity.gov.uk">RMacTaggart@aberdeencity.gov.uk</a>		
Finance	Scott Paterson, Finance Partner <a href="mailto:spaterson@aberdeencity.gov.uk">spaterson@aberdeencity.gov.uk</a>		
Asset Management	Alastair Reid, Team Manager <a href="mailto:alareid@aberdeencity.gov.uk">alareid@aberdeencity.gov.uk</a>		
Legal (Property/ Planning & Environment)	Ross Campbell <a href="mailto:roscampbell@aberdeencity.gov.uk">roscampbell@aberdeencity.gov.uk</a> (For <b>Capital Board consultations</b> only)		
Legal (Property/ Planning & Environment)	Alan Thomson <a href="mailto:alathomson@aberdeencity.gov.uk">alathomson@aberdeencity.gov.uk</a> (For <b>Transportation Board consultations</b> only)		
Legal (Commercial & Procurement)	Michele Pittendreigh, Team Leader <a href="mailto:MPittendreigh@aberdeencity.gov.uk">MPittendreigh@aberdeencity.gov.uk</a>		
Legal	Elena Plews <a href="mailto:EPlews@aberdeencity.gov.uk">EPlews@aberdeencity.gov.uk</a>		
Legal	Fiona Closs <a href="mailto:FCloss@aberdeencity.gov.uk">FCloss@aberdeencity.gov.uk</a>		
Procurement	Boguslawka Symonowicz <a href="mailto:BSymonowicz@aberdeencity.gov.uk">BSymonowicz@aberdeencity.gov.uk</a>		
ICT – Digital & Technology	Steve Robertson, Digital & Transformation Manager <a href="mailto:sterobertson@aberdeencity.gov.uk">sterobertson@aberdeencity.gov.uk</a>		
Design – Public Buildings	Neil Esslemont, Team Leader <a href="mailto:nesslemont@aberdeencity.gov.uk">nesslemont@aberdeencity.gov.uk</a>		
Grounds Maintenance	Steven Shaw, Environmental Manager <a href="mailto:stevens@aberdeencity.gov.uk">stevens@aberdeencity.gov.uk</a>		
Communications	tbc		
HR	Lindsay MacInnes, People & OD Manager <a href="mailto:lmacinnnes@aberdeencity.gov.uk">lmacinnnes@aberdeencity.gov.uk</a>		
Transportation Strategy and Programmes	Joanna Murray, Team Leader <a href="mailto:joannamurray@aberdeencity.gov.uk">joannamurray@aberdeencity.gov.uk</a>		
Place – TSAP	Nicola Laird, Senior Project Officer <a href="mailto:NLaird@aberdeencity.gov.uk">NLaird@aberdeencity.gov.uk</a>		
Roads Management	Stuart Allan, Team Leader Technical <a href="mailto:StuAllan@aberdeencity.gov.uk">StuAllan@aberdeencity.gov.uk</a> Vycki Ritson, Team Leader Engineering <a href="mailto:vritson@aberdeencity.gov.uk">vritson@aberdeencity.gov.uk</a>		
Roads Projects	Alan McKay, Team Leader		

Service	Consultee	Comments	Date
	<a href="mailto:AlanMcKay@aberdeencity.gov.uk">AlanMcKay@aberdeencity.gov.uk</a>		
Emergency Planning Officer	Fiona Mann <a href="mailto:FioMann@aberdeencity.gov.uk">FioMann@aberdeencity.gov.uk</a>		

You can attach a link to your document to the list above but will need to attach a **copy of your document** to the consultees below as the link function doesn't work for generic addresses:

Service	Consultee	Comments	Date
Estates	Property Estates Manager <a href="mailto:Estates@aberdeencity.gov.uk">Estates@aberdeencity.gov.uk</a>		
Environmental Policy	<a href="mailto:EPConsultations@aberdeencity.gov.uk">EPConsultations@aberdeencity.gov.uk</a>		
Equalities	Baldeep McGarry/ Faiza Nacef <a href="mailto:equality_and_diversity@aberdeencity.gov.uk">equality_and_diversity@aberdeencity.gov.uk</a>		
Planning	Local Development Plan Team <a href="mailto:LDP@aberdeencity.gov.uk">LDP@aberdeencity.gov.uk</a> Development Management <a href="mailto:PI@aberdeencity.gov.uk">PI@aberdeencity.gov.uk</a>		

#### 24. Document Revision History

Version	Reason	By	Date
1.0	First draft OBC	Ross Keillor, HNSL	12/December/2023
2.0	Second draft OBC	Ross Keillor, HNSL	12/January/2024
3.0	Third draft OBC	Ross Keillor, HNSL	17/January/2024
4.0			
5.0			
6.0			
7.0			
8.0			
9.0			
10.0			

#### 25. Decision by Capital Board

	Date
* Approved/Not Approved to:	

\* Insert approval decision from Capital Board.

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February 2024



# Shoreline Regeneration

Phase C Works – Appendix B Illustrations

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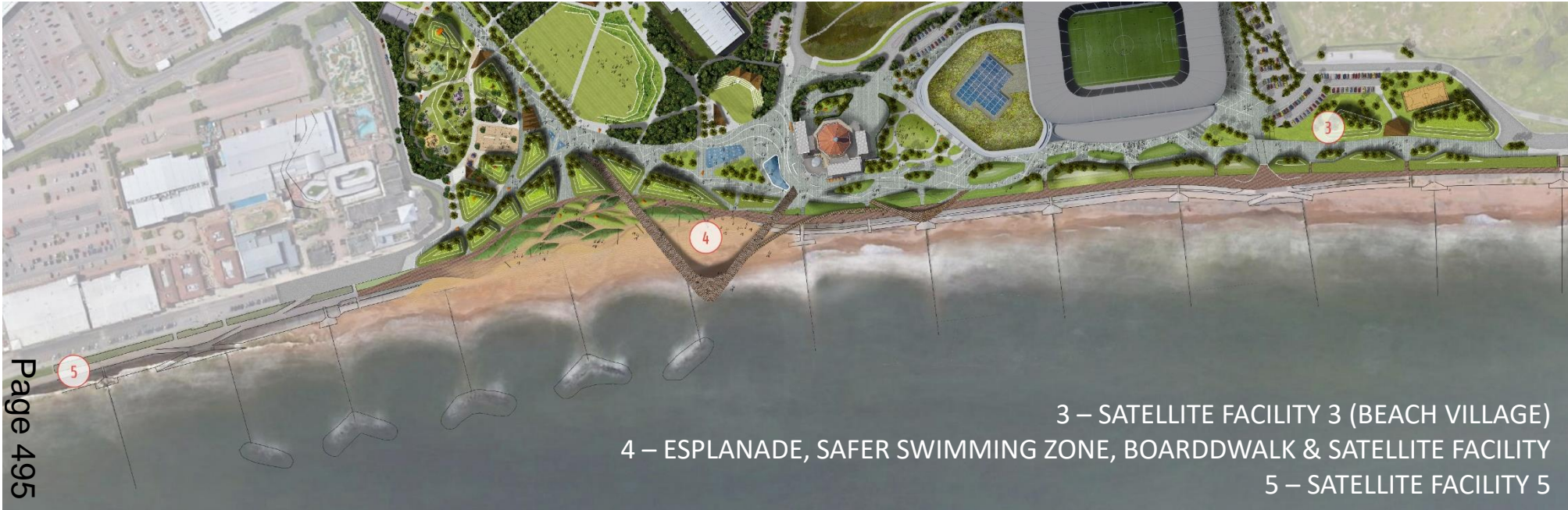


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**Fig 1 - Location Plan illustrating the 7-intervention location along the Beachfront**



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**Fig 2** - illustrating the 7-interventions integration into the wider Masterplan



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**Fig 3i** - illustrating Boardwalk (Option A), Beach Interface & Safer Swimming Zone





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**Fig 3ii** - illustrating Boardwalk (Option B), Beach Interface & Safer Swimming Zone



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**Fig 4i** - illustrating Esplanade, Boardwalk (Option A) & Beach Interface



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**Fig 4ii** - illustrating Esplanade, Boardwalk (Option B) & Beach Interface



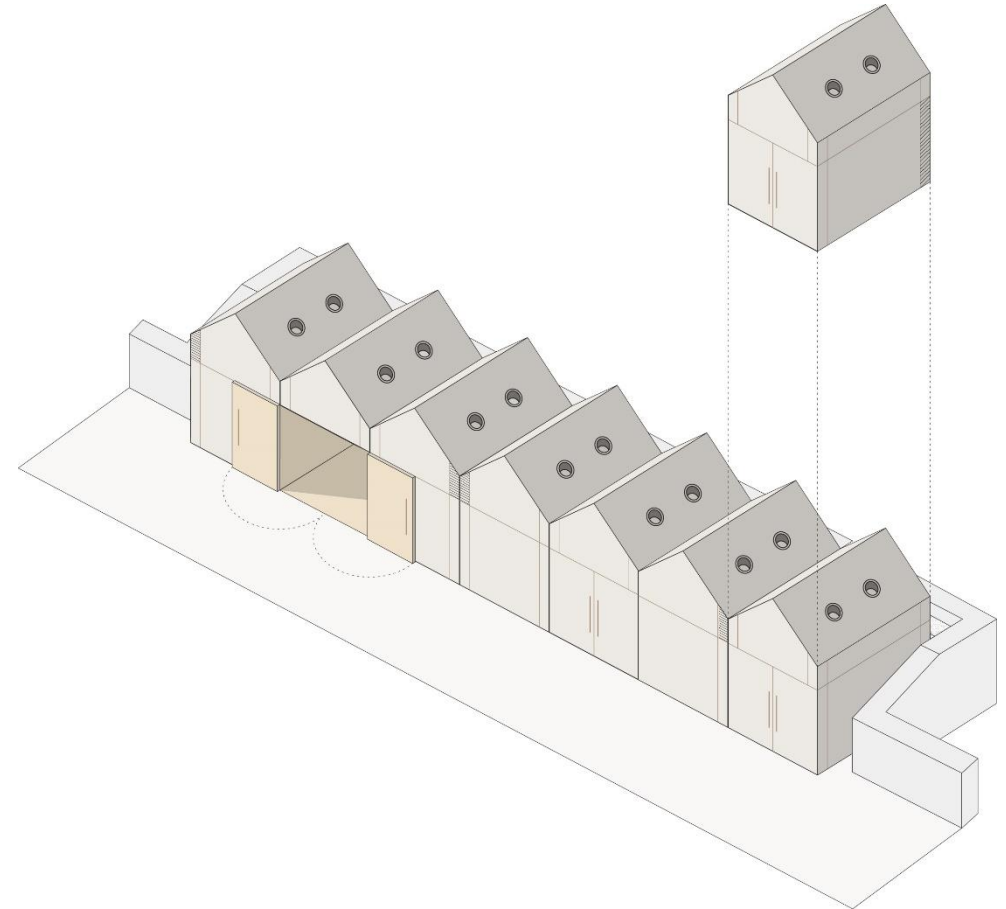
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**Fig 5i** – illustrating the Safer Swimming Zone tying into the Shoreline & Boardwalk (Option A)

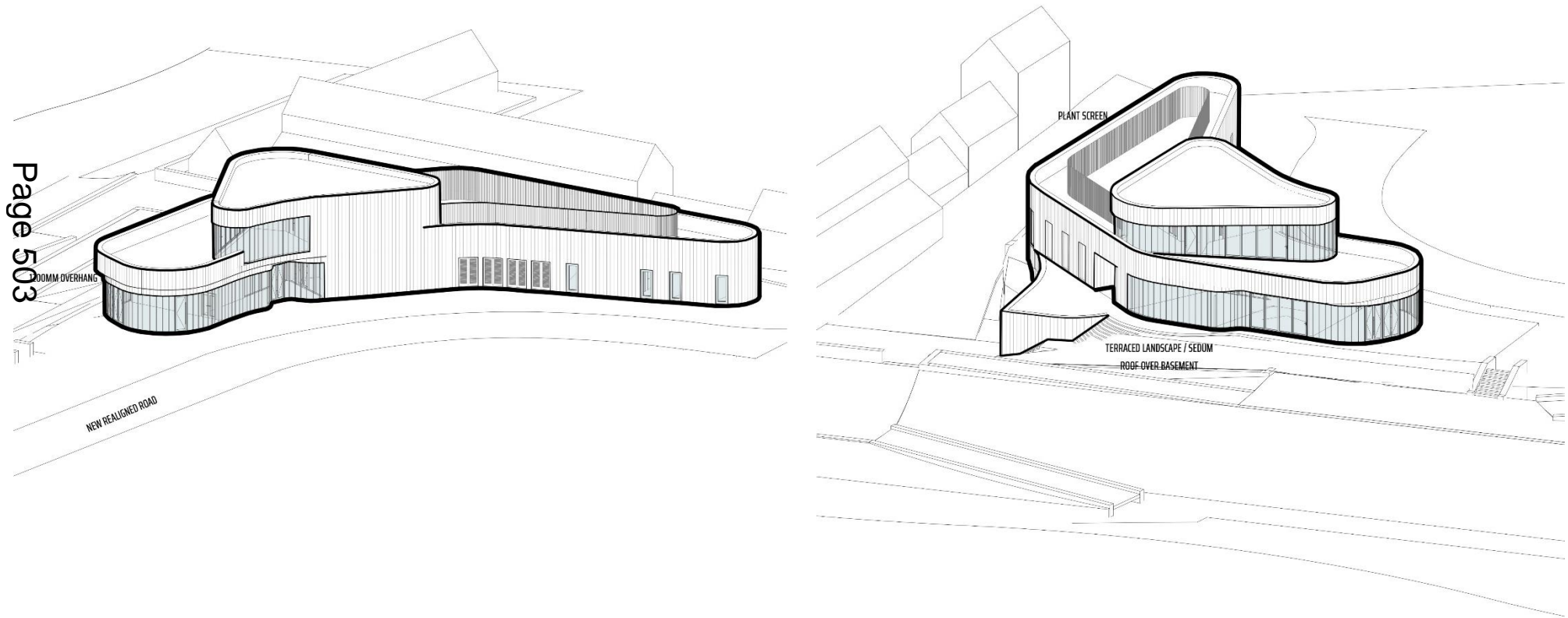


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**Fig 5ii** – illustrating the Safer Swimming Zone tying into the Shoreline & Boardwalk (Option B)



**Fig 6** – illustrating the Beach Village & Typical Satellite Facilities



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Fig 7 – illustrating the Community Clubhouse

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## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Council
<b>DATE</b>	7 February 2024
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	City Centre Streetscape Update
<b>REPORT NUMBER</b>	RES/24/039
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	-
<b>REPORT AUTHOR</b>	Sandy Beattie
<b>TERMS OF REFERENCE</b>	21

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### 1. PURPOSE OF REPORT

- 1.1 This report provides Members with progress updates on streetscape business case updates for Union Street East, Castlegate, Union Street West/West End, Market to Guild Street Phases 2 and 3, together with the cycle infrastructure options for Market to Guild Street Phase 1 and an overall programme update. The report also updates Members on work being undertaken to provide child-friendly information on the overarching City Centre and Beach Masterplan as part of a wider project to ensure children and young people are involved in discussions related to place and placemaking.

### 2 RECOMMENDATIONS

That Council:-

- 2.1 Agree Option 3 in the updated Streetscape Full Business Case (Appendix A and as illustrated in Appendix B);
- 2.2 Agree the Market to Guild Street Phase 1 preferred route identified in Appendix C;
- 2.3 Refer the projects highlighted in recommendation 2.1 and 2.2 to the capital planning and budget process for future years' delivery; and
- 2.4 Pending the outcome of the budget process, instruct the Chief Officer (Capital) to monitor projects through the capital planning process reporting progress to Finance and Resources Committee.
- 2.5 Instruct the Chief Officer - Strategic Place Planning to formally approach potential funding partners for future years' capital funding contributions toward delivery of all streetscape projects in relation to active travel.

- 2.6 Recognising that segregated cycle facilities are now planned along the length of Union Street, agree that proposals for a Queens Cross to City Centre cycle route be re-absorbed into the wider Westhill to Aberdeen Active Travel Route Outline Business Case (OBC), and instruct the Chief Officer – Strategic Place Planning to report the OBC to the Net Zero, Environment and Transport Committee later in 2024.
- 2.7 Note the animation work that has been undertaken to promote the themes within the overarching City Centre and Beach Masterplan, Local Development Plan and Net Zero Aberdeen strategies to children and young people (Appendix D), and thank the young people who have been involved in the project to date.

### **3 CITY CENTRE DEVELOPMENT PROGRAMME**

- 3.1 At Full Council in December 2022, Council agreed (Ref <http://councilcommittees/documents/g8190/Decisions%2014th-Dec-2022%2010.30%20Council.pdf?T=2> ) :

#### Streetscape Programme

- (i) to agree the Streetscape Full Business Case (Appendix B) and instruct the Director of Resources, following consultation with the Chief Officer - Commercial & Procurement and Chief Officer - Capital, to proceed with the negotiation and execution of contracts for delivery of the following programmes in the first instance and to report progress to the Finance and Resources Committee on a 6 monthly basis from the date of this report:
- a) Union Street Central
  - b) Market Streetscape Phase 1
  - c) Schoolhill/Upperkirkgate;
- (ii) to instruct the Director of Resources to progress with developing the remaining streetscape programmes, including options for the provision of physically segregated cycle tracks/lanes, and bring forward for Council consideration and approval an update to the Full Business Case in (i) above following conclusion of design, planning and consultation stages on the below programmes by December 2023:
- a) Union Street East and Castlegate and Justice Street
  - b) Union Street West and West End
  - c) Market Streetscape Phases 2 and 3
- Further design work to be funded from the City Centre and Beach Masterplan budget;
- (iii) to note the instruction from the October 2020 City Growth and Resources Committee that the Chief Officer - Strategic Place Planning develop the Outline Business Case for the A944/A9119 Multimodal Corridor Study Medium/High Delivery Package (which includes proposals for improved cycle infrastructure between Westhill and Aberdeen City Centre) and instruct the Chief Officer - Strategic Place Planning to report back the Outline Business Case for the A9119 cycle route (Carden Place (including Queens Cross Roundabout), Skene Street and Rosemount Viaduct), currently being progressed via the Bus Partnership Fund, by

December 2023, in order to provide an active travel link from the West End into the heart of the City Centre;

- 3.2 In addition, the Council's Urgent Business Committee in July 2023 approved the inclusion of a segregated cycle lane on Union Street Central to provide continuity with the emerging design layouts for Union Street East and West, both of which include a segregated cycle lane to the north side of the street. This approach to the street layout ensures consistency of conditions and detail, improving the legibility of the street.

The combination of instructions has necessitated further engagement and design work (previously reported to UBC in July), which has an effect on the overall programme. This is updated in the table at 3.10 below and remains indicative until commercial close determines the final delivery programme of each project.

### **Streetscape Business Case Update**

- 3.4 Appendix A presents an update to the Full Business Case for the remainder of the streetscape programme. This details the Union Street East, Castlegate, Union Street West and West End public realm works. It should be noted that all project budgets are estimated at this stage and based on 2023 figures. These figures will therefore remain indicative until commercial close of each project. It is considered prudent, however, to refer the projects to the budget process for future years' capital expenditure should Council wish to proceed with the suggested delivery programme.
- 3.5 Given the likely necessary traffic management measures that will be required to support the construction of Union Street Central (and the new Aberdeen Market), it is considered prudent to ensure that projects are delivered in sequence to manage disruption during the construction period.
- 3.6 Appendix C summarises the options for cycle routes in the Market to Guild Street area, with a recommendation to incorporate the ability to cycle through the Merchant Quarter as part of Phase 1. This will be further explored through the RIBA Stage 4: Technical Design. A fully segregated bi-directional cycle route to be considered in later phases.
- 3.7 The timing of both Stage 4: Technical Design and subsequent construction is intended to coincide with the new Market construction programme, however, Scottish Water has advised that they require to upgrade their network in the area. As such it is prudent to ensure that programme is fully understood to avoid unnecessary disruption to any newly laid street surfaces.
- 3.8 Appendix C highlights the cycle lane options appraisal for Market to Guild Street as per instructions from Council in December 2022, and identifies a preferred route giving as direct access as possible for cyclists. Between the station and the Guild Street junction, cyclists will share the carriageway with traffic before joining a bi-directional cycle lane along Carmelite Street (S). From there a re-designated Carmelite St (N), 'Pedestrian and cycle zone (with local access). From Hadden Street to St Nicholas Lane, cyclists will be sharing the

carriageway with traffic in both directions. Through St Nicholas Lane and St Nicholas Square, cyclists will be in a 'Pedestrian and cycle zone' (as currently exists) before joining Union Street.

- 3.9 Appendix C also suggests that a full bi-directional and segregated cycle lane may be possible in future public realm design along Guild Street/Market Street. This will be explored through the design development of future Market to Guild Street phases pending the outcome of the capital planning and budget process.
- 3.10 Appendix B presents the design layout for streetscape to RIBA Stage 3: Detailed Design, demonstrating how a segregated cycle lane continues the principles agreed for Union Street Central and will be integrated along the whole length of Union Street, through the Castlegate and onwards to the beach area.
- 3.11 In addition, an indicative bus lane has been incorporated for potential future use in the Castlegate to further develop the public transport network between the city centre and the beach.
- 3.12 At this stage it is recommended that the streetscape programme be referred to the budget process to ensure a capital delivery programme can be developed to undertake the proposed works. As stated above, project budgets are indicative and are as accurate as can be at the time of this report. Construction inflation, materials and labour costs are all subject to change in future years and will have an impact on future project budgets.

### **A9119 Cycle Route**

- 3.13 The Queens Cross to City Centre cycle route Outline Business Case (OBC) was requested by Council as a means of providing high quality cycle provision into the heart of the city centre. Since the December 2022 instruction to report the A9119 Cycle Route OBC to Full Council, the Council has agreed to the implementation of segregated cycle facilities on Union Street. Given that Union Street design work is progressing and will provide city centre cycle penetration, it is proposed to re-absorb the Queens Cross to City Centre cycle link back into the wider A944/A9119 Westhill to Aberdeen City Centre Active Travel OBC and for the Chief Officer – Strategic Place Planning to report outcomes to the Net Zero, Environment and Transport Committee later in 2024.

### **Child Friendly Placemaking**

- 3.14 The Aberdeen City Centre and Beach Masterplan was agreed by Full Council in August 2022, with an annual update subsequently agreed in August 2023. The Masterplan is one of the City's key place-based strategies, alongside the Local Development Plan and the Net Zero Aberdeen Routemap. Following adoption of these strategies, work has been undertaken by Officers to ensure that children and young people are able to access and understand the key themes within the documents and be able to express their views, feelings and wishes on these. This is in line with Article 12 of the UN Convention on the

Rights of the Child, which also states that children should have their views considered and taken seriously on matters which affect them.

- 3.15 The initial output of this exercise is presented at Appendix D, which contains a number of comic book style animations which have been prepared based on storyboard drawings and sketches provided by young people over a series of workshop sessions during 2023. The comic books themselves have also been animated, with voice overs again provided by the young people involved in the project. Officers intend to launch the animations over the following weeks, alongside a guide for teachers and parents which will include links to how the work also helps to support elements of the Curriculum for Excellence.

## **4 FINANCIAL IMPLICATIONS**

- 4.1 Estimated Project costs are summarised in Appendix A, Section 2 Executive Summary (page 7 in the Business Case) and will require to be factored into the future years capital planning budget. These costs are indicative current estimates which are likely to change if and when technical design proceeds pending the outcome of the budget and capital programming processes.
- 4.3 At this stage it would be prudent to investigate potential external funding sources to assist with both further technical design stages and construction delivery of the streetscape programme.

## **5 LEGAL IMPLICATIONS**

- 5.1 As project proposals move through to RIBA Stage 4 Technical Design, they will be examined and managed within the professional scope of construction industry accepted standards, ensuring all due diligence exercises and pre-contract enquiries are complete and satisfactory.
- 5.2 Any work that is recommended to property not owned by the Council will require effective dialogue and the owner's consent before it can commence. Other local authority consents, such as planning permission and listed building consent, may also be required for works to buildings.
- 5.3 All changes to vehicular movement on the road network are subject to statutory processes.

## **6 ENVIRONMENTAL IMPLICATIONS**

- 6.1 The City Centre and Beach Masterplan has been screened through the Strategic Environmental Assessment (SEA) process and the consultation authorities have confirmed that no Environmental Report specific to this overarching Masterplan is required. Individual plans, programmes and

strategies falling out of the Masterplan will be considered individually, as will any requirements for project-specific Habitat Regulations Appraisals (HRAs).

## 7. RISK

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

		with PMO and supply chain are regularly held. Appropriate inflation allowances made in cost plans.		
<b>Financial</b>	General lack of material and resource availability	Early identification of material types and advanced discussions with supply chain on availability.	M	<b>Yes</b>
<b>Operational</b>	Potential impact on existing services associated with any change in levels or disturbance during construction.	Ensure thorough & adequate surveys undertaken prior and during the development phase. Service detection, trial pits, historical review / detailed desk top review underway	M	<b>Yes</b>
<b>Operational</b>	Project scope changes	Seek preferred option agreement with ACC at appropriate stage and progress agreed design to avoid abortive work.	M	<b>Yes</b>
<b>Operational</b>	Insufficient ACC resource	Resource review ongoing and investigating augmenting support through the Hub North Scotland Project Management Office	H	<b>Yes</b>
<b>Operational</b>	Interfaces with existing buildings/ retaining walls/	Investigate, assess, design. Ongoing throughout the	M	<b>Yes</b>

	highways/shared boundaries/other	demolition process.		
<b>Operational</b>	Delay or failure to secure Market Operator	Marketing operator has been identified. Heads of Terms still to be agreed.	H	<b>Yes</b>
<b>Reputational</b>	Created / perceived congestion on surrounding networks due to construction and phasing of works	Review phasing and impact on road networks in the interim phases. Use advance publicity to advise public on works.	M	<b>Yes</b>

## 8. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
<b>Impact of Report</b>	
<b>Aberdeen City Council Policy Statement</b>	Supports the delivery of Economy Policy Statement 4 – Increase city centre footfall through delivery of the City Centre Masterplan. 1. – Continue to maximise community benefit from major developments.
<b><u>Aberdeen City Local Outcome Improvement Plan</u></b>	
Prosperous Economy Stretch Outcomes	Supports Outcome 1 10% increase in employment across priority and volume growth sectors by 2026.
Prosperous People Stretch Outcomes	Supports Outcome 7 Child Friendly City which supports all children to prosper and engage actively with their communities by 2026. Supports Outcome 11 – <i>Healthy life expectancy is five years longer by 2026</i> , in that the proposed improvements should encourage more walking, wheeling and cycling. Increasing physical activity is linked with increasing life expectancy.
Prosperous Place Stretch Outcomes	Supports Outcomes 13 - <i>Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate</i> , and 14 - <i>Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026</i> , in that the proposal should encourage a shift from motorised to active and sustainable forms of transport. Supports Outcome 14 <i>Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing</i>



	climate Supports Outcome 15 38% of people walking and 5% of people cycling as main mode of travel by 2026.
<b>Regional and City Strategies</b>	<p>The report supports the priorities in the Regional Economic Strategy (RES) investment in infrastructure, regenerating our city centre, unlock development potential, improve the deployment of low carbon transport, to enable Aberdeen to realise development opportunities in the City Centre Masterplan.</p> <p>The report supports the National, Regional and Local Transport Strategies, particularly the Sustainable Travel Hierarchy, which prioritises the needs of those walking, wheeling and cycling above other road users, and the 4 pillars identified in the recent Regional Transport Strategy, Nestrans 2040: Equality, Climate, Prosperity and Wellbeing.</p> <p>It also supports the Aberdeen Active Travel Plan and Sustainable Urban Mobility Plan, both of which seek to improve conditions for people walking and cycling in Aberdeen, particularly to, from and within the City Centre, through the provision of more and safer infrastructure.</p> <p>Measures to reduce unnecessary vehicle traffic in the City Centre will support the Air Quality Action Plan, Climate Change Plan, Net Zero Action Plan and Low Emission Zone by contributing to emissions reduction.</p>

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	The IIA for the City Centre Masterplan has been updated to reflect this report. At this stage there are no material changes from previous assessments.
<b>Data Protection Impact Assessment</b>	DPIA Screening Questions completed. Neither a brief DPIA or full DPIA is required at this stage
<b>Other</b>	N/A

## 10. BACKGROUND PAPERS

- 10.1 City Centre Update report to Council December 2022 (RES/22/290)  
<http://councilcommittees/documents/g8190/Public%20reports%20pack%2014th-Dec-2022%2010.30%20Council.pdf?T=10>

City Centre 6 monthly update report to Urgent Business Committee (referred to by Finance and Resources Committee) July 2023 (RES/23/209)  
<http://councilcommittees/documents/g8989/Public%20reports%20pack%2007th-Jul-2023%2015.30%20Urgent%20Business%20Committee.pdf?T=10>

## 11. APPENDICES

Appendix A: DRAFT Streetscape Business Case Update Nov 23

Appendix B: Streetscape Key Considerations

Appendix C: Market St to Guild St Cycle Lane Options Appraisal Summary

Appendix D: Child Friendly Placemaking Animations

## 12. REPORT AUTHOR CONTACT DETAILS

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# Business Case Update



<b>Project Name</b>	Aberdeen City Centre Streetscape Project		
<b>Author</b>	Sandy Beattie	<b>Date</b>	January 2024
<b>Sponsoring Cluster</b>	Resources	<b>Version</b>	2

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## 1. Introduction and Project Overview

Briefly describe the basic project concept. Describe the current business situation as it relates to the problem or opportunity that gave rise to the idea, including any other drivers such as regulatory or legal compliance requirements

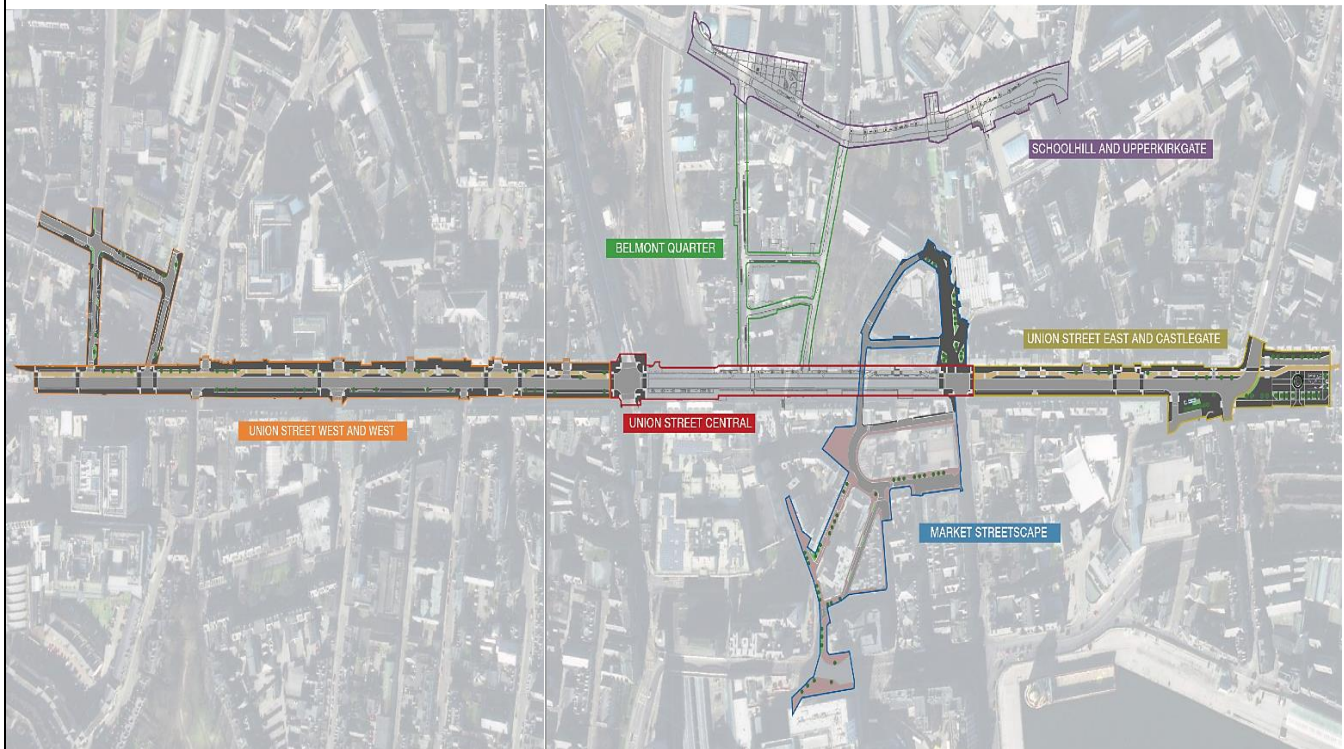
If taking no action may have a negative effect on the organisation, then also describe what will happen if the project is **not** undertaken.

This paper sets out a Business Case Update to support a series of streetscape improvements across Aberdeen City Centre. They will complement and be delivered in sequence with other public realm projects previously reported and the construction of Aberdeen Market. This report includes full funding costs (as of December 2023) to implement construction work on the following projects:

- **Union Street East and Castlegate:** public realm and streetscape improvements to Union Street and Castlegate from Market Street to Castle Street. Includes a two-lane carriageway, a segregated bi-directional cycle lane, footpath widening, street furniture, public art, incidental play, improved lighting, enhanced street greening and traffic management measures.
- **Union Street West and West End:** public realm and streetscape improvements to the section of Union Street between its junction with Alford Place & Holburn Street to its junction with Bridge Street & Union Terrace. Including a two-lane carriageway with one lane routing either direction, a segregated bi-directional cycle lane and extended pavement zones and bus shelters, improved public transport interchanges, urban greenery, and potential street-trading space.
- **Market Streetscapes Phases 2 and 3:** public realm and streetscape improvements including additional streetscaping areas instructed by full Council in February 2022 designed to RIBA stage 3. Market streetscaping phase 2 and 3 works include Correction Wynd, St Nicholas Street, St Nicholas Lane, Netherkirkgate, Carmelite Lane and The Green.

This report is complementary to the Streetscaping FBC previously submitted (December 2022) that focused on the following Streetscaping improvements:

- **Union Street Central:** public realm, streetscaping improvements and traffic control measures on the section of Union Street between Union Terrace and Market Street
- **Market to Guild Street Phase 1:** public realm and streetscaping improvements to the area immediately surrounding the new Market Building, including East Green, and Hadden Street, Carmelite Street and across Guild Street to provide improved pedestrian connection between the Rail and Bus Stations and the city centre.
- **Upperkirkgate and Schoolhill:** extension of footways and streetscaping improvements to enhance the setting and improve public realm.



**Figure 1: Streetscape Improvements**

These proposals will help develop a city centre which is:

- **Accessible and inclusive:** ensuring it is designed to support users of all abilities.
- **More pedestrian and cyclist friendly:** by reducing general vehicular traffic levels to create additional cycling and walking space and a network of streets that are designed around the needs of all users.
- **More sustainable:** it will improve air quality through the inclusion of urban greenery in the designs and support the promotion of a modal shift from vehicular to active travel.
- **More attractive:** it will help the city to achieve its goal of changing people’s perception of the city, and establishing a reputation as a distinctive, modern and exciting city to live in and to visit.
- **Healthier:** through the encouragement of cycling and walking, users will become more active and physical wellbeing will benefit as a result. Improvements in air quality from reduced use of vehicles will also have a consequent positive effect on people’s health.

The proposals will also address many of the challenges affecting the city centre, including:

- declining footfall and high vacancy rates in city centre retail properties. Savills Property Market Report describes the structural oversupply of the retail market in Aberdeen. In March 2023, the Council’s vacancy rate BID survey reported that 19% of all ground floor properties in the BID area were vacant. There was considerable variation with around a quarter of such properties being vacant on Upperkirkgate; over 35% in Schoolhill, and 23% of properties in Union Street. Investment in the public realm, alongside the development of other city centre projects like Aberdeen Market, will improve the permeability and attraction of the city centre, increase footfall and reduce shop vacancy as a result. A similar development in Altrincham, for example,

has seen a decrease in shop vacancy rates of over 22% in seven years following £15 million of investment into the public realm and a new market<sup>1</sup>.

- narrow streets, with limited pedestrian space
- the Market to Guild Street public realm project also addresses poor first impressions of the city, particularly for visitors arriving via the train and bus stations

## 2. Executive Summary

Provide a clear, concise summary of the key features of the business case, briefly describing what the project will deliver, any key decisions associated with it, the expected costs and the funding position (showing any budgets already identified/ expected and the ask of Capital). Include an outline of the benefits, and any dis-benefits, what risks and assumptions are associated with the project, and summarise planned or agreed dates and time constraints. Indicate who is the project sponsor and how the project will be owned and governed and what form the project board will take.

### Purpose

Several projects have been delivered to regenerate and revitalise the city centre, including Aberdeen Art Gallery, Marischal Square, Provost Skene's House refurbishment and Union Terrace Gardens. There are several further projects in development, including the new Aberdeen Market; the redevelopment of Queen Street, the Mini Masterplan for George Street and various projects at Aberdeen Beach. The Aberdeen City Centre and Beach Masterplan details ambitious change proposals for Aberdeen and was approved in August 2022 and updated in August 2023.

All these projects have the potential to attract footfall to the city centre; to increase visitor dwell times; and to shape people's perceptions of the city as a positive place to live, work, visit and invest.

The purpose of investment in the public realm is to optimise the collective impact of these interventions on visitor perceptions of the city, by delivering a series of streetscaping improvements that will:

- **Provide a positive first impression of the city:** particularly for visitors arriving by train and bus, who need to pass through the Merchant's Quarter en route to the City Centre.
- **Maximise the impact of the Aberdeen Market project:** by improving the immediate surrounding streetscape.
- **Create a 'golden thread':** develop an attractive route with clear way-finding that will connect the investments in Union Terrace Gardens, Belmont Street Quarter, Aberdeen Market, Marischal Square, Queen Street and the Beachfront.
- **Improve the Cultural Quarter:** including the streetscape immediately surrounding Aberdeen Art Gallery, the Kirk of St Nicholas and Provost Skene's House.
- **Create a coherent, legible and consistent streetscape** with use of high quality locally sourced (wherever possible) natural materials.

<sup>1</sup> The Pedestrian Pound 2018 – The business case for better streets and places. Available online at: <https://www.livingstreets.org.uk/media/3890/pedestrian-pound-2018.pdf>

- **Complement and increase the impact of streetscaping improvements** at Union Street Central, Market to Guild Street Phase 1, and Upper Kirkgate and Schoolhill.

Three short term investments were considered and approved through a previous FBC and included streetscaping improvements to the following: the section of Union Street Central between Union Terrace and Market Street with construction expected to begin in Q1 2024 for 17 months. Improvements to the streets immediately surrounding the new Market Building and linking to the train and bus stations are expected to commence in Q1 2025 for 6 months. Streetscaping work at Upperkirkgate and Schoolhill is currently on hold pending completion of Union Street Central.

The investments this report focuses on include Union Street East and Castlegate, Union Street West and West End, and Phases two and three of the Market Streetscape public realm improvements. Construction for Union Street East & Castlegate is anticipated to begin in October 2026 and finish in January 2028. Works at Union Street West & West End are expected to begin from February 2028 to November 2029. Market Streetscape Phases 2 and 3 construction is expected to commence in November 2029 and finish in July 2030. All the above will be subject to future budget approvals, potential grant assistance and completion of existing capital projects in the city centre.

### Strategic Fit

The project will contribute to the Prosperous Economy and Prosperous Place objectives of the LOIP, and to the Changing Perceptions, Growing the City Centre Employment Base, A Metropolitan Outlook, A Living City for Everyone, Technologically Advanced and Environmentally Responsible, and Culturally Distinctive objectives of the City Centre and Beach Masterplan.

### Project Objectives

The proposals form an important early phase of the wider Aberdeen City Centre and Beach Masterplan developments, and will contribute significantly to a number of objectives of that plan:

Objective	Success criteria	CCBMP Measurement
City centre population growth	More people live, work, and use city centre facilities	3,000 extra people living in the city centre by 2040
Increased Gross Value Added	Still having the highest GVA per head in Scotland	£s per annum
Reduction in crime (actual)	Offences and crime figures in a downward trend in the city centre	30% fewer young people (12 to 17) charged with an offence and a crime by 2026  2% fewer people re-convicted within one year by 2026 1 point increase (4.31 -> 5.31) (/7) in the mean score for people who "Feel safe in the city centre throughout the day and night" by 2026
Increased footfall in the city centre	More locals, visitors and tourists visiting Aberdeen throughout the year	10% increase in daily average footfall in the City Centre by 2026
Reduced Office/Retail vacancy rates in the city centre	Less empty office/retail space in the city centre	2 percentage point (13.99% ->11.99%) decrease in the office vacancy rate and 1 percentage point (6.39% -> 5.39%) decrease in the retail vacancy rate in the city centre by 2026

Increased ease of walking and cycling around Aberdeen	More active travel across all demographics	30% (1,244 -> 1,617) increase in average daily cycling in the city centre by 2026.
Reduction in car journeys in city centre	Fewer cars in the city centre	20% reduction in average daily traffic flow by 2026
Reduction in CO2/NO2 emissions	Ongoing reductions in CO2/NO2 emissions in the city centre	By at least 61% by 2026 and Net Zero Carbon by 2045 Reduce NO2 to <35ug/m3 annual mean in the city centre by 2026.
Increased educational attainment, skills, and lifelong learning	Improved education outcomes	To match or be under Scotland's density of skills gaps in each occupation groupings (High Skilled, Middle Skilled, Service and Labour Intensive) by 2026

This business case recommends that Option 3 of improved City Centre Streetscaping should be carried forward as the preferred option.

### **Economic Impact Approach**

Given the array of city centre proposals currently across Aberdeen and the risk of double counting benefits of the individual interventions, the economic impact appraisal has been modelled across the whole city centre. This business case update sits as part of the city centre masterplan investments and the benefit figures reported therefore relate to the full package of investment:

- Union Street Central Public Realm
- West End
- Aberdeen Market
- George Street
- Aberdeen Market to Guild Street Public Realm
- Queen Street
- Belmont Quarter
- Union Street East
- Schoolhill + Upperkirkgate
- Castlegate
- Union Street West

### **Project Benefits**

An increase of 30% in footfall and retail sales has been assumed, based largely on the experience of a similar redevelopment in Sheffield<sup>2</sup>. There are examples of similar developments across Scotland, however, there is no supporting empirical evidence of the impacts of the projects. However, the redevelopment in Sheffield does have publicly available data and surrounded 3 ambitious public realm improvement projects. Given the similarities between the Heart of the City project in Sheffield and the streetscaping proposals in this project, this development was deemed an appropriate benchmark of which to base the economic assessment.

<sup>2</sup> The Pedestrian Pound 2018, The Business Case for Better Street and Places, Page 33. Available online at: <https://www.livingstreets.org.uk/media/3890/pedestrian-pound-2018.pdf>



The streetscaping project in Sheffield reported a 35% uplift to footfall and retail sales, but this uplift has been reduced for the purposes of this assessment due to different location characteristics in Aberdeen relative to Sheffield. This prudent assumption is based on the larger untapped market available to Sheffield from the surrounding cities.

The contribution to retail and food & drink GVA, construction spend impacts and active travel impacts are expected to result in £ (PV<sup>3</sup>) in benefits over a 30-year appraisal period.

Wider non-monetisable benefits include improvements to air quality, public health and wellbeing.

### Project Costs

Project construction costs have been prepared by cost management consultants and are in the order of **£98.248M as at December 2023**. This is inclusive of inflation, and Optimism Bias. However, VAT is excluded. Capital costs can be broken down as follows:

<b>Union Street East</b>	£19,929,416
<b>Castlegate</b>	£13,387,422
<b>Union Street West</b>	£41,209,086
<b>West End</b>	£12,146,370
<b>Market Streetscape Phase 2</b>	£7,411,587
<b>Market Streetscape Phase 3</b>	£3,164,693
<b>Estimated staffing costs to support delivery</b>	£1,000,000
	<b>£98,248,574.00</b>
Revenue costs	£3,000,000 (estimated over 30 years)

Given the above approach to model the economic impacts across the whole city centre, it is prudent to assess these benefits against the corresponding city centre wide costs to generate an appropriate BCR. Project costs have been combined with the costs across all city centre masterplan projects to model the overall impact of the full package of investments.

### Project Delivery

The project will be procured through the Hub model as this will accelerate the procurement process and help to secure best value by providing access to Hub North Scotland Limited's supply chain network and project management resources.

### Risks and Assumptions

Key risks facing the project include a general lack of material and resource availability and costs/inflation escalating over and above available funding. A full breakdown of risks is provided in Section 10. The economic modelling was informed using various industry standard sources/tools including Scottish Annual Business Statistics, Office for National Statistics and the Department for Transport's Active Mode Appraisal Toolkit (AMAT).

Aberdeen City Council is the sponsoring organisation for this project. Aberdeen City Council will deliver the projects through their delivery partner Hub North. The project team will report

<sup>3</sup> PV: Present Value concept explained in Appendix B

to the ACC/Hub North programme board, which will meet monthly to provide governance and oversee each of the projects.

### 3. Strategic Fit

This section will consider how the project fits with the list of projects identified in the Local Outcome Improvement Plan). Firstly, state if the project is identified within the LOIP. If it is not, how does it work with the Council's strategic objectives such as:

- Prosperous Economy
- Prosperous People (Children & Young People)
- Prosperous People (Adults)
- Prosperous Place

The project supports each of the following City Centre and Beach Masterplan objectives:

- **Economy:** To increase footfall and dwell time in the city centre and routes to/from it, supporting vibrancy and economic recovery for all. The project improvements to public realm will attract visitors and enable businesses to maintain and grow their employment base.
- **Inclusion:** Creating inclusive and accessible spaces for all. The project aims to deliver transformative regeneration that benefits users with disabilities or impairments.
- **Net zero:** Prioritising people and active travel and future proofing our city for our young people. Using local and indigenous materials where possible and introducing urban greenery. The project seeks to facilitate a modal shift away from vehicle use in the city centre through the encouragement of walking and cycling.
- **Quality:** Ensuring designs reflect our world class aspirations whilst respecting Aberdeen's characteristics. The project directly addresses this objective through city centre improvements to street furniture and the overall aesthetic of the city centre.

The project will improve accessibility and support the Council's commitment to **accessibility and inclusive design** by providing spaces that all visitors and residents can use safely, with dignity, comfort, convenience and confidence.

The designs will allow all users to make effective, independent choices about how they use the building/space without experiencing undue effort or separation. The design will recognise and address the barriers experienced by people with learning difficulties, people who are deaf, deafened and hard-of-hearing and people who are blind or partially sighted or are neurodivergent. The Council will develop operational policy mechanisms and active management plans to ensure that these accessibility improvements do not diminish over time.

The project will be based around inclusive design principles to ensure it reflects the different faiths, disabilities, genders & hidden conditions, and addresses important issues that affect a neurodiverse population. Inclusive Design is a critical component of delivering inclusive, user-centred environments that cater for the needs of all. This will be embedded into all aspects of the design including, for example, lighting and security.

The Council has appointed an accessibility consultant for the proposed programme who have produced a placemaking framework which is rooted in these disciplines but provides assessment and outputs that are aligned to key outcomes, including wellbeing, inclusivity and

safety. The Council will use this framework to assess both existing environments and proposed schemes to ensure that interventions are appropriately targeted and provide solutions that mean the right outcomes for all users, aiming to create an exemplar city centre for accessibility.

Although not explicitly mentioned in the LOIP, the project will contribute to the **Prosperous Economy** and **Prosperous Place** objectives of the LOIP by driving an increase in visitor footfall and visitor dwell times in Aberdeen City Centre and helping the city to redefine itself as a modern dynamic city and as an attractive place to live, work, visit and invest.

Finally, the project aligns to the six place-based principles in the Aberdeen Local Development Plan, creating a city centre that is distinctive, welcoming, safe & pleasant; easy to get to & move around in; adaptable and resource efficient.

#### 4. Business Aims, Needs & Constraints

Provide an overview of the sponsoring organisation and explain how the project supports the existing policies and strategies, and how it will assist in achieving the business goals, aims and business plans of the organisation. Include any relevant information about the current business situation, such as the organisational structures, business model, buildings, processes, teams and technology currently in place.

Aberdeen City Council is the sponsoring organisation for this project. The project's contribution to the Council's aims and objectives are set out in Section 3, and details of the current business situation are set out below.

The project supports the following existing policies and strategies:

- City Centre and Beach Masterplan 2022 (updated 2023)– the vision for the masterplan is “to create a world class city centre and beach that respects and enhances Aberdeen’s unique qualities and characteristics and puts people at its heart”.
- Aberdeen Local Development Plan 2023 (ALDP) seeks to “make Aberdeen more attractive, prosperous, and sustainable European city region and an excellent place to live, visit and do business. We will be recognised for:
  - our enterprise and inventiveness, particularly in the knowledge economy and in high value markets;
  - the unique qualities of our environment; and
  - our high quality of life”
- Regional Transport Strategy – the vision is to “provide a safer, cleaner, more inclusive, accessible and resilient transport system in the North East, which protects the natural and built environment and contributes to healthier, more prosperous and fairer communities.”
- LOIP - the vision set out in the LOIP is that Aberdeen will be ‘a place where all people can prosper’ by 2026. By this we mean that we want everyone in the city to have the same opportunities, regardless of their background or circumstances.

Other policies and strategies that the project supports includes: Strategic Development Plan (SDP), Economic Policy Statement, Local Development Plan 2020, City Living Report 2017 (and its 2022 update).

Describe the purpose of the project, why it is needed, establishing a compelling case for change based on business needs, e.g. demand for services, deficiencies in existing provision etc. Where are we now and where do we need to get to.

The project will provide improved access to and improve the quality of the visitor experience across Union Street, Castlegate, West End and surrounding Aberdeen Market and Aberdeen Beach, improve visitor's impressions of these sites, and of the city centre more generally, thus optimising the level of benefit derived from these recent and planned future investments.

At present, there is an evidenced structural over-supply of retail in Aberdeen City Centre. The streetscape programme will deliver a transformative regeneration of public realm works across Aberdeen City Centre. This includes the rejuvenation of over 65,000m<sup>2</sup> of public realm, split across key public realm 'streetscape intervention' areas within the historic core of Aberdeen. The project will also help deliver a modal shift away from car use in the city centre and improve air quality.

It will help revitalise the city centre following the adverse impacts of the Covid-19 pandemic on demand for city centre housing, office and retail space; bringing in additional footfall which will support the success of the wider city centre and beach masterplan interventions. The streetscape intervention proposals seek to promote a cleaner and greener city centre – a place where people naturally inhabit to shop, walk, wheel and, most importantly, to dwell.

Identify any constraints, e.g. timing issues, legal requirements, professional standards, planning constraints. What assumptions have been made, and any linkages and interdependencies with other programmes and projects should be explained, especially where the proposed project is intended to contribute to shared outcomes across multiple Clusters.

The project focuses on a set of Aberdeen City Centre streets, some of which have limited physical space for pedestrians (including those with visual and/or mobility impairments), street furniture and cycling whilst continuing to allow vehicular access and turning space for emergency vehicles, deliveries and refuse collections.

The area contains a small number of residential properties. Any development will need to be sensitive to residential amenity including noise, vehicular access and parking.

The streets form part of the City Centre Conservation Area and contain several important listed buildings. Therefore, any proposed changes must ensure the character and appearance of the city centre is preserved and enhanced.

The streetscape programme fits into the city centre element of the wider City Centre and Beach Masterplan and whilst all the works are split into projects - city centre including Union Street and the West End, Aberdeen Market, Queen Street, George Street, the beach area – there are interdependencies of many of the work packages which will require them to be sequenced together.

The project will need to be delivered in a way that addresses adverse impacts on traffic movements, and consideration needs to be given to its impact on access to private car parks and accessible parking spaces.

The project will need to be delivered in a way that does not interfere with wayleaves, rights of way and manages services below ground, utilities and drainage.

State what impact the project will have on business as usual, e.g. temporarily reduce capacity or divert resources.

The project will lead to temporary disruption during the construction process. It will have implications for traffic movement generally. It may lead to further restrictions around periods of access for delivery vehicles, some changes to business & resident parking and temporary relocation of blue badge parking where appropriate. It may require some bus stops and taxi ranks to be temporarily re-located. The CCMP Traffic Management Plan sets out mitigation measures to address the traffic implications of the project and the wider City Centre and Beach Masterplan. Through traffic model testing, a package of measures was identified to support the delivery of the City Centre and Beach Masterplan and minimise the impacts to bus journey times and reliability. Measures are detailed in full in a city centre Traffic Management Plan. It is recommended that Union Street Central is completed and reviewed prior to construction starting on Union Street East and West.

State future design considerations that require further explanation, design developments and engagement during the next stage of the project.

The key considerations are summarised in Appendix A. The table sets out all future design considerations required, however there are several of these which have a fundamental importance in the continued design development of the areas.

## **5. Objectives**

List the project's objectives. Make these tangible and clear as they will influence which option is recommended and will be used to monitor project progress and success.

The proposals form an important early phase of the wider Aberdeen City Centre and Beach Masterplan developments will deliver the following objectives and the Council's ambitions for the project:

Objective	SMART performance measure
Improve accessibility	<ul style="list-style-type: none"> <li>- 14 additional accessible parking bays. c. 25,000 sqm of dedicated pedestrian space with no obstacles, changes in level etc.</li> </ul>
Improve walkability and cyclability of project area	<ul style="list-style-type: none"> <li>- 20% increase in footfall</li> <li>- 30% increase in average daily cycling by 2026</li> </ul>
Improve quality of streetscape	<ul style="list-style-type: none"> <li>- C. 150 new seating opportunities within the public realm proposals</li> <li>- c. 200 new trees and c. 1600m2 of new planting</li> </ul>
Reduction in CO2 emissions and air pollution <sup>4</sup>	<ul style="list-style-type: none"> <li>- 80% reduction in vehicle movements</li> </ul>
Attract visitors to Aberdeen	<ul style="list-style-type: none"> <li>- Increase in footfall counts of 1.66m at city centre access points</li> </ul>
Create jobs	<ul style="list-style-type: none"> <li>- 223 construction jobs</li> <li>- 428 permanent jobs across city centre</li> </ul>
Materials sourced from the local area	<ul style="list-style-type: none"> <li>- All materials to be sourced locally where possible</li> </ul>

## 6. Scope

What will the project produce? What are its outputs?

Consider what business services, processes, people and environments will be delivered, affected or changed by the project.






Also define the work the project will carry out to make the transition from the project to 'business as usual' – the handover period.

State the project success criteria.

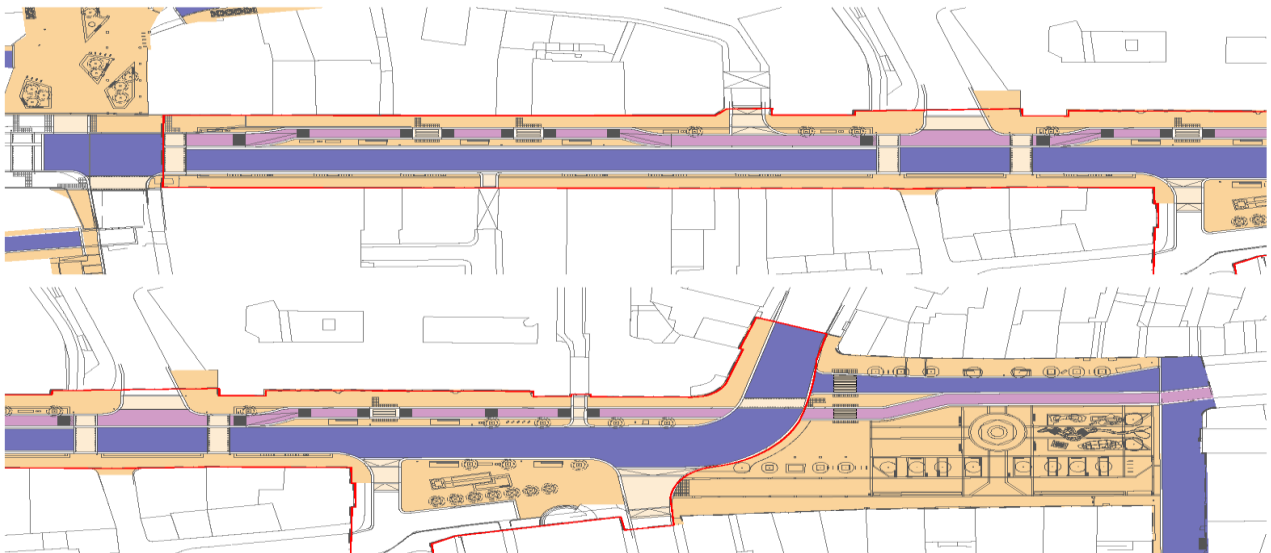
The project will include the design and installation of streetscaping improvements on Union Street East & Castlegate, Union Street West & West End and Market Streetscape Phases 2 & 3.

The following visuals use the key below:

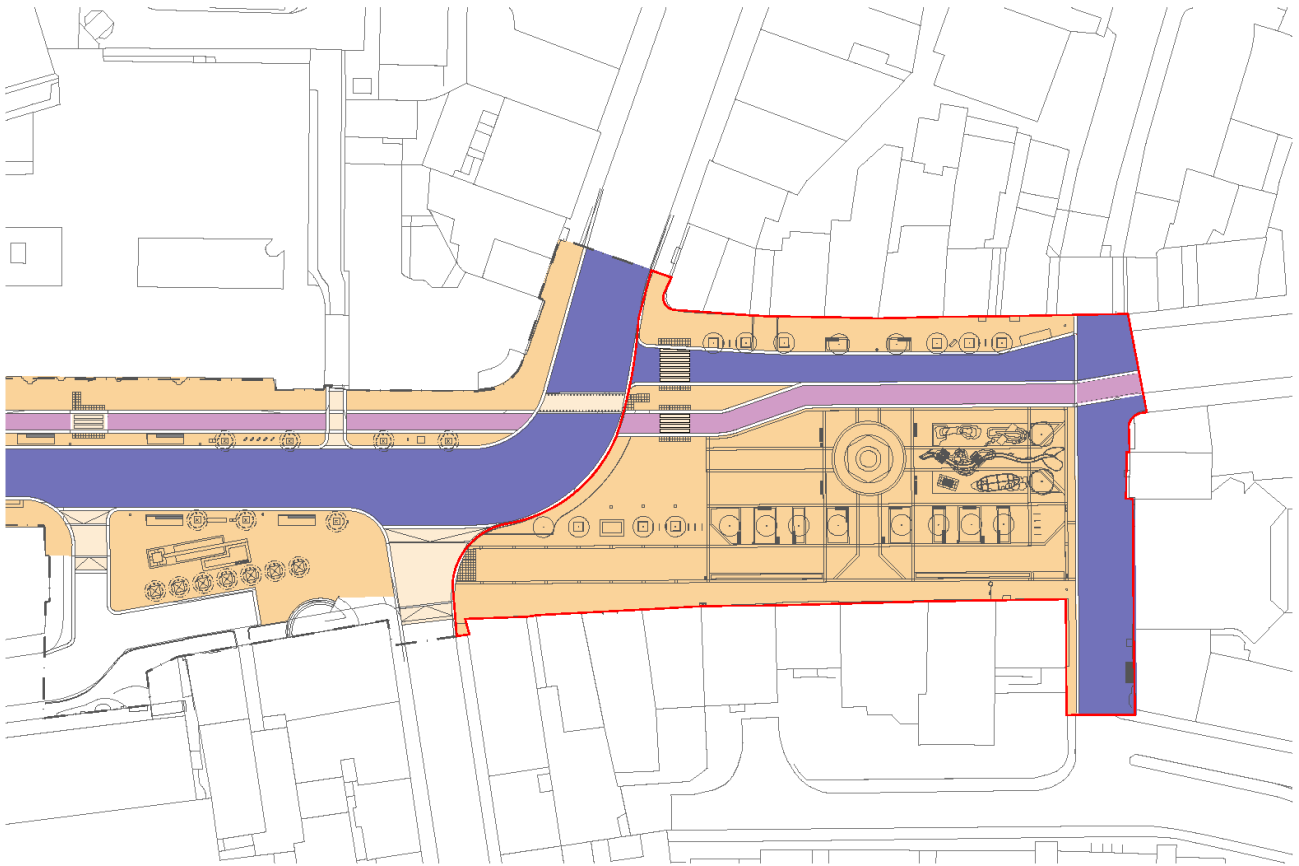
<sup>4</sup> Requires data on number of vehicle journeys prevented. Then multiply by 0.0014 to get the total tonnes of CO2e impact. This is based on the carbon footprint of a 5-mile journey in a standard petrol car (source: <https://calculator.carbonfootprint.com/calculator.aspx>)

-  Project boundary
-  Footway
-  Carriageway
-  Pedestrian crossing/ raised table
-  Segregated bi-directional cycleway

**Union Street East and Castlegate:** Union Street East will include a two-lane carriageway with one lane routing either direction, a segregated bi-directional cycle lane and further footpath widening, street furniture, improved lighting and enhanced street greening. There will also be the addition of plaza and spill out space for businesses. Castlegate will include a bi-directional cycle way to tie through Castlegate to Union Street and out to the beach. There is also plaza space with street greening and a play area proposed.



**Figure 2: Union Street East Streetscape General Arrangement Plan**



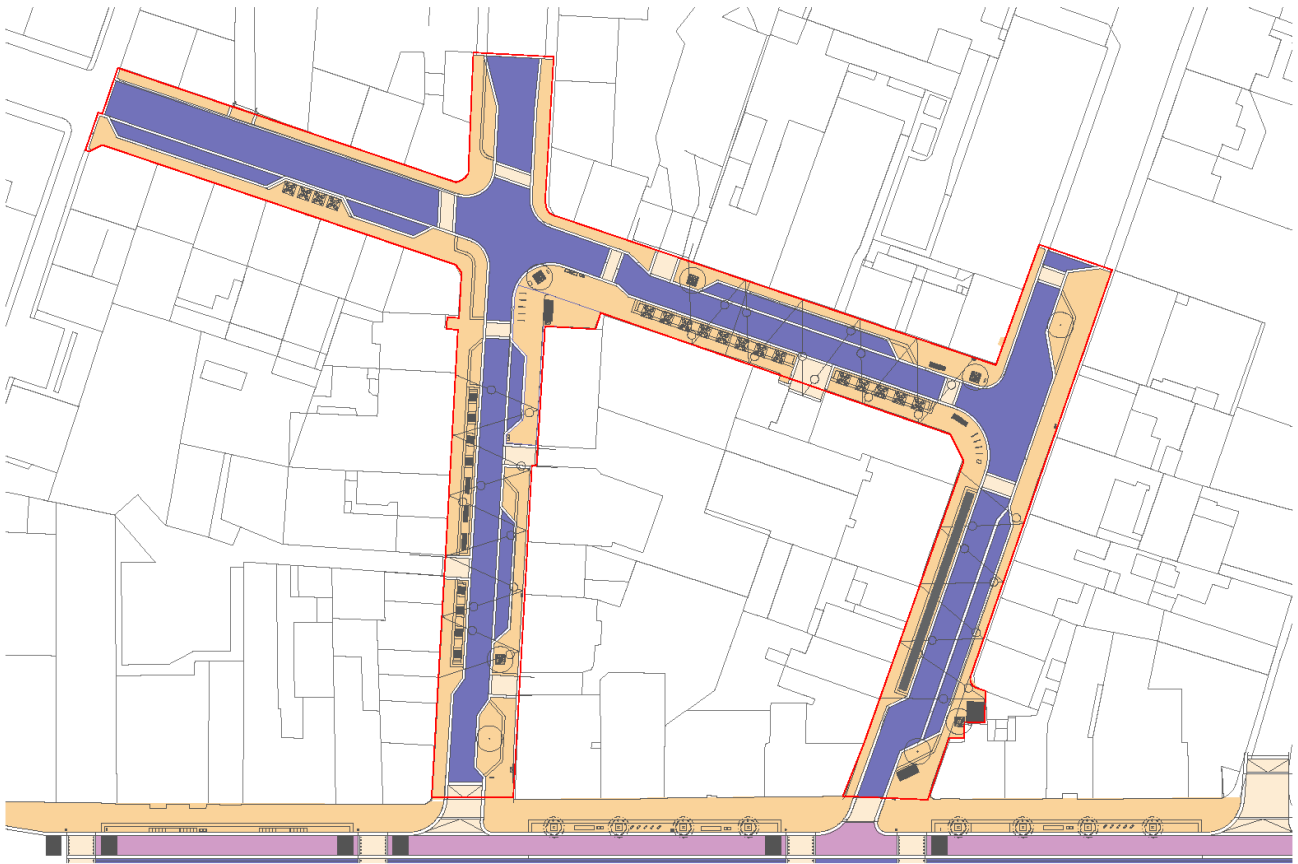
*Figure 3: Castlegate General Arrangement*

**Union Street West and West End:** Union Street West End will include a two-lane carriageway with one lane routing either direction, a segregated bi-directional cycle lane and extended pavement zones and bus shelters. These improvements are from Union Street running between its junction with Alford Place & Holburn Street to its junction with Bridge Street and Union Terrace, including increased space for pedestrians and cyclists, improved public transport interchanges, urban greenery, and potential street-trading space. Similarly, West End improvements include a rationalised carriageway and junctions providing enhanced crossing points and space for pedestrians, as well as parkettes/public realm seating and rain gardens to aid drainage.





**Figure 4: Union Street West Streetscape General Arrangement Plan**



**Figure 5: West End General Arrangement Plan**

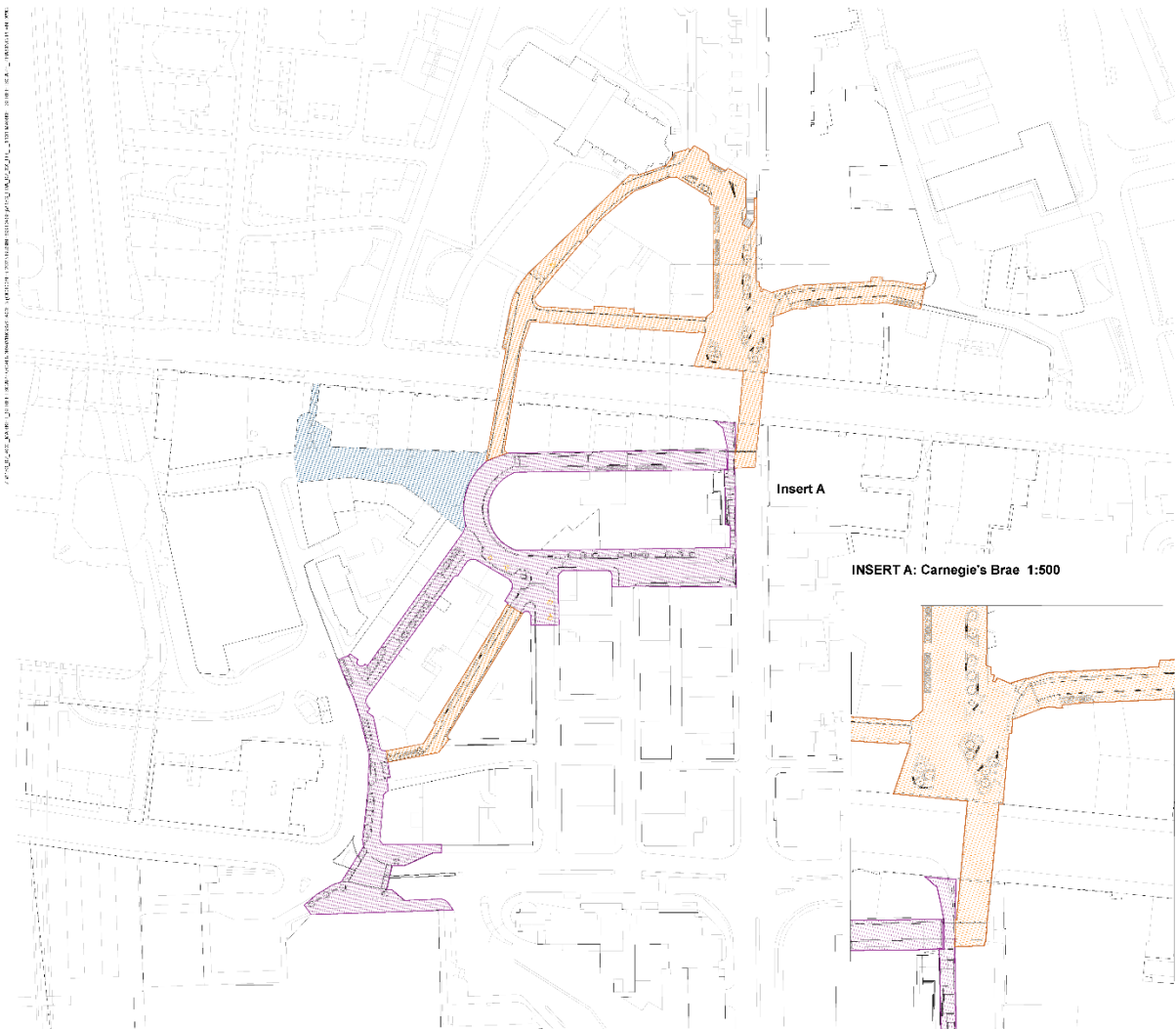
**Merchant Quarter Cycle Lane:**

A series of proposed route options were assessed to create a cycle route through the Merchant Quarter in Aberdeen, running specifically from the railway station to Union Street, Union Street being the town centre and the main arterial route from which other destinations can be reached. 3 options were assessed by LDA, a route via Carmelite Lane, Stirling Street and via Carmelite Street (N).

The preferred option selected was via Carmelite Street. This offers a more direct route, utilises traffic calmed lane with low traffic and speeds and requires fewer junctions.

The proposal is that between Union Square and the Guild Street junction, cyclists will share the carriageway with traffic before joining a bi-directional cycle lane along Carmelite Street (S). On the way to Union Street, cyclists will be segregated along Carmelite Street (N). However, on the way to the station, cyclists will share with the carriageway with traffic. From Hadden Street to St Nicholas Lane, cyclists will be sharing the carriageway with traffic in both directions. Through St Nicholas Lane and St Nicholas Square, cyclists will be in a 'share with care' zone before joining the signalised junction on Union Street.

**Market Streetscape Phase 2 and 3:** Phase 2 will include additional streetscaping areas instructed by full Council at February 2022 committee to RIBA stage 3. Phase 3 will be considered as part of the long term streetscape vision, currently outwith scope.



**Figure 6 Market Streetscape Phasing Plan - Phase 1 in purple, Phase 2 in amber and Phase in blue**

Market streetscaping phase 2 and 3 works includes the following:

- **Carnegie's Brae**

Resurfacing of Carnegie's Brae to create more accessible route. Arch stonework and access doors to be cleaned and made good. Columns to be painted and the installation of an immersive lighting feature proposed.

- **St Nicholas Street**

Regeneration of pedestrianised St Nicholas Street square with resurfacing and introduction of new planters, street furniture and seating elements. Retains service vehicle access during restricted hours. Railing along path from St Nicholas Street to Netherkirkgate to be painted and cleaned. Building facade treatment and feature lighting also proposed.

- **Correction Wynd**

Creation of raised table with new surface to improve pedestrian accessibility and priority under bridge.

- **St Nicholas Lane**

Resurfacing of section of street to provide smooth surface for cycling, walking and wheeling

- **Carmelite Lane**

Retention of 8 car parking spaces and introduction of new planters. Proposed catenary lighting and signage.

- **Trinity Street**

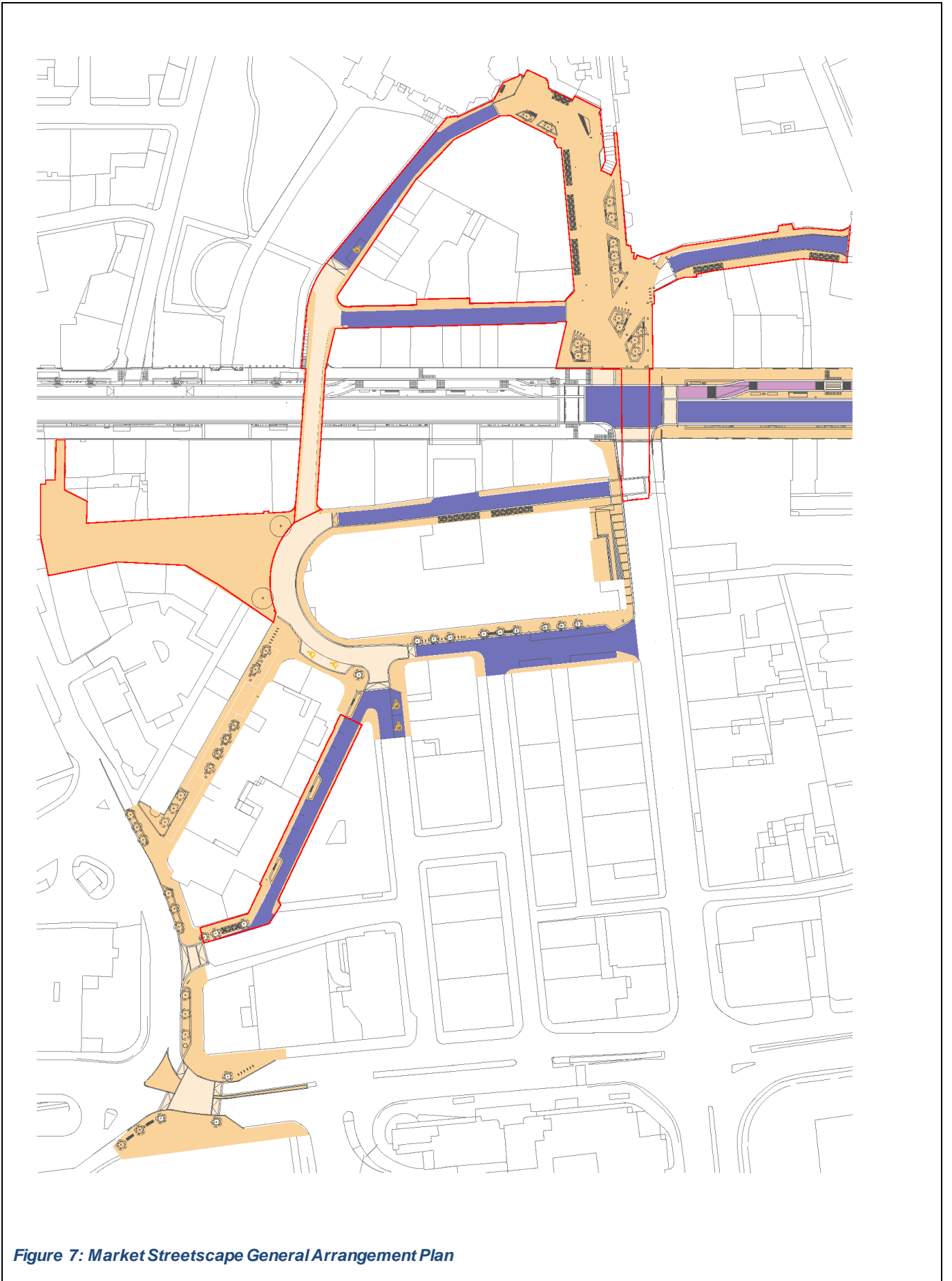
Resurfacing of north pavement which is currently in poor condition. Introduction of new street trees. Raised table crossing at junction with Wapping Street.

- **The Green**

The area around The Green was identified by the December 2022 Committee (Item 9.11, ii, c) as Phase 3 of the Market Streetscape project, and proposals were sought to take this area to Stage 3. Rationalisation of carriageway to allow for pavement widening. Introduction of new raised table crossing from Market to Carmelite Street. Integration of 2 accessible parking spaces adjacent to the Market. Resurfacing of section of carriageway to create smooth surface for cycling. Engagement with local business is key to bringing forward improvement works and maintenance thereafter.

- **Stirling Street**

Introduction of 2 accessible parking spaces to north of Stirling Street.



**Figure 7: Market Streetscape General Arrangement Plan**

## 6.1 Out of Scope

List any notable exclusions, those areas that may be viewed as associated with the project or the affected business area, but which are excluded from the scope of the project.

The construction of the Market Building, the Queen Street redevelopment, George Street Mini Masterplan, the Aberdeen Beach redevelopments and the Justice Street roundabout are all out of scope and are brought forward through separate Business Cases.

## 7. Options Appraisal

### 7.1 Option 1 – Do Nothing

<b>Description</b>	Do nothing
<b>Expected Costs</b>	£0 additional capital cost. Road maintenance costs will continue to be covered through existing budget.
<b>Expected Benefits</b>	Range of disbenefits including continued urban decline and growing vacancy rates and reputational damage.
<b>Risks Specific to this Option</b>	<p>Deterioration of existing road surfaces; liability for slips, trips or falls; lack of accessible spaces; other city centre masterplan interventions, in particular the Aberdeen Market, Belmont Street Quarter, Queen Street, George Street and Aberdeen Beach could fail to achieve desired outcomes including meeting Low Emission Zone targets.</p> <p>Without appropriate intervention, Aberdeen will experience continued decline in city centre activity. There will be the risk of more retail units becoming vacant, fewer people, especially of a working age, willing to live in and around the city centre and an overall decline in business activity in Aberdeen.</p>
<b>Advantages &amp; Disadvantages</b>	<p>Advantage - There is significant cost avoidance.</p> <p>Disadvantage – Missed opportunity to support the achievement of the City Centre and Beach Masterplan objectives (city centre vacancy rates currently stand at over 35% in Schoolhill, and 23% of properties in Union Street <sup>5</sup>, and will rise further under this option). Challenges around limited pedestrian/cycle space; and poor lighting, wayfinding and accessibility will not be addressed. Nothing done to address the need to reduce vehicles in the city centre. Risk of continued decline and loss of businesses resulting in Aberdeen falling behind the modern standard of other city centres.</p>
<b>Viability</b>	No new actions required, so viable.
<b>Other Points</b>	This options also goes against current design industry good practice for city centre design. No new actions are required as there are no delivery timeline, constraints or dependencies for this option.

<sup>5</sup> Provided by ACC Business Improvement District Survey as of March 2023

<b>7.2 Option 2 – Do Minimum</b>	
<b>Description</b>	Do Minimum. Aesthetic improvements including street furniture and enhanced lighting
<b>Expected Costs</b>	Capital cost: £10m (estimated) Maintenance cost: £300k. Pro rata based on proportion of Option 3 maintenance costs out of the total costing (3%)
<b>Expected Benefits</b>	Improvement in street furniture and lighting will provide aesthetic benefits.
<b>Risks Specific to this Option</b>	Public perception that little has changed
<b>Advantages &amp; Disadvantages</b>	<p>Advantages</p> <p>Reduced capital cost. Improvement in street furniture and lighting to improve aesthetics of city centre.</p> <p>Disadvantages</p> <p>Missed opportunity to support the achievement of the City Centre and Beach Masterplan objectives of creating accessible exceptional public realm space and attracting business and anchoring growth in Aberdeen. Challenges around limited pavement/cycle space and wayfinding will not be addressed.</p>
<b>Viability</b>	Low scale intervention so strong viability.
<b>Other Points</b>	Reputational damage to ACC

<b>7.3 Option 3 – Streetscaping Improvements</b>	
<b>Description</b>	Streetscaping improvements as detailed in section 6.
<b>Expected Costs</b>	<p>Total project capital cost of £97.2m based on current designs. The total future costs for all phases is currently estimated at £3m over a 30-year appraisal period but could vary significantly depending upon choice of paving materials. A holding assumption of £50k in annual road maintenance costs has been assumed once construction is complete. ACC environmental services team has also advised that refuse collection and green maintenance costs will be a further annual cost of £81,500. A £50,000 equipment allowance has been added to cover the cost of a cherry picker for changes to lighting fixtures, as these are now set from the road.</p> <p>However, given the array of city centre proposals currently across Aberdeen and the risk of double counting benefits of the individual interventions, the economic impact appraisal has been modelled across the whole city centre. This business case update sits as part of the city centre masterplan investments and the benefit figures reported therefore relate to the full package of investment.</p> <p>Capital costs from previous ACC city centre business case submissions have been included as part of this approach. A 10% contingency has</p>

	<p>been included for future capital works and a further 5% contingency for operational, maintenance and repair costs has also been included.</p>
<p><b>Expected Benefits</b></p>	<p>As above, the economic impact appraisal has been modelled across the whole city centre.</p> <p>Total expected benefits across all city centre projects, including previous streetscaping project on Union Street Central, Market Streetscape Phase 1, Upperkirkgate and Schoolhill are in the order of £476.6m. This estimate is based on:</p> <p><b>Active travel benefits</b></p> <p>The Department for Transport's Active Mode Appraisal Toolkit (AMAT) was used to calculate active travel benefits. ACC provided baseline footfall counter data on pedestrians for several city centre locations. Annual counts were extracted from the following 4 locations to provide a proxy for the pedestrians entering the city centre from the North, South, East and West respectively: Belmont Street, Guild Street, Castlegate and Union Street West End. The summation of these footfall counts, 22,700 per day, was used as the baseline for the active travel benefits. A 20% uplift to these trips was assumed in line with the SMART performance measures outlined in Section 5.</p> <p>A similar approach was adopted for the cycle movements across the city centre. ACC provided weekly averages for daily cycling levels for 4 key entry points in or close to the intervention zone. Only half of the total daily cyclist counts, 121 cyclists, was assumed in this case to account for cyclists entering and leaving the city centre in one journey. As above, a 20% uplift of cycling levels was assumed in alignment with the project's SMART objectives. This is because the roads will be safer and more attractive for cyclists. It was also assumed that 30% of an average cycling trip will use the intervention.</p> <p>These values were the input data for AMAT and provided <b>£18.8m</b> in PVb.</p> <p><b>Construction spend</b></p> <ul style="list-style-type: none"> <li>- Total spend: £201.7m</li> <li>- Turnover to GVA ratio for Aberdeen construction sector of 0.44 applied to capital spend</li> <li>- Deadweight: 0% (no spending would happen on site in the counterfactual scenario)</li> <li>- Displacement: 20% (project will lead to some displaced construction activity elsewhere)</li> <li>- Leakage: 10% (some of the construction providers will be non-local)</li> <li>- Multiplier: Scottish Government input output tables provides a Scotland wide multiplier of 1.87 for the construction sector. It has</li> </ul>



been assumed that 50% of these indirect and induced benefits will be retained locally.

Net discounted economic impact of the construction spend is in the order of **£84.1m**.

### Footfall impact of retail GVA

- Full time equivalent employment: figures from the Business Register and Employment Survey indicate that, in 2021, there were 2,805 people employed full time and 4,385 people employed part time in the retail and food & beverage sectors in the city centre area, equivalent to a full time equivalent (FTE) employment of 4,998.
- GVA: this FTE employment contributes an estimated £145 million GVA to the national economy, based on GVA per head data from the 2021 ONS Annual Business Survey.
- We have assumed a 30% uplift in footfall and retail sales under this option. This is once again broadly based on the increase in footfall and sales experienced by the streetscaping project in Sheffield.

Based on these assumptions, we estimate that the 30-year discounted economic impact of this option will be £565 million. However, to convert this GVA value to a net GVA value, several additionality assumptions were applied:

	Value	Rationale
Deadweight	0%	In the absence of this intervention, it is unlikely that any development will come forward on the site in a similar timescale.
Displacement	54%	In the absence of this intervention, it is likely that a significant contribution would still be made to retail and food & drink. For example, a common contribution to food & drink industry would be someone in the city centre for work wanting to buy lunch will still do so regardless of a streetscaping intervention. Centre for Cities <sup>6</sup> High Street Recovery Tracker reports 46% of city centre spend comes from outside the city and suburbs.
Leakage	0%	No leakage adjustment was applied as all contributions are expected to be retained within Aberdeen City Centre.
Multiplier	1.23	GVA Type II multiplier for retail of 1.45 was applied to account for indirect and induced benefits retained across Scotland. Only 50% of the national multiplier was applied based on the assumption that only a quarter of the indirect and induced benefits would be retained locally.

<sup>6</sup> Centre for Cities High Street Recovery Tracker March 2022. Available online at: <https://www.centreforcities.org/data/high-streets-recovery-tracker/>

	<p>Including these assumptions results in an estimated <b>£373.7m</b> economic impact of the Streetscaping contribution to retail and food &amp; drink in Aberdeen City Centre.</p> <p>Total Economic benefits of Option 3 are provided in the table below.</p> <p><b>Estimated Gross Direct Economic Impact of Option 3</b></p> <table border="1" data-bbox="411 443 1414 725"> <thead> <tr> <th data-bbox="411 443 1185 488">Area of impact</th> <th data-bbox="1185 443 1414 488">Value of impact</th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="411 488 1414 533"><b>Figures included in the economic impact calculation (£m)</b></td> </tr> <tr> <td data-bbox="411 533 1185 584">Active travel benefit<sup>7</sup></td> <td data-bbox="1185 533 1414 584">18.8</td> </tr> <tr> <td data-bbox="411 584 1185 633">Contribution to retail &amp; food &amp; drink GVA</td> <td data-bbox="1185 584 1414 633">373.7</td> </tr> <tr> <td data-bbox="411 633 1185 683">Construction spend</td> <td data-bbox="1185 633 1414 683">84.1</td> </tr> <tr> <td data-bbox="411 683 1185 725"><b>Total economic impact</b></td> <td data-bbox="1185 683 1414 725"><b>476.6</b></td> </tr> </tbody> </table> <p>Based on the above analysis, the derived BCR is <b>1.68</b>. This demonstrates the economic viability of the option.</p>	Area of impact	Value of impact	<b>Figures included in the economic impact calculation (£m)</b>		Active travel benefit <sup>7</sup>	18.8	Contribution to retail & food & drink GVA	373.7	Construction spend	84.1	<b>Total economic impact</b>	<b>476.6</b>
Area of impact	Value of impact												
<b>Figures included in the economic impact calculation (£m)</b>													
Active travel benefit <sup>7</sup>	18.8												
Contribution to retail & food & drink GVA	373.7												
Construction spend	84.1												
<b>Total economic impact</b>	<b>476.6</b>												
<b>Risks Specific to this Option</b>	<p>Design – potential impact on existing utility services associated with disturbance during construction.</p> <p>Quality risks - including insufficient ACC resource to deliver the project Management issues including short-term disruption to businesses and displacement of traffic flows.</p> <p>Construction Inflation – Impacting on total project development costs.</p> <p>Stone for surfacing – supplier capacity</p>												
<b>Advantages &amp; Disadvantages</b>	<p><b>Advantages</b></p> <p>Improved accessibility and increased cycling and walking (AMAT statistics). There will be reduced vehicle usage and consequently improved air quality. Improvements in lighting and wayfinding will also be realised. This option also supports wider City Centre and Beach Masterplan in driving business growth and attracting visitors.</p> <p><b>Disadvantages</b></p> <p>Significant capital costs hinder the affordability of the option. There is also potential for short-term disruption both to local residents and to road users.</p>												
<b>Viability</b>	<p>Concept designs and detailed independent costings have been undertaken for Union Street East and Castlegate, Union Street West and West End and for Market Streetscapes Phases 2 and 3.</p> <p>RIBA 3 designs and independent high-level costings have been prepared for all other project elements. No land consolidation challenges so option is considered viable at this stage.</p>												
<b>Other Points</b>	Assumptions:												

<sup>7</sup> Includes impacts on reducing congestion, reducing infrastructure maintenance costs, reducing accidents, improving local air quality, reducing noise and greenhouse gas emissions, improved health, reduced absenteeism and improved journey ambience, adjusted to account for adverse impact on Government fuel duty receipts.

The economic modelling assumptions are detailed in full in Section 18. The assessment was informed using various industry standard sources/tools including Scottish Annual Business Statistics and the Department for Transport's Active Mode Appraisal Toolkit (AMAT).

Constraints of Option 3 include:

- Traffic regulation orders and road planning consents:
- Material availability:
- sufficient manpower in terms of deliverability:
- consideration of utilities and basements:
- corresponding Market Building development
- maintained service, emergency and delivery vehicle access:
- Business continuity & resident access

The success of the project is also dependent on the standards of construction, and on the selection of a design that makes ongoing maintenance of the project as cost effective as possible. This will be dependent on the following:

- Consistent paving of concrete slabs (to help minimise inventory costs)
- Consistent use of materials across city centre projects.
- Consideration for underground utility networks that may be disrupted or impaired during construction
- Selection of materials/appliances that can be readily replaced in subsequent years. For example, street lighting that doesn't use specific and hard to source lightbulbs

## 7.4 Scoring of Options Against Objectives

Use the table below to score options against the objectives in order to create a shortlist of options to be considered.

Objectives	Options Scoring Against Objectives		
	1	2	3
Improve walkability and cyclability of project area	0	2	3
Improve quality of streetscape	0	1	3
Reduction in CO2 emissions and air pollution	0	0	3
Attract visitors to Aberdeen	0	1	3
Affordability	3	3	1
Vehicle displacement effects and traffic disruption	3	3	0
Create jobs	0	1	3
Alignment with partnership agreement	0	1	3
<b>Total</b>	<b>6</b>	<b>12</b>	<b>19</b>
<b>Ranking</b>	<b>3</b>	<b>2</b>	<b>1</b>

### Scoring

Fully Delivers = 3

Mostly Delivers = 2

Delivers to a Limited Extent = 1

Does not Deliver = 0

Will have a negative impact on objective = -1

## 7.5 Recommendation

Using evidence based on the options appraisal and the objectives scoring, clearly articulate the recommended option, showing the best fit against the project's stated objectives, and balancing cost, benefits and risk. Note, if an option fails to deliver any essential objective then it must be discounted as unsuitable. The recommendation should not be made on objectives scoring alone but the table can be used to eliminate those options that score poorly as a first stage, with the second stage being a more detailed analysis of the remaining options. Bear in mind:

- Investment Appraisal
- Assumptions
- Constraints
- Dependencies

Based on the above scoring criteria and analysis, the recommendation is that Option 3 represents the preferred option. This option is anticipated to perform best in improving the overall quality of streetscape in Aberdeen through increasing cycling and walking opportunities, subsequent reductions in carbon emissions and attracting visitors to the city in a manner that minimises disruption to local residents and businesses. Although it scores relatively poorly under affordability, Option 3 seeks to efficiently address the key objectives of the City Centre and Beach Masterplan.

Option 3 is also the most likely to address the equality of access needs of all users including users with disabilities and those reliant on public transport. It is also the option most likely to carry public support.

## 8. Benefits

In the tables below, identify the key benefits the project will deliver.

All benefits need to be measurable, realistic and have a baseline or comparable starting point. These benefits will be monitored during and after the project close to gauge project success and value for money. If a benefit is more subjective, then that should be supported by, for example, staff or customer surveys taken **before and after** the project.

Give an idea of the total financial benefits, if these exist.

List any dis-benefits where appropriate, e.g. the loss of a disposal receipt where it is proposed to utilise a surplus building instead of selling it.

8.1 Customer Benefits						
Benefit	Measures	Source	Baseline	Expected Benefit	Expected Date	Measure Frequency
Increase of 30% in footfall and retail sales, benchmarked to a similar streetscaping project in Sheffield <sup>8</sup> . This was determined the best comparative study given similarities in the projects' scope. For example, it also focused on various public realm improvements.	Active travel	Count	To be benchmarked during detailed design stage	£18.8m	30-year appraisal period	Discounted PV economic impact
	GVA contribution to retail, food and drink	Count	To be benchmarked during detailed design stage	£373.7m	30-year appraisal period	Discounted PV economic impact
	GVA of construction spend	Stantec economic model	To be benchmarked during detailed design stage	£84.1m	30-year appraisal period	Discounted PV economic impact
Better place to live, work and invest.	Non-monetisable					
Improvements in air quality following reduction in car use in city centre	Not monetised					
Improvements in physical health and wellbeing	Not monetised					
Improvements in disabled access to the city centre	Not monetised					
Placemaking impacts and improved perception of Aberdeen	Not monetised					

<sup>8</sup> The Pedestrian Pound 2018, The Business Case for Better Street and Places, Page 33. Available online at: <https://www.livingstreets.org.uk/media/3890/pedestrian-pound-2018.pdf>

8.2 Staff Benefits						
Benefit	Measures	Source	Baseline	Expected Benefit	Expected Date	Measure Frequency
Improvements to quality of surrounding streetscape for Council staff working in Aberdeen City Centre.	Non-monetisable					

8.3 Resources Benefits (Financial)								
Benefit	Measures	Narrative	Source	Capital or Revenue?	Baseline (£'000)	Saving (£'000)	Expected Date	Measure Frequency
Increase in business rate receipts	Not monetised	Reported regeneration outcomes for Sheffield's Heart of the City project included an increase of £1.60 to £2.40 / sq ft rental value following the public realm improvements. Business rate receipts in Aberdeen City are therefore likely to increase as rateable values of properties increase.	The Pedestrian Pound 2018					
Increase in city centre commercial occupancy	Not monetised	Investment into public realm has been widely associated with reducing commercial, particularly retail, vacancy rates. Better and more aesthetic streets increases an area's footfall and therefore also the potential for retail and city centre businesses to thrive. In Altrincham, Greater Manchester, £15 million of investment in the public realm, a new market and increasing food and drink premises has been credited with reducing shop vacancy rates from over 30% in 2010.						

Decrease in EPR (empty property relief)	Not monetised	As above, lower commercial property vacancy rates expected across the city centre which will reduce EPR.						
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**9. Costs**

Use the tables below to provide cost information. Costs must include capital investment and where relevant any ongoing revenue costs incurred by the project or as a result of the project.

The source/basis of any estimates should be clearly identified.

Refer to the Government Green Book and the Supplementary Guidance on Optimism Bias for information on determining costs. Outline any assumptions in estimating costs in Section 17, **and** confirm in the Checklist that you have followed this guidance.

[Green Book Supplementary Guidance Optimism Bias](#)

[The Green Book 2022 \(HM Treasury Guidance\)](#)

To improve the design development process for capital projects there is a need to consider full life cycle costs, including maintenance. Therefore, costs should be considered at least over a 5-year period. It is an estimate of the resources and capabilities (people, physical resources, and funding) needed to deliver the project and sustain the benefits. The estimates need to cover both the direct project costs and the ongoing (business as usual) costs for the lifetime over which the benefits are to be considered.

Include information on where the budget will come from.

Full costs breakdown to be included.

Any impact on business as usual or service delivery.

**9.1 Project Capital Expenditure & Income**

**TO BE CONFIRMED PENDING CAPITAL PLANNING AND BUDGET PROCESS**



(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	30-year Total
<b>Staffing Resources</b>												
<b>Land Acquisitions</b>												
<b>New Vehicles, Plant or Equipment</b>												
<b>Construction Costs</b>												
<b>Capital Receipts and Grants</b>												
<b>Sub-Total</b>												

## 9.2 Project Revenue Expenditure & Income

**TO BE CONFIRMED PENDING CAPITAL PLANNING AND BUDGET PROCESS**

(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	30-year Total
<b>Staffing Resources</b>												
<b>Non-Staffing Resources</b>												
<b>Revenue Receipts and Grants</b>												
<b>Sub-Total</b>												

*No revenue costs or income anticipated during the construction stage*

## 9.3 Post- Project Capital Expenditure & Income

(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	30-year Total
<b>Staffing Resources</b>												
<b>Land Acquisitions</b>												

<b>New Vehicles, Plant or Equipment</b>												
<b>Construction Costs</b>												
<b>Capital Receipts and Grants</b>												
<b>Sub-Total</b>												

*No post-project capital expenditure or income anticipated*

<b>9.4 Post- Project Revenue Expenditure &amp; Income</b>												
(£'000)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	30-year Total
<b>Staffing Resources</b>												
<b>Non-Staffing Resources<sup>9</sup></b>												
<b>Revenue Receipts and Grants</b>												
<b>Sub-Total</b>												

<sup>9</sup> Based on annual maintenance cost estimates from ACC environmental services teams – annual total of £81.5k once fully operational in 2033

Awaiting further information from ACC road maintenance team – holding assumption of £50k annual costs applied once fully operational

<b>10. Key Risks</b>	
<b>Description</b>	<b>Mitigation</b>
<p>Fully explain any significant risks to the project that you are aware of, especially those which could affect the decision on whether and in what form the project goes ahead.</p> <p>Append your full Risk Log if available.</p>	<p>Details of any mitigating action already taken or suggested.</p>
<p>General lack of material and resource availability causing programme slippage</p>	<p>Early identification of material types and source to guarantee supplies. Engagement with local stone provider and investment required.</p>
<p>Loss of funding engagement with partner organisations &amp; stakeholders consequences - Some elements of match funding may not be deliverable (Sustrans, UK Government LUF)</p>	<p>Ensure on-going funding engagement with key stakeholders. Develop and programme a funding tracker. Linking to engagement plan.</p>
<p>Lack of public, key community groups and stakeholders responding through consultation Consequences - Diminished support and/or opposition from community &amp; users</p>	<p>Ensure on-going engagement with the public, community groups, and stakeholders as an integral part of project delivery. Robust engagement plan required, key engagement with milestones Streets-UK appointed in Feb 2022 to manage and coordinate across all projects.</p>
<p>Project costs/inflation escalating over and above available funding. Consequences - Financial risk to the Local Authority with the possibility of an undeliverable project</p>	<p>Have regular budget reviews at client and design team level, ensure clear briefs are issued to the project team and ensure a robust project management structure is in place. Currie &amp; Brown have made allowances for inflation within the capital cost development, including the use of BCIS all-in tender price indices and in-house outlook projections. It should be noted that the time period to delivery presents a risk in itself as design standards, regulations and trends may change in that period.</p>
<p>Rationalisation of buried Utilities</p>	<p>ACC Urban Realm manual refers to potential for underground utility &amp; services covers (e.g. valve chambers, fire hydrants, draw-pits, etc) to be realigned to improve aesthetics of new surfacing works. If required, then knock-on impact on services installations could be significant in terms of disruption and costs. ACC confirmed there is a desire to align existing service chambers / draw pits etc. in</p>

	the footpath although appreciated this may not be possible in all cases due to cost.
Unforeseen buried services and structures	Risk transfer through surveys to identify buried services and structures
<b>11. Procurement Approach</b>	
<p>If this project will involve the procurement of products or services, describe the approach that will be taken based upon the recommended option.</p> <p>The Design Teams must conduct a check on the Health &amp; Safety track record on tender documentation and submission prior to award and confirm this has been done.</p>	
<p>The project is to be delivered by hub North Scotland who are a strategic development partner for the planning, procurement and delivery of community-based infrastructure projects across the north of Scotland. Hub North Scotland comprises 16 public sector organisations, the Scottish Futures Trust and private sector partners in a joint venture company known as a hubCo with the purpose of working collaboratively to deliver inspiring projects for communities and best value for participants. Aberdeen City Council are one of these public sector organisations and have been part of the hub initiative since 2011.</p> <p>The key purpose of the hub initiative is to establish a long-term partnering relationship between hubCo and Aberdeen City Council and to procure the provision of appropriate infrastructure and related services involved in providing Community Services with the aim of: a) improving the efficiency of delivery of community-based facilities; b) delivering economies of scale through shared facilities; c) making the best use of public resources; and d) providing continuous improvement in both cost and quality in public procurement.</p> <p>Hub North Scotland's dedicated supply chain members are working collaboratively with Aberdeen City Council to develop, design and deliver all projects within the ACC City Vision programme. All procurement is carried out in strict compliance with Hub North Scotland's Project Delivery Method Statement with a completely open book approach to project costs which is continually benchmarked and reviewed to maximise efficiency, accountability and demonstrate continuously improving value for money. The Hub North Scotland supply chain is structured to include both local and national partners maximising economies of scale whilst providing opportunities to local companies. Project development plans have specific focus on community and stakeholder engagement to maximise outcomes for end users.</p>	

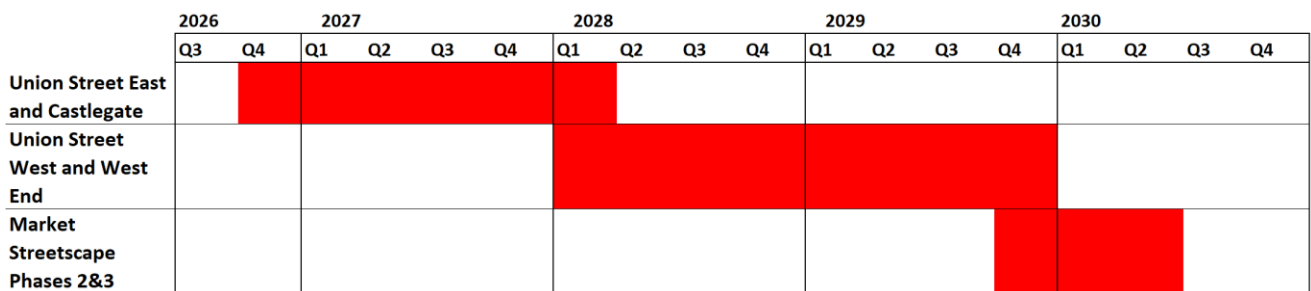
## 12. Time

### 12.1 Time Constraints & Aspirations

Detail any planned or agreed dates, any time constraints on the project or the affected business areas and any other known timescales.

Construction completion of Union Street Central is a known constraint. In order to ensure city centre access can be managed it is recommended that the programme of works commence once that project is complete. A breakdown of the construction timescales of each project element is provided below. All timescales are dependent on utilities, material availability and supply chain generally:

#### Master Schedule Construction



**Figure 8: Master Schedule  
(INDICATIVE ONLY: TO BE CONFIRMED PENDING CAPITAL PLANNING AND BUDGET PROCESS)**

### 12.2 Key Milestones

Description	Target Date
Union Street East and Castlegate	TBC
Union Street West and West End	TBC
Market Streetscape Phases 2 & 3	TBC

## 13. Governance

Include any plans around the ownership and governance of the project and identify the people in the key project roles in the table below.

Role	Name	Service
<b>SRO</b>	Chief Officer- Capital	<b>SRO</b>
<b>Programme Manager</b>	Hub North Scotland	<b>Programme Management</b>
<b>Project Manager</b>	Hub North Scotland	<b>Project Management</b>

<b>Lead Contractor</b>	Galliford Try Infrastructure	<b>Lead Contractor</b>
<b>Lead Designer and Landscape Architect</b>	Fairhurst/LDA	<b>Lead Designer and Landscape Architect</b>
<b>Cost Consultant</b>	Currie and Brown	<b>Cost Consultant</b>
<b>Principal Designer</b>	Currie and Brown	<b>Principal Designer</b>

<b>14. Resources</b>			
List the staff resources and expertise required to implement the project. Ensure support services are included, such as Project Management, Legal, Procurement and Communications.			
<b>TO BE CONFIRMED PENDING CAPITAL PLANNING AND BUDGET PROCESS</b>			
<b>Task</b>	<b>Responsible Service/Team</b>	<b>Start Date</b>	<b>End Date</b>
Traffic Regulation Order	Road Safety and Traffic Management	Q3 2025	Q3 2029
Road Construction Consent/Section 56	Roads Technical	Q3 2025	Q3 2029
Legal and Comms	Legal & Communications	Q3 2025	Q3 2029

<b>15. Environmental Management</b>
Fully explain any impacts the project will have on the environment (this could include, eg, carbon dioxide emissions, waste, water, natural environment, air quality and adaptation). Include both positive and negative effects and how these will be managed. Include details on how this has been assessed, giving an idea of the cost implication if this exists.
The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 put in place a target for net zero greenhouse emissions by 2045 in Scotland, accelerating new and updated associated policy interventions. In response, the city-wide climate journey is progressing. Following production of a Net Zero Vision for Aberdeen (2020), the Net Zero Aberdeen Routemap was produced collaboratively and approved in February 2022, setting the pathway for a net zero city by 2045. The project will do everything possible to align with existing and emerging climate and resource efficiency commitments and targets.
The project will minimise the embedded carbon of construction through maximising the use of locally sourced materials. The latest ACC Procurement Paper details intentions to use local material.
The project will also contribute to a reduction in CO2 and particle emissions by reducing vehicular movements through Aberdeen City Centre. Planters will absorb carbon and improve quality of local environment. Air quality in the city centre will also improve because of reduced traffic in the city centre.

Furthermore, no impact on waste collection or treatment of surface water is anticipated from the project.

<b>Is a Buildings Checklist being completed for this project?</b>	<b>Yes</b>	<b>No</b>
	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>If No, what is the reason for this?</b>		
Projects do not involve the construction of a new building		

**16. Preserving Our Heritage**

Describe fully any impacts the project will have on the heritage of the city or more widely in the region or nationally. This could include but is not exclusive to the following examples:

- Specific historical items of interest;
- Features of significant local or regional importance/interest;
- Granite elements of existing structures.

Include both positive and negative effects and how these will be managed.

Include details on how this has been assessed, giving an idea of the cost implication if this exists.

This project will provide significant improvements to the city centre streetscape of Aberdeen and consequently its cultural heritage. Encouragement of increased walking and cycling will reduce traffic and congestion in the city centre and elevate the attractiveness of regionally significant sites like Union Street. Construction materials will also align with the granite elements already present across the city centre.

**17. Stakeholders**

List the key interested individuals, teams, groups or parties that may be affected by the project or have an interest in it, including those external to the organisation. Show what their interest would be and their level of responsibility. Also note any plans for how they will be engaged including the use of any existing communication channels, forums or mechanisms already in place.

In the event the Business Case projects a total capital expenditure of more than £10 Million, stakeholders should include “ACC Bond Investors” who may require to be communicated with through the London Stock Exchange.

## Bus Operators

The provisions detailed within this proposal have a direct impact on the modes of transport in Aberdeen city centre due to the changes to the street geometry. In order to provide a suitable level of public transport provision to meet the expectations of the future network demand, engagement with bus operators forms a critical aspect of the process. The main feedback from operators is detailed below:

Operators have reservations with the proposed layout and have stipulated a minimum level of design to facilitate an operational bus network.

It has been possible to address some of the operator feedback in principle, through considerations such as:

- Daytime loading provisions at locations adjacent to USE & USW corridors
  - Potential 7am-7pm alternative loading locations (exact timing to be considered)
  - Loading potentially allowed on USE and USW at remaining times
- Union Street West:
  - Consideration of road widening to 9m at key, focused bus stop locations
  - Eastbound and westbound bus stops grouped (Hubs) and offset from opposing direction
- Union Street East:
  - Only 2 operating lanes are available between Market Street and Broad Street, due to a slight narrowing of the corridor at this location
  - 3 bus stops proposed on north kerb (G1-G3) – for longer distance Stagecoach services, with a potential for a drop-off only on the southern kerb
  - Bus Hub proposed at east end of Union Street / Castle Street to primarily accommodate First Bus services – road widening and potential layby options
  - Option for additional stops at the southern end of King Street (south of West North Street) to accommodate displacement of bus stops around the Adelphi

Overall, both bus operators are supportive of the principals of the proposed revision but a number of outstanding concerns remain that will need to be addressed at the next stage of the design process.

Furthermore, the project will impact on business owners in the intervention area, who may be inconvenienced by traffic disruption in the short term but who also stand to benefit from the increase in footfall that the interventions will support. It will also impact on residents within the area, who will experience similar disruption and potential loss of parking amenity but will stand to benefit most from the improved placemaking and reduction in particle emissions.

A community engagement programme involving local residents and business will be developed and maintained throughout the project delivery stages to help understand these concerns mitigate the adverse issues experienced by these groups.

The project will also impact upon vehicular users visiting the city centre, and on bus service provision across the city centre. The Council has modelled the transport implications of these, and the other City Centre Masterplan proposals.



Internally, the project will also impact on the Council's road maintenance and environmental services teams budgets.

The road maintenance team advise that the development should use the same streetscaping materials, especially those for footways, as those used in other parts of Aberdeen City Centre to avoid unnecessary inventory storage costs. Additional road management may also be required through road narrowing processes. They also advise that access should be maintained for service vehicles and gritters, including sufficient space to exit the vehicles. Lighting installations should be accessible from the road for maintenance purposes and should use fittings that are easily replaceable. Planting that is resilient to spray from gritters should be used in planters and hanging baskets. Utilities providers should be given advanced notice of planned road works during the installation process so that they can co-ordinate any planned asset repairs or replacements to coincide with this.

The environmental services team advise that the maintenance costs associated with the planters and hanging baskets can be minimised by exploring opportunities for commercial sponsorship of green spaces, or through the usage of Aberdeen Inspired funding.

### **Disability Equity Partnership, taxi operators, business owners**

Stakeholder engagement has and will continue with DEP, ACTUP and Aberdeen Inspired.

## **18. Assumptions**

Document the high-level assumptions that have been made during the development of the Business Case and any other unanswered questions that may be significant. Refer to the Supplementary Guidance on Optimism Bias and detail the assumptions you have made in constructing the costs and business case.

[Green Book Supplementary Guidance Optimism Bias](#)

An Optimism Bias of 39% is assumed, the Green Book Upper bound for standard civil engineering projects with a 5% reduction. This is justified as some design work has been undertaken on most city centre masterplan project elements, but further designs required.

HM Treasury Green Book standard discount rate of 3.5% has been used to discount costs and benefits over a 30-year appraisal period to derive appropriate BCRs.

### **Benefit modelling assumptions:**

#### **Construction spend**

- Turnover to GVA ratio (for construction sector) from the Scottish Annual Business Statistics of 0.44 was applied to capital spend
- Deadweight: 0% (no spending would happen on site in the counterfactual scenario)
- Displacement: 20% (project will lead to some displaced construction activity elsewhere)
- Leakage: 10% (some of the construction providers will be non-local)

- Multiplier: Scottish Government input output tables provides a Scotland wide multiplier of 1.87 for the construction sector. It has been assumed that 50% of these indirect and induced benefits will be retained locally.

### Active travel benefits

Baseline footfall was provided by the Council, specifically how many people currently visit Aberdeen City Centre, and these streets in particular, broken down by number of pedestrians and number of cyclists. DfT's AMAT tool was then used to calculate the active travel benefits of the project.

### Footfall impact of retail GVA

- Full time equivalent employment was sourced from the Business Register and Employment Survey.
- GVA per head estimates were based on Office for National Statistics, Annual Business Survey (Compiled by Scottish Government) in Aberdeen City.
- We have assumed an 30% uplift in footfall and retail sales under this option. This is benchmarked against the increase in footfall and sales experienced based on a similar streetscaping project in Sheffield.

## 19. Dependencies

Document any projects, initiatives, policies, key decisions or other activities outside the control of the project that need to be considered or which may present a risk to the project's success, or on which this project depends.

External factors that may present a risk to the viability of the project include the development the bus priority measures, and the completion of ongoing construction on other city centre and beachfront interventions.

The success of the project is also dependent on the standards of construction, and on the selection of a design that makes ongoing maintenance of the project as cost effective as possible. This will be dependent on the following:

- Consistent paving of slabs (to help minimise inventory costs)
- Consistent use of materials across city centre projects.
- Consideration for underground utility networks that may be disrupted or impaired during construction.
- Selection of materials/appliances that can be readily replaced in subsequent years. For example, street lighting that doesn't use specific and hard to source lightbulbs.

Sufficient maintenance budget allowances to accommodate the above will also be crucial to the project's success, and estimates of appropriate budgetary allocations have been included within this business case.

## 20. Constraints

Document any known pressures, limits or restrictions associated with the project.

The following issues could create constraints for the implementation of the project:

- **Traffic regulation orders and road planning consents:** all appropriate consents must be in place before construction work can commence.
- **Material availability:** road surfacing materials and lighting materials must be obtained for use in the project construction phase. The Council should also ensure that these materials can continue to be sourced into the future as and when replacement work is required. The materials used should be consistent where possible with those used elsewhere in the city centre to limit future inventory costs.
- **Workforce:** The Council and its contractor will need to ensure that sufficient workforce is available to deliver the project within the planned timescales
- **Utilities and basements:** many of the streets in the intervention area have gas, electricity, water and wastewater infrastructure buried beneath them. Union Street has an additional issue of basements of some buildings extending underneath the street. These issues must be fully understood before excavation can begin.
- **Service, emergency and delivery vehicle access:** Access for service vehicles (including refuse collection) and for emergency and delivery vehicles will need to be maintained at all times.
- **Accessible parking:** alternative and accessible parking provision will need to be arranged for blue badge holders in the project area.
- **Business continuity & resident access:** access will need to be maintained for local residents and for local businesses and their customers.

## 21. ICT Hardware, Software or Network infrastructure

List any new ICT systems or changes likely as a result of the project. If there are no ICT changes, then record as 'none'.

Description of change to Hardware, Software or Network Infrastructure	Approval Required?	Date Approval Received
None		

## 22. Change Controls Issued by the Project

Date	Change Ref ID	Approval Route	Change Description

<b>Appendix A: Future Design Considerations</b>					
	<b>Union Street West</b>	<b>West End</b>	<b>Union Street East</b>	<b>Castlegate</b>	<b>Market Streetscape</b>
<b>Engagement</b>	Consider feedback from stakeholders and potential interventions suggested. Continue engagement with bus operators and undertake engagement with stakeholders.	Continue to undertake engagement with stakeholders.	Consider feedback from stakeholders and potential interventions suggested. Continue engagement with bus operators and undertake engagement with stakeholders.	Continue engagement with bus operators and undertake engagement with stakeholders.	Continue to undertake engagement with stakeholders. Particularly around Phase 3.
<b>Placemaking</b>	Ensure pavement widening and dwell zone areas are maximised in balance with any carriageway compromise.	-	Ensure pavement widening and dwell zone areas are maximised in balance with any carriageway compromise.	Further design development to ensure synthesis between public transport route and wider pedestrian square, as well as servicing requirements.	Further exploration is required into the level of intervention to Phase 3 of the market streetscape.
<b>Carriageway</b>	Consider implications of carriageway width and decide whether to retain consistent 7.3m wide carriageway or implement localised widening to 9m.	-	Consider implications of carriageway width and widening of carriageway after Plainstones.	-	-
<b>Cycling</b>		-			Explore further the potential for segregated cycling on Guild St and Market St and decide whether to implement cycle infrastructure in Phase 1. Consideration of the detail design of Guild Street to

					accommodate all modes of transport.
<b>Public Transport</b>	Consider implications of current bus stop locations and explore potential need for bus hubs and other bus stop measures. Also consider the implications of ART..	-	Consider implications of current bus stop locations and explore potential need for bus hubs and other bus stop measures. Also consider the implications of ART.	Explore implications and confirm decision to make public transport link one-way eastbound.	-
<b>Operations</b>	Explore options for further traffic restrictions to aid bus operations. E.g. minimising general traffic movements.	Confirm decision to allow left out for taxis from Chapel St to Union St West, right out only for general traffic.	Explore options for further traffic restrictions to aid bus operations. E.g. minimising general traffic movements.	Explore implications and confirm decision to make public transport link one-way eastbound and consider bus stop location.	Analyse and explore operational changes that may be required to Phase 1 if cycling infrastructure is introduced.
<b>Servicing</b>	Fully understand servicing requirements via survey. Explore options for servicing such as reducing the servicing window and promoting side streets for daytime servicing.	-	Fully understand servicing requirements via survey. Explore options for servicing such as reducing the servicing window and promoting side streets for daytime servicing.	Develop detail for service route around Castlegate that would work with exit on to Marischal St.	-
<b>Junctions</b>	Consider options and develop detail for junction design at future stages.	-	Consider options and develop detail for junction design at future stages.	Develop detail for Union Street East -	
<b>Castlegate junction</b>	Develop detail of how the Guild St junction will work for pedestrians and cyclists if cycle options appraisal is implemented				

## Appendix B: Present Value Calculations

Explanations of Present Value (PV) principals and calculations used within economic impact modelling

HM Treasury's Green Book provides technical guidance to project appraisal. Embedded within this guidance, is the process of converting costs and benefits into Present Value results in order to compare the two. It is based on the economic concept of social time preference, that individuals prefer to have things now and will demand a discount if a payment is delayed. The Green Book recommends that costs and benefits be discounted at a real rate of 3.5% per year.

PV is a concept used to compare costs and benefits that arise at different points in time. It involves converting future costs and benefits into a value in today's money, also known as a 'present value' calculation. This allows for a more accurate comparison and assessment of the value for money of different options.

For illustration purposes, the PV calculations for the retail and food & drink spend is provided below. The annual GVA benefits are multiplied by the discount index. The standard discount rate of 3.5% is used as the annual percentage reduction in the discount index each year of the appraisal period.

		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
<b>A</b>	<b>Discount Rate, %</b>	<b>3.5%</b>	<b>3.5%</b>	<b>3.5%</b>	<b>3.5%</b>	<b>3.5%</b>	<b>3.5%</b>	<b>3.5%</b>	<b>3.5%</b>
<b>B = (Previous year discount index /1+A)</b>	<b>Discount Index</b>	1.00	0.97	0.93	0.90	0.87	0.84	0.81	0.79
<b>C</b>	<b>Annual GVA £m</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£14.49</b>	<b>£14.49</b>	<b>£28.98</b>
<b>B * C</b>	<b>PV GVA £m</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£12.20</b>	<b>£11.79</b>	<b>£22.78</b>



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Business case update - Future design considerations

# Aberdeen City Centre Streetscape Projects

Union Street West & West End, Union Street East & Castlegate, Market Streetscape Phase 2 & 3  
8153-LDA-XX-XX-RP-L-2001

December 2023





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# 1.0 Introduction

# 1.1 Introduction and context

This purpose of this document is to sit alongside the business case and to support the general arrangement drawings by setting out key design considerations and caveats that require further exploration during future stages of the project.

There are three project areas included in this Business Case:

- Union Street West and West End
- Union Street East and Castlegate
- Market Streetscape

A plan showing the extents of each of these projects can be found in section 1.3.

Each project area has been reconsidered with a view to the inclusion of segregated cycle routes, as per Full Council instruction in December 2022, whilst continuing to improve the public realm for pedestrians.

The Full Council instruction in December 2022 set out;

“To instruct the Director of Resources to progress with developing the remaining streetscape programmes, including options for the provision of physically segregated cycle tracks/lanes, and bring forward for Council consideration and approval an update to the Full Business Case in (i) above following conclusion of design, planning and consultation stages on the below programmes by December 2023:

- a) Union Street East and Castlegate and Justice Street
- b) Union Street West and West End
- c) Market Streetscape Phases 2 and 3.”

Following this instruction, a brief was developed by ACC and issued to the design team to explore the inclusion of cycle provision in each of the areas outlined. This study was to broadly follow the STAG (Scottish Transport Appraisal Guidance) processes in accordance with transportation best practice and take cognizance of the recommendations as set out in Cycling by Design (2021), Transport Scotland's cycle design guidance where possible.

Union Street Central and UpperKirkgate and Schoolhill were not included within this study as the detailed design for these areas has been approved by Full Council and work is progressing towards delivery.

The options appraisal exercise was undertaken to determine the most appropriate strategy for introducing segregated cycling on Union Street and the Market Streetscape. Engagement was undertaken with stakeholders and Aberdeen City Council throughout the process.

The outcome of the options appraisal for Union Street East and West stimulated discussion around Union Street Central and the possibility to introduce a consistent approach to segregated cycling throughout the full length of Union Street. This led to an options appraisal being undertaken on Union Street Central and subsequently being reported in June 2023, where the introduction of segregated cycling was approved at Full Council.

The design changes associated with the outcome of the Union Street West and East options appraisal bring a consistent approach to segregated cycling along the full length of Union Street.

The key changes for each area from layouts submitted in December 2022 are:

## Union Street West

Reduction of carriageway width to 7.3m and removal of the bus lay-bys. Introduction of a 3m wide segregated two-way cycle track to the north side of the street with the incorporation of bus stop bypasses, where the cycle track goes behind a bus boarding area. Extended pavement zones, street furniture and greening incorporated throughout where possible.

## West End

In the previous layout, it was recommended that the taxi rank on Chapel St was combined with the night time taxi rank on Union Street West to become a full time taxi rank. With the removal of lay-bys on Union Street West, this is no longer possible, therefore the day time taxi rank on Chapel St has been reinstated and layout revised to accommodate this.

## Union Street East

Reduction of carriageway width to 7.3m and removal of the bus lay-bys. Introduction of a 3m wide segregated two-way cycle track to the north side of the street with the incorporation of bus stop bypasses, where the cycle track goes behind a bus boarding area. Extended pavement zones, street furniture and greening incorporated throughout where possible.

## Castlegate

Significant amendments have been undertaken to the proposal encompassing the castlegate. A single (eastbound) bus lane has been included, following instruction from Full Council. The two-way cycle track continues from Union Street

and connects to Justice Street through the space. These routes are included to the north of Castlegate and the public realm layout has been updated to accommodate this.

## Market Streetscape

Market Streetscape takes in areas surrounding the proposed new market building, as well as routes through the Merchant Quarter. Since the previous submission, consideration has been given to facilitating cycling through the Merchant Quarter.

Market Streetscape is split into three phases (see drawing number 8153-LDA-02-XX-DR-L-1101). Phase 1 was approved and instructed by Full Council in December 2022.

The instruction for this piece of work considered only Phase 2 and Phase 3, therefore, this Business Case output makes no changes to Phase 1.

## Fundamental considerations

Due to project constraints, this document sets out a number of key considerations which require further design development, coordination and engagement during future stages of the project. A number of these will be fundamental to the future success of the proposals and are outlined below.

- The width of the carriageway on Union Street.
- Vehicular movements including general traffic and buses on Union Street.
- Servicing arrangements for Union Street.
- The tie in at the Union Street / Alford Place / Holburn Street traffic signal junction.

- Kerb alignments to respect Swept Path Analysis, and to ensure that footway widths remain suitable.
- The implications for existing uses on side streets, if these are to be used for servicing. Also swept paths on some, to ensure that service bays, and their locations, are suitable.
- Road levels and drainage requirements.
- The alignment of the proposed Toucan Crossing into Castlegate.
- The form of the new junction into Castlegate.

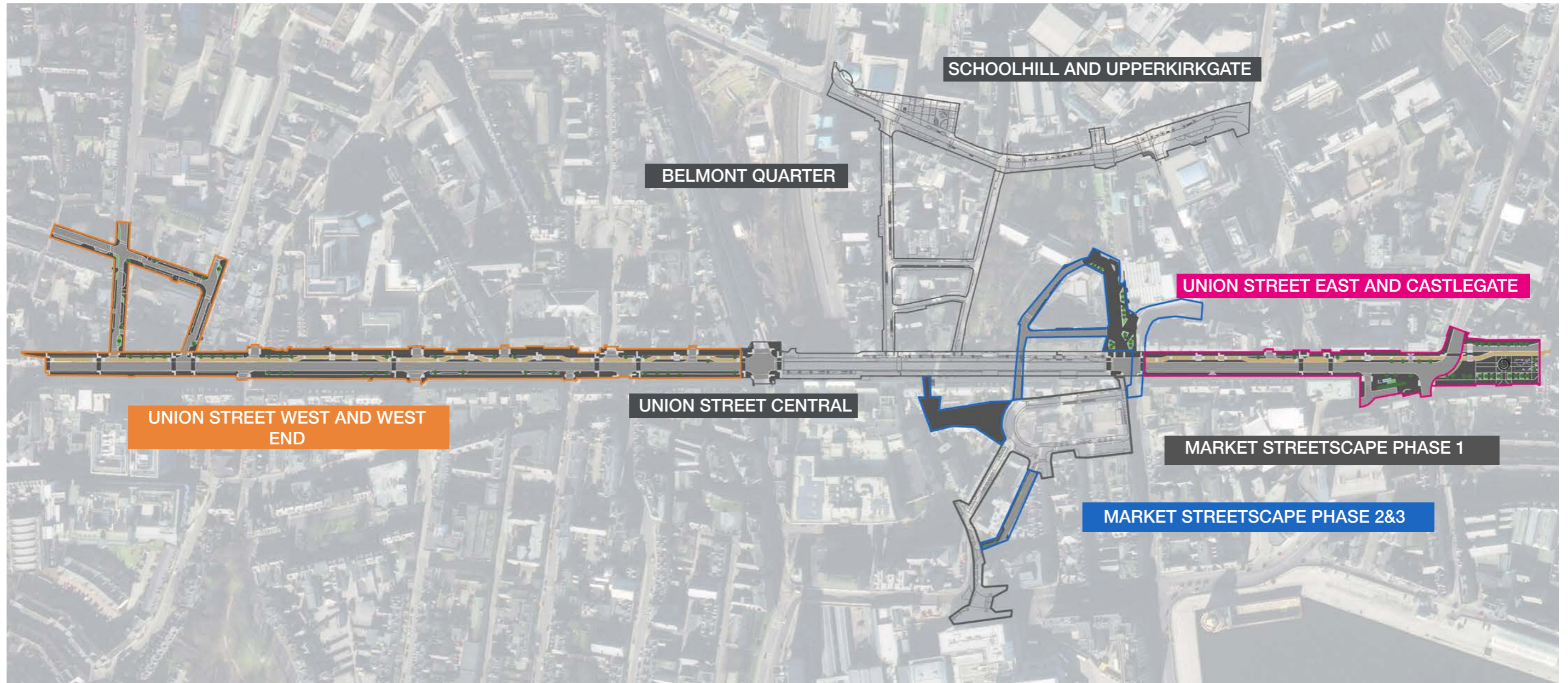
Further detail for these is set out throughout the document.

Further engagement with bus operators and other stakeholder groups will also be required throughout future stages of the projects.



Indicative visualisation of Union Street Central, showing the consistent approach to the street layout throughout the length of Union Street.

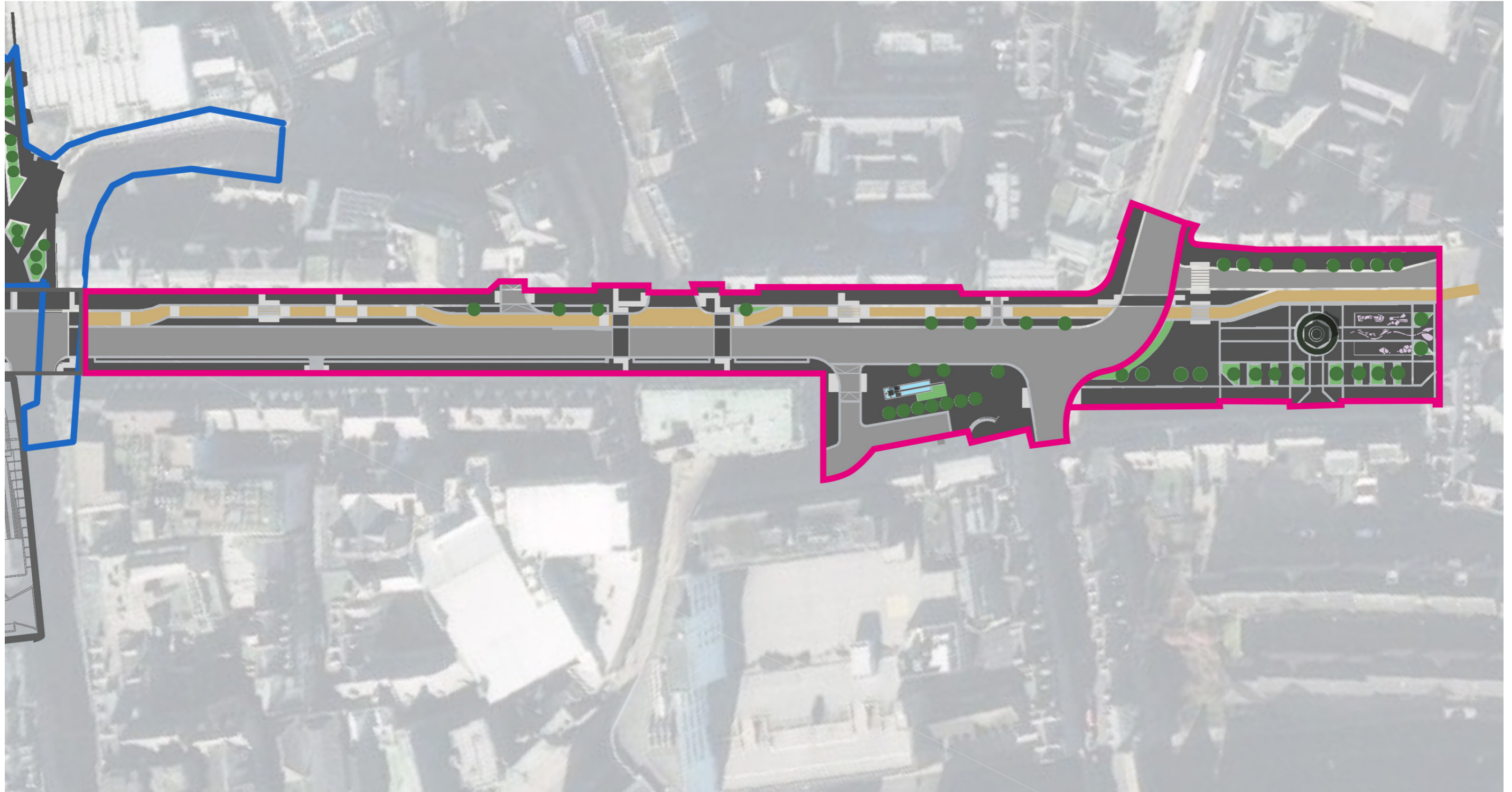
# 1.2 Overall plan



# Union Street West & West End

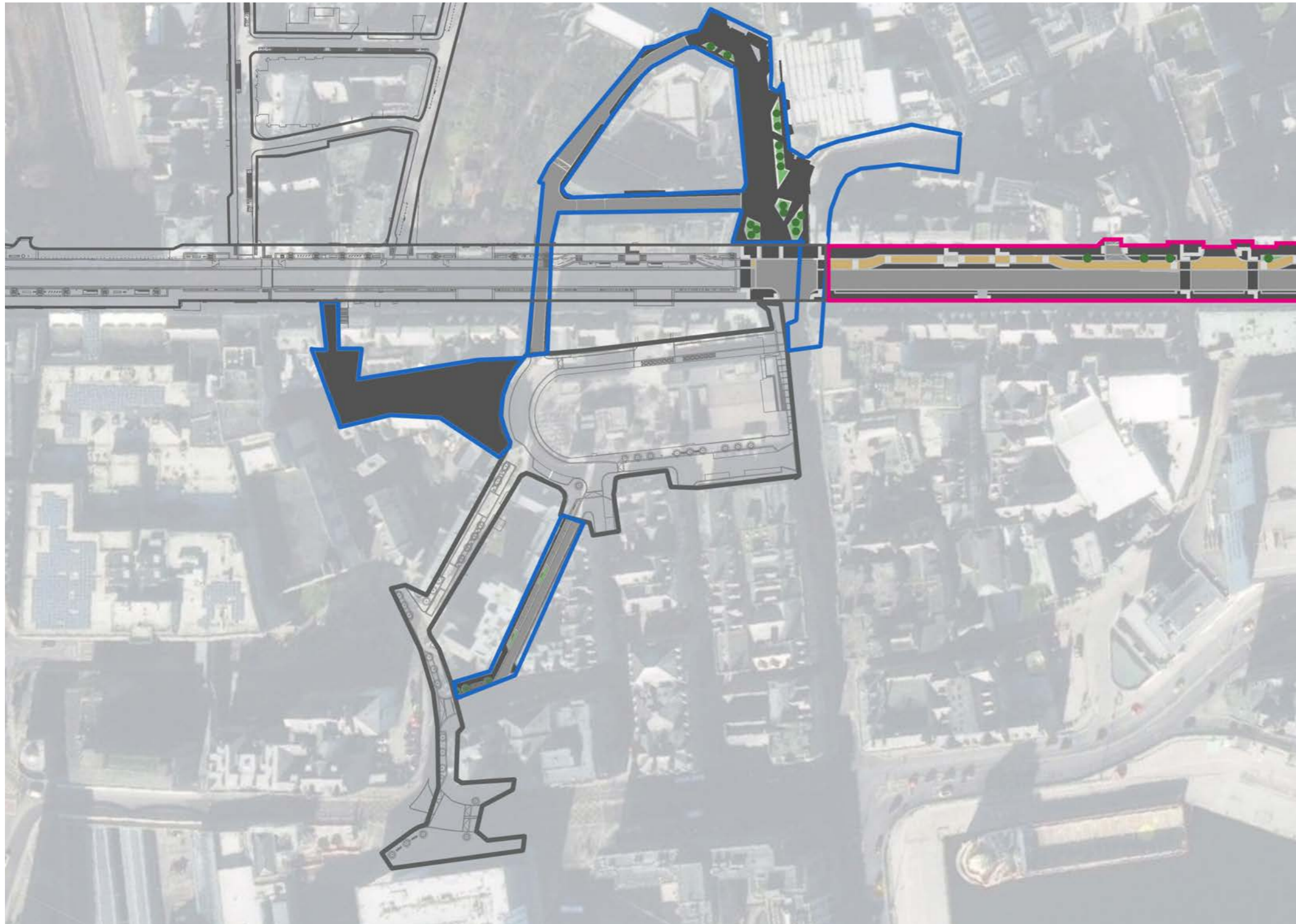


# Union Street East and Castlegate





# Market Streetscape Phase 2 & 3



The adjacent plan shows the boundary phases 1, 2 & 3 of the Market Streetscape. This business case only considers phase 2 & 3 as phase 1 has been previously agreed at Full Council and is shown for context only.

For a more detailed phasing plan, please refer to drawing 8153-LDA-02-XX-DR-L-1101 in appendix B.

- Phase 1
- Phase 2 & 3



**2.0**

# **Key considerations**

# 2.1 Engagement

Engagement with stakeholders has been undertaken throughout this process. Following the December committee instruction, the design team were briefed by ACC to carry out an options appraisal to explore options to introduce segregated cycling on Union Street and the Market Streetscape. Stakeholders were involved in the options appraisal process at all stages.

## On-boarding 1-1's

1-1's with individual stakeholder groups was undertaken to introduce the idea of change and the introduction of cycle infrastructure. These sessions provided the opportunity for stakeholders to voice any initial queries and ideas. Generally, there was a consensus among groups that they understood ACC's ambition to include segregated cycle tracks and the challenges faced by this due to the constraints of the street. There was an understanding that to achieve this, there would have to be compromise to develop a scheme which best worked for everyone.

## Combined stakeholder and ACC officer engagement session

Feedback from stockholders 1-1 on-boarding sessions was used to develop a long list of options for the introduction of segregated cycling on Union Street. Variables included whether the cycle track was two-way or one-way, which side of the road it was on, and how it interacted with bus stops.

A feasibility appraisal was undertaken on the long list of options and a number of options were

discounted. A further number of options were also discounted through this process based on feedback from the on-boarding 1-1's.

A combined session was held between ACC officers and stakeholders to go through the full long-list of options and discuss the removed options and conclude on a preferred option to progress with. This provided the opportunity for ACC officers to answer technical questions raised by stakeholders. From this session, a preferred option emerged which was favoured by the majority of stakeholder groups. This was for the introduction of a two-way cycle track on the north side of the road with bus stop bypasses.

## Bus bypass mock up

Following concerns raised by the Disability Equity Partnership (DEP) around the safety of bus stop bypasses, a full scale mock up was constructed in Marischal College to allow stakeholder groups to understand how the layout worked and to ease any concerns.

At this point, focus was on Union Street Central, however this was still relevant to both Union Street East and West due to their proposed consistent approach. DEP and cycling groups attended an interactive session with ACC officers and several elected members, at which, a number of scenarios were acted out. This also provided opportunity for the design team to develop with DEP, a number of alterations and additions to the design which would improve perceived safety and usability of the layout.

## Market Streetscape Phase 3

Due to project constraints, engagement has not been undertaken on Phase 3 of the market streetscape and will need to be considered during future stages of the project.

## Castlegate

Engagement has been undertaken with bus operators on the public transport link through Castlegate. Ongoing engagement should continue in future phases of the project.



### Bus operator engagement

Both operators support the broad objectives of the city centre masterplan and its associated projects and they recognise the Council's wish to explore options for enhanced cycling facilities in the city centre. Operators reflect positively on the ETRO2 bus gates, noting that they have already experienced journey time reductions in the city centre, aiding journey time reliability and therefore delivering a better service to passengers. Operators anticipate that the ETRO2 bus gates and other bus-friendly measures such as those proposed on key arterial corridors by Bus Partnership Fund studies will allow them to lower journey times, carry more passengers and ultimately offer lower fares.

As the indicative layouts developed, the bus operators indicated that they had concerns about the operational viability of the proposals, as presented in the indicative scheme. Operator concerns included:

- A lack of resilience. A two-lane carriageway offers no contingency for buses, other than in instances where overtaking opportunities were provided. Any stopped vehicle (such as a delivery van, refuse truck etc. would slow the pace of buses on the corridor, increasing journey time.
- Issues around the placement of bus stops. In instances where buses were serving stops located directly opposite one another, the progression of all following traffic (in both directions) would be slowed or stopped, with no passing opportunities.
- Issues around the number of bus stops.

Operators have previously provided details of the number of stops needed to serve present-day service patterns (i.e. the number of bus services and their frequency). As the number of stops is reduced, the number of passengers and buses using remaining stops is increased – this will increase stop dwell time and reduce throughput.

- The lack of available alternatives. Union Street is at the heart of the city and regional bus network and there are few available alternative routes through the city centre. Other routes which might be available carry general traffic and do not afford buses the same 'straight line' priority that Union Street offers. Alternative routes would be more convoluted and hence less attractive to passengers.
- Servicing: Operators recognise the requirement for businesses and other properties to be serviced, but they have clear concerns that incorporation of such activity in the context of a two-lane road layout would materially impact bus services.
- Presence of general traffic: General traffic is not permitted in Central Union Street and levels in the Eastern section are sufficiently low so as not to present operational issues to bus services. Notwithstanding this, levels of general traffic in Union Street West remain sufficiently high so as to present issues for bus reliability, particularly in the context of a two-lane section of road, where there are no bus stop lay-bys or passing places.

The Design Team has therefore established that a series of alterations will likely be necessary to the indicative design such that an appropriate

level of bus provision can be guaranteed and sustained. This would ensure that buses can continue to serve Union Street in a way that is efficient for operators and attractive to their passengers now and in the future, noting the local and national aspirations for a growth in public transport ridership.

These considerations which are discussed in full in the supporting SYSTRA note: Union Street Bus Operator Consultations 2023 (Ref: GB01T23D25/DN2/061023) are summarised as follows:

- To incorporate resilience within the revised streetscape and ensure the continued efficiency of bus movements along Union Street, localised carriageway widening or passing opportunities are likely to be required.
- To ensure effective bus stop operations, it is necessary to reflect on the different role of stops throughout the corridor. This is related to the point above. (For example, First experiences high demand associated with student travel at key (mainly westbound) nodes, Stagecoach has specific requirements in relation to long distance services at Adelphi).
- Operators were clear that a strategy was required to manage or displace potentially harmful delivery and servicing activity, from the corridor.
- Operators were keen to see a reduction in levels of general traffic movements within Union Street corridor (particularly in the western section) and they stated that traffic displaced from the corridor should not then

present operational issues for buses on the periphery of the corridor.

- Both operators referred to Aberdeen Rapid Transit and its potential future role on the corridor.

Interventions that would aid in achieving this are set out in this document. Due to project constraints, these have not been fully assessed and refined and therefore require detailed consideration during the next stage of the project. They have also not been subject to engagement with other stakeholder groups, this

#### Key future consideration:

**Union Street West:** Consider feedback from stakeholders and potential interventions suggested. Continue engagement with bus operators and undertake engagement with stakeholders.

**West End:** Continue to undertake engagement with stakeholders.

**Union Street East:** Consider feedback from stakeholders and potential interventions suggested. Continue engagement with bus operators and undertake engagement with stakeholders.

**Castlegate:** Continue engagement with bus operators and undertake engagement with stakeholders.

**Market Streetscape:** Continue to undertake engagement with stakeholders. Particularly around Phase 3.

## 2.2 Placemaking

### Union Street East and Union Street West

Along the Union Street corridor, all footways are proposed to be wider than currently. The inclusion of segregated cycle infrastructure as well as widened footways is facilitated by road carriageway narrowing, from three or four lanes to two lanes: one running in each direction. The reduction in carriageway widths allows for both pedestrians and cyclists to be prioritised.

Where footway widening permits, 'dwell zones' are incorporated along the length of the corridor. These allow for street greening, places to sit and the inclusion of public art, contributing to interest and encouraging use of Union Street as a destination rather than simply a through route.

The adjacent diagrams show the zoning of the street, highlighting space for pedestrians on the footway and in the extended pavement areas.

### Castlegate

The introduction of a one way public transport route through the Castlegate impacts pedestrian space, however this is balanced out with the benefit of the new route for creating a gateway to the beach and facilitating the continuation of the segregated cycle track. The concept for the space remains the same, placing importance on existing heritage features, space to sit and congregate and play.

### Market Streetscape

The Green and Back Wynd Steps constitute Phase 3 of the Market Streetscape project. It was considered that The Green is a special and characterful area. As part of these works, a high level conditions survey and recommendations report has been developed. Further exploration is required into the level of intervention to Phase 3 of the Market Streetscape

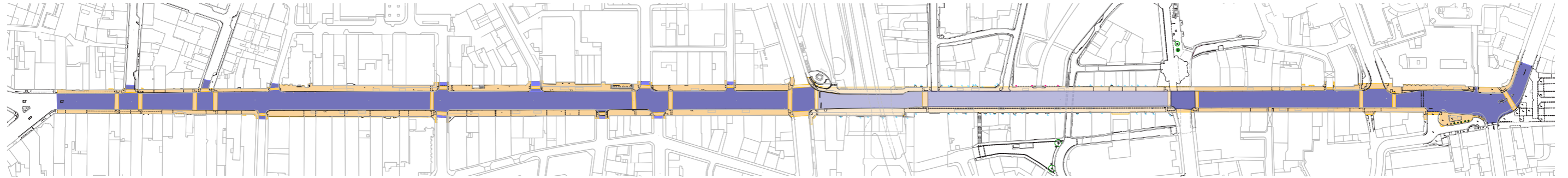
#### Key future consideration:

**Union Street West:** Ensure pavement widening and dwell zone areas are maximised in balance with any carriageway compromise.

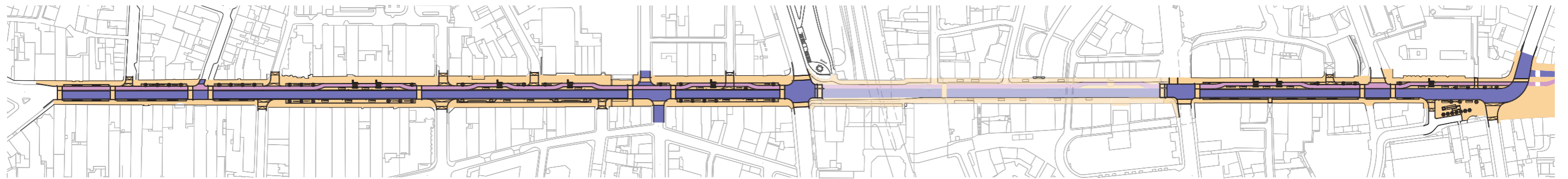
**Union Street East:** Ensure pavement widening and dwell zone areas are maximised in balance with any carriageway compromise.

**Castlegate:** Further design development to ensure synthesis between public transport route and wider pedestrian square, as well as servicing requirements.

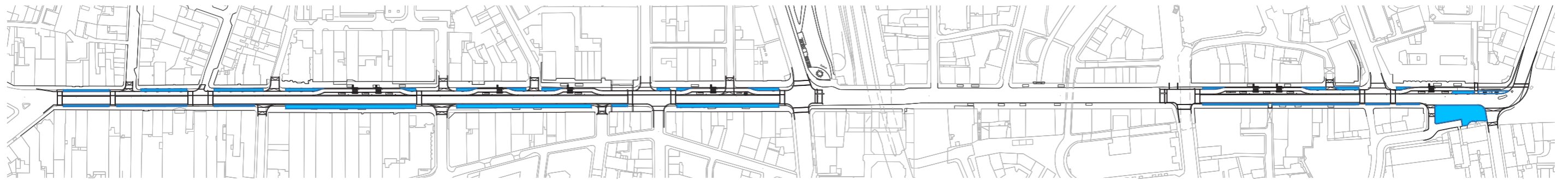
**Market Streetscape:** Further exploration is required into the level of intervention to Phase 3 of the market streetscape.





Union Street East and Union Street West - Existing conditions zoning diagram



Union Street East and Union Street West - Current proposal zoning diagram



Union Street East and Union Street West - Dwell zone locations

-  Pedestrian footway
-  Two-way cycle track

# 2.3 Carriageway

## Union Street West

The proposal drawings show a consistent carriageway width along Union Street West and East of 7.3m, this width comprised of one 3.65m wide lane each way.

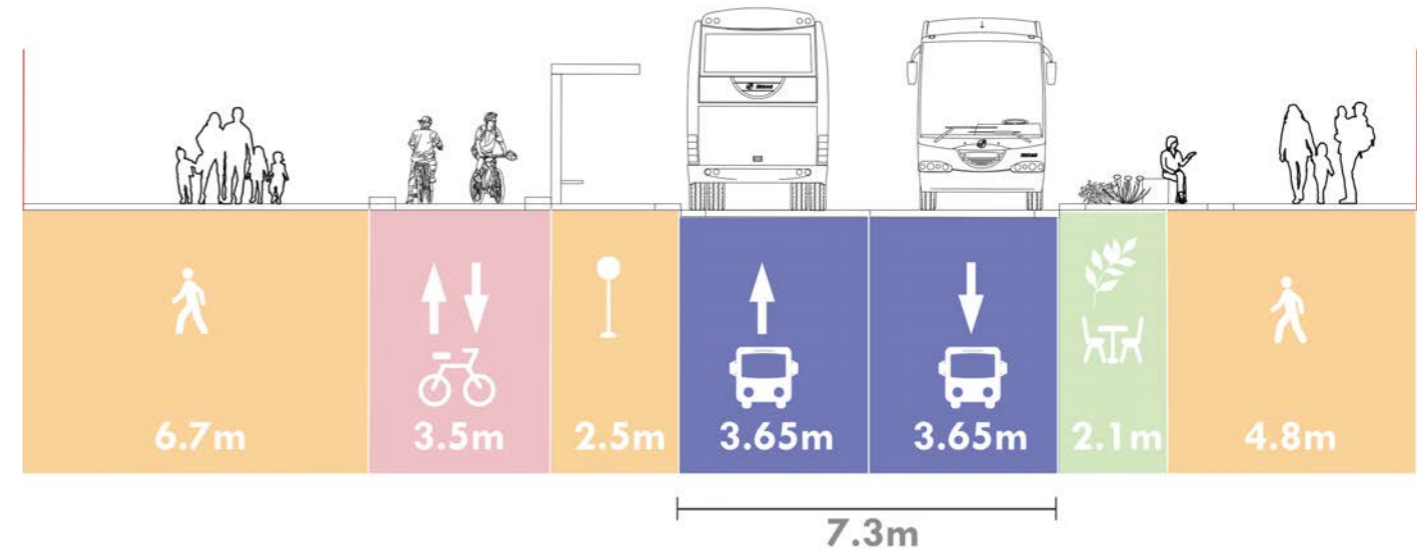
Bus operators have raised concerns around the resilience of the indicative proposals. They noted that a two-lane carriageway offers no contingency for buses, other than in instances where overtaking opportunities were provided. Any stopped vehicle (such as a delivery van, refuse truck etc. could lead to bus congestion on the corridor, increasing journey time. To appropriately mitigate, localised widening of the carriageway on Union Street West to 9m will be required.

The adjacent diagrams show potential locations for this. It would allow for overtaking manoeuvres, should buses be stopped at bus stops. It is likely that this will be required on Union Street West to maintain a reliability of service for the bus network.

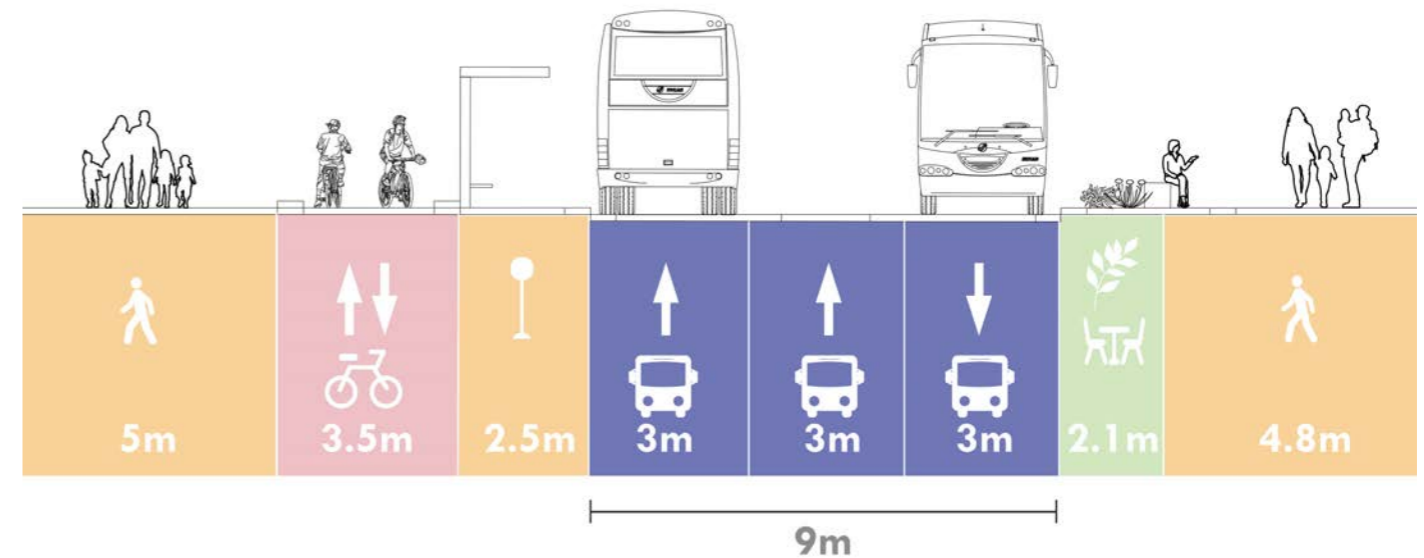
High level pros and cons for this option are set out below, however this would need further consideration and engagement with stakeholders at later stages of the project to ensure concise and considered design development.

## Union Street East

There is limited opportunity to widen the footways on Union Street East between Market Street and Broad St, however there is space to widen the carriageway at Plainstanes to between 9 and 11 metres to accommodate the high volume of buses and the tracking of vehicles through the new junction from Union Street East to Castlegate. This has been incorporated within the indicative layouts.



Option 1 - Typical section of Union Street layout with 7.3m



B - Increase of carriageway to 9m on Union Street

- Pedestrian footway
- Two-way cycle track
- Carriageway
- Dwell zone

**Key future consideration:**

**Union Street West:** Consider implications of carriageway width and decide whether to retain consistent 7.3m wide carriageway or implement localised widening to 9m.

**Union Street East:** Consider implications of carriageway width and widening of carriageway after Plainstanes.





# 2.4 Cycling

## Market Streetscape

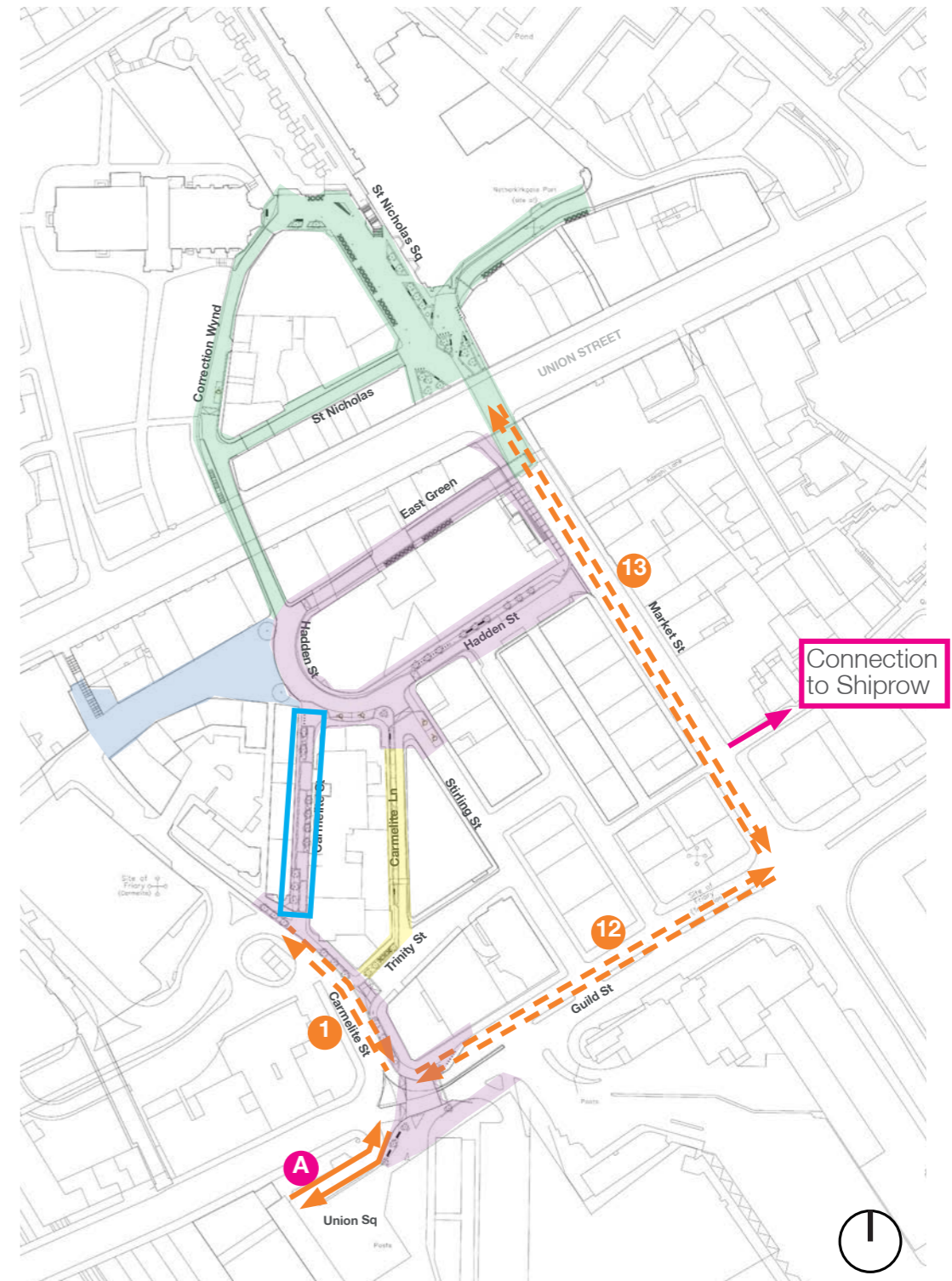
An assessment of the feasibility of the inclusion and implications of segregated cycling infrastructure through the Merchant Quarter was initially undertaken by ACC, with a view to determining the possibility of a route from the railway station to Union Street. This was followed by a holistic study of potential infrastructure through the area, seen in 8153-LDA-02-XX-RP-L-2001, May 2023. Following coordination with Fairhurst and ACC a summary document was produced, 8153-LDA-02-XX-RP-L-2002, the main findings of which were:

- It is not possible to implement a fully segregated cycle route from the railway station to Union Street utilising streets through the Merchant Quarter.
- Should a fully segregated route from the station to Union Street be desired, the preferred route should be Guild Street to Market Street. This route could also tie into the Shiprow route. This route is not currently within the scope of the City Vision projects.
- Although not fully segregated, a cycle

route from the station to Union Street via the Merchant Quarter would be desirable for those more comfortable cycling on quieter streets, and that provision of such infrastructure that is required to facilitate this should be considered, although this would necessitate a revision to the currently approved Phase 1 and currently proposed Phase 2 proposals.

- The Guild Street junction will require to be reconsidered should any of these cycling proposals be brought forward.

There is also a parallel requirement for a bus hub at Guild St due to the reduced No. stops on USC. The Guild St East corridor will therefore require detailed design consideration to accommodate all the required modes (pedestrians, cyclists, buses) as well as the impact through a major transport junction (Guild St / Market St / Virginia St).



### Key future consideration:

**Market Streetscape:** Explore further the potential for segregated cycling on Guild St and Market St and decide whether to implement cycle infrastructure in Phase 1. Consideration of the detail design of Guild Street to accommodate all modes of transport.

## 2.5 Public transport

### Castlegate

Following instruction from Full Council, a new public transport link is proposed to run through Castlegate. This can be seen on the current indicative layout drawings. In its current form this is a single lane, single direction (eastbound) route, connecting Union Street/King Street to Justice Street, with buses proposed to run through here towards the beach.

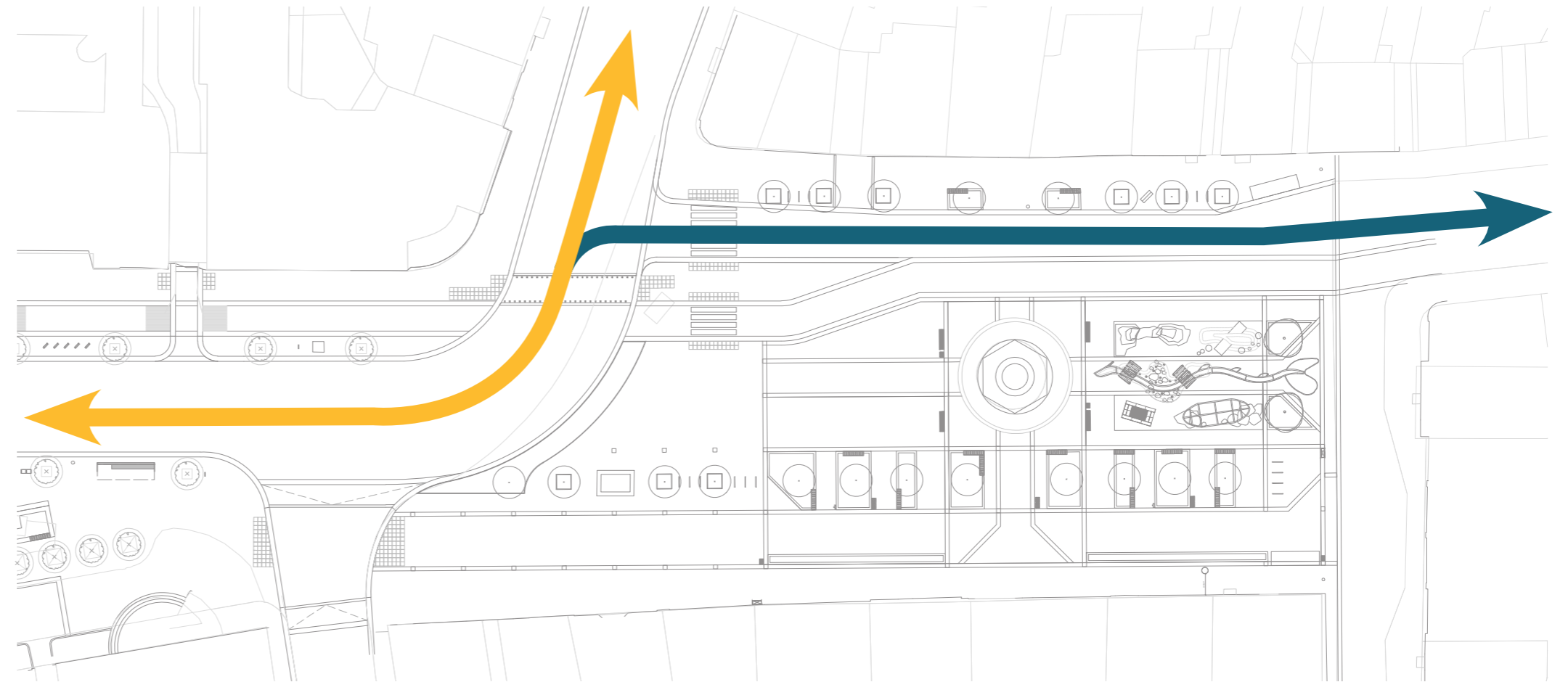
An options appraisal was undertaken by SYSTRA exploring possible layouts and operations for this bus link. Engagement was undertaken with bus operators, both of whom are supportive of the development of this link.

SYSTRA's initial feasibility study pointed towards an operator preference for a two-way link, however it recognised that should a two-way link prove impractical, then the objective would be to cater for eastbound movements, towards the beach-front. This was then strengthened through additional feedback provided by Stagecoach, relating to the potential to extend and divert services to the beach and therefore requiring a higher frequency use of the Castlegate.

Following outcomes of technical audit, issues arose which leads justification to sift out a two-way link at this point and only consider a one-way eastbound scenario. See 'Castlegate Public Transport & Active Travel Link' (Ref: GB01T23D72/CAS2/131023), for option studies.

#### Key future consideration:

**Castlegate:** Explore implications and confirm decision to make public transport link one-way eastbound.



Castlegate public transport link

- Two way bus movement
- One way bus movement

### Union Street East and Union Street West

Union Street is a key movement corridor which sits at the heart of the city and regional bus network. Buses support the travel needs of those who visit the city centre area for work, leisure, education and healthcare purposes from within that city-wide and regional catchment.

The bus using population is composed of users of all age groups and abilities. While the city has aspirations to grow rates of pedestrian and cycle activity, these modes are not a realistic opportunity for a significant portion of the population, most notably including:

- Users who are represented by the Equalities Act, including those who are elderly and infirm, those with disabilities etc.
- Users travelling over distances which cannot realistically be covered on foot or by bike.

As the Council moves to reduce the number of car trips which are made within the city centre area, it is necessary to plan for and enable mode shift, with more users choosing to walk, cycle or take the bus. This is exemplified by ongoing corridor studies related to Aberdeen Rapid Transit, where the Council recognises the significant role buses will have in facilitating future mode shift, particularly for trips over distances which may otherwise generate car trips.

Mindful of the aspiration to increase footfall in the city centre, it is therefore vital that buses can continue to serve the needs of their passengers and the businesses and facilities to which they travel.

### Bus operator feedback

As mentioned previously, development of the indicative layout has been informed through dialogue with First Aberdeen and Stagecoach Bluebird.

Bus operators raised concerns around the location and number of bus stops throughout the Union Street corridor, particularly in instances where buses were serving stops located directly opposite one another, the progression of all following traffic (in both directions) would be slowed or stopped, with no passing opportunities.

They also had issues around the number of bus stops. Operators have previously provided details of the number of stops needed to serve present-day service patterns (i.e. the number of bus services and their frequency). As the number of stops is reduced in the indicative plans, the number of passengers and buses using remaining stops is increased – this will increase stop dwell time.

Key operator concerns are backed up by technical traffic modelling exercises which are detailed in the supporting SYSTRA technical report: Union Street East & West Corridor – Traffic Modelling (Ref: GB01T23D25/TM1/131023).

### Suggested alterations for consideration

The design team has therefore established that a series of alterations for future consideration which will likely be necessary to the indicative design such that a minimum level of bus provision can be guaranteed and sustained. This would ensure that buses can continue to

serve Union Street in a way that is efficient for operators and attractive to their passengers now and in the future, noting the local and national aspirations for a growth in public transport users. The adjacent diagrams show the current indicative bus stop layout and a potential option which takes into account the alterations discussed by the design team. Pros and cons of each are set out below them.

Option 2 incorporates:

#### Union Street West

- Eastbound and westbound bus stops grouped (Hubs) and offset from those in the opposing direction

#### Union Street East

- Three bus stops proposed on north kerb (G1-G3) for longer-distance Stagecoach services, with a potential for a drop-off only stop on the southern kerb (no passengers travel from here to the bus station, where most Stagecoach services terminate).
- A Bus Hub is proposed at the east end of Union Street / Castle Street, primarily to accommodate First services – this will require road widening and potential lay-by options.

There is an option to incorporate additional bus stops in the southern portion of King Street (south of West North Street) to accommodate stops which would be displaced from the Adelphi.

The detail of bus stop locations will be developed during technical design stage of the project.

### Aberdeen Rapid Transit (ART)

ACC and Nestrans are currently progressing proposals to deliver Aberdeen Rapid Transit (ART).

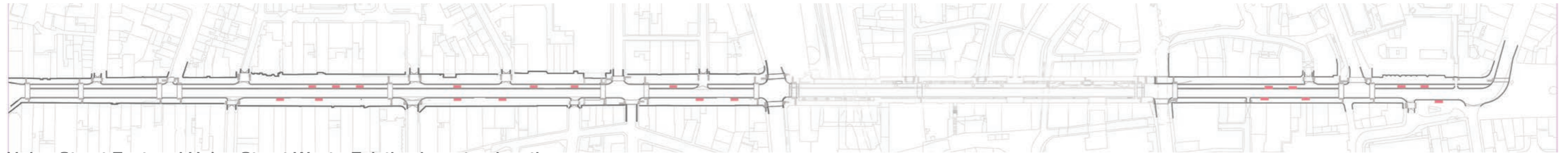
While studies related to ART are ongoing, with no final agreement yet reached as to its route through the city centre, it remains a possibility that the route could incorporate Union Street.

If it is ultimately decided that ART will incorporate Union Street, the indicative cycle scheme proposals will need to be revisited to ensure the necessary infrastructure requirements and performance objectives of that project can be catered for.

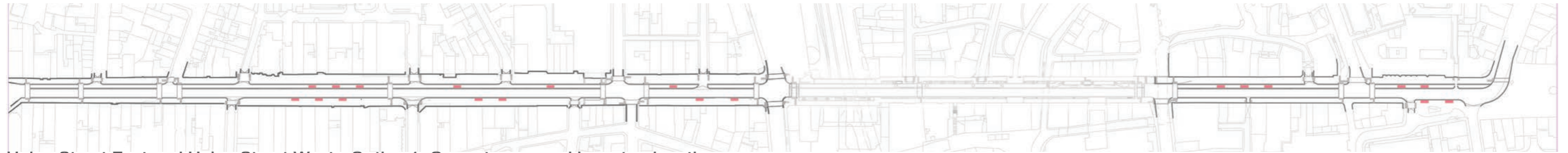
While the Design Team has liaised with bus operators and ACC's Public Transport officer, it is suggested that engagement with Nestrans is also necessary as part of subsequent stages of the Union Street streetscape proposals. This will ensure a clear understanding of the position related to ART, and any potential implications it may have on the segregated cycle scheme.

#### Key future consideration:

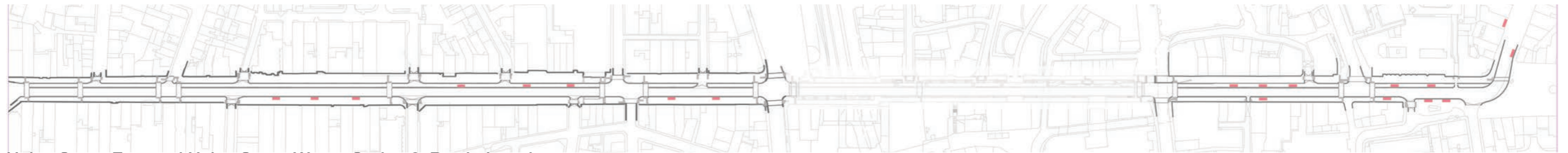
**Union Street East and West:** Consider implications of current bus stop locations and explore potential need for bus hubs and other bus stop measures. Also consider the implications of ART.



Union Street East and Union Street West - Existing bus stop locations



Union Street East and Union Street West - Option 1: Current proposed bus stop locations



Union Street East and Union Street West - Option 2: Bus hub option

**Option 1 - Current bus stop locations**

**Pros**

- Similar to existing bus stop locations so easily navigated by pedestrians
- Provides space for more than one bus at each stop
- Potentially future proofed for longer buses as part of ART

**Cons**

- Bus stops opposite one another means no opportunity to overtake
- Less efficient for buses and passengers
- Reduced number of bus stops potentially requiring rationalisation of services

**Option 2 - Bus hubs**

**Pros**

- Provides identifiable location for boarding and alighting buses on Union Street
- Bus stops not opposite one another could lead to less congestion
- Could lead to improved efficiency of the bus network

**Cons**

- Passengers would need to get used to new locations
- Longer distances between bus stops
- Localised congestion at bus hubs possible
- Reduced number of bus stops potentially requiring rationalisation of services

## 2.6 Operations

The updated Roads Hierarchy adopted by the Council in 2019 included a de-classification of the Union Street corridor to help dissuade drivers from utilising the city centre as a through traffic route. Routing along or across the Union Street corridor should therefore only be a requirement for those taking local access. From a general traffic perspective, the city centre area is envisioned as a destination not a through route. With this in mind, the operation of the local routes around the Union Street corridor requires to be carefully considered in the context of enhanced priority for pedestrians, cyclists, and buses through the corridor. The following comments and associated figures provide additional detail around the potential wider operation of the Union Street East and West areas. These considerations are conceptual at present and will require further assessment of their respective functions as the proposals move towards detailed design.

### Union Street West

In order to restrict general traffic routing unnecessarily around the western Union Street corridor, it is proposed to restrict traffic movements at the minor junctions to a left-in / left-out configuration (See diagram on following pages). Not only does this restrict cross-city centre movements but it also simplifies the junction operation and removes delay to public transport, both from signal junction delays, and from right turning vehicles waiting on the Union Street corridor. Critically, it also reduces the number of conflict points for vehicles that require to cross over the segregated cycle track, thus improving operational road safety.

There are notable exceptions to this rule, including:

- Chapel Street, whereby the potentially higher traffic volume is encouraged away from the Union Street corridor via a southbound right turn only rather than a left turn through the Union Street and Union Terrace corridors. This junction therefore requires signalisation to allow for the right turn exit from Chapel Street. A left turn from this junction should be retained for taxis only, given the taxi rank located on Chapel Street.
- In addition, it is suggested that traffic signals are retained at the South Silver Street and Crown Street offset crossroads, enabling safe controlled movement at this location. A right turn from Crown Street would potentially also be required to cater for the No. 17 bus service.

It is not proposed to completely restrict general traffic from Union Street West as local access is still required. However, the proposed junction restrictions noted above, together with raised footway proposals across the junctions will ensure that general traffic volumes are kept to a minimum. The reduction in through routing has already been addressed to an extent by the banning of the right turn from Union Terrace to Rosemount Viaduct.

Access to properties to the north of Union Street West would therefore be taken primarily from Skene Street, which is the local distributor route in this area. Access to the properties to the south of Union Street West is proposed primarily from Holburn Street, and Willowbank Road/ Springbank Terrace via College Street.

### West End

The West End will continue to operate as a one-way system, with vehicles travelling north on Rose Street, east on Thistle Street and exiting back on to Union Street by travelling south on Chapel Street. The key change to operations is the reduction from two lanes of traffic to one, this allows more space to be given to pedestrians while retaining some parking and service space. The taxi rank on Chapel Street had been combined with the night time taxi rank on Union Street West in previous proposals, due to the updated configuration of Union Street West, this is no longer possible and therefore the day time taxi rank on Chapel Street has been reinstated. This has an impact on the proposed configuration of the Chapel Street/Union Street junction. This was originally proposed to be right out only, however taxis are likely to need to turn left out of Chapel Street to travel up Union Street, it is therefore proposed for consideration, a left out for all traffic except taxis, who can turn left or right. Further information on junctions in section 2.8.

### Union Street East

With the inclusion of the bus gates on Central Union Street and the north end of Market Street, there is no opportunity for through routing general traffic along Union Street East. Other than buses, cycles, taxis, and service vehicles, only general traffic routing to local destinations will require to utilise the east end of Union Street (access to Queen Street, the Adelphi etc.). The anticipated low traffic volumes exiting St. Catherine's Wynd, Castle Street, and The Adelphi will primarily require to route back to

King Street to exit the locality (unless exempt from the bus gates). It is proposed that the Broad Street / Union Street junction remains signalised, to facilitate all traffic movements at the junction, particularly for bus routing.

Marischal Street operation is still under review, noting that in its current configuration the route invites rat-running movements for traffic avoiding Market Street. It may also be affected by the junction proposals for Castlegate.

### Castlegate

Castlegate is currently considered as a pedestrianised area, with access within restricted hours for servicing only. A two-way cycle track is proposed, tying the proposed Union Street route to the beachfront. Following instruction, the proposals now incorporate a single lane, one-way (eastbound) bus route, which can also be utilised by service vehicles, within restricted hours, as well as for local access required to parking at Brebner's Court. This formalises the previously informal service route along the north side of Castlegate.

### Market Streetscape

The area comprising the Market Streetscape generally consists of slow moving traffic, generally local and often seeking parking. Much of the area's streets are one way.

The operation of the streets within the Market Streetscape area has not changed since the previous December 2022 Business Case. However, following instruction to review

the potential for inclusion of cycle routes, consideration may be made on whether to revisit the Stage 3 plan for Phase 1 to implement the necessary infrastructure to allow cycling. This may also require that the operational plan changes Carmelite Street (N) to a pedestrian and cycle zone, with local access to car parking only for traffic.

### Supporting traffic modelling

Traffic modelling of the layout considerations for Union Street East and West was undertaken using the Aberdeen City Centre Paramics Model (2019) under an appropriate future year network scenario which includes the proposed configuration of Central Union Street. The model was utilised to assess the potential impact on bus network journey times and reliability through the corridor. Several scenarios were tested with variations on Union Street for the permitted delivery and servicing period; removal of all servicing provisions; management of general traffic; and finally the impact of the resilience measures detailed in this document.

The modelling detail is provided in the supporting SYSTRA technical report: Union Street East & West corridor – Traffic Modelling (Ref: GB01T23D25/TM1/131023). The key outcomes from the model testing suggests the following:

- There is a direct correlation between the servicing / loading activity period and increases in the spread of bus journey times (i.e. bus reliability). Changing the loading period within the daytime hours only moves the conflict issue to other times in the day.

- A high spread of journey times directly impacts bus reliability and hence, the attractiveness of buses to passengers
- Removing the conflict between buses and service vehicles makes a considerable improvement to bus reliability. This could be achieved through alternative daytime service locations away from the Union Street corridor, as proposed in this report
- The model suggests that the removal of general traffic from the Union Street East and West corridor has little impact on the overall operation of the bus network. The modelling is underpinned by assumptions around the less attractive nature of the proposed streetscape interventions for general traffic (via raised footways, road surfacing materials, no directional signage to Union Street etc.) , which in itself, reduces the volume of general traffic routing along and across the corridor. The traffic levels routing across and through Union Street is further reduced by the restricted left-in, left-out operation proposed at many of the minor junction onto Union Street
- A test which includes the general concepts of the contingency measures to improve network resilience has also been undertaken. This test assumed carriageway widening at potential bus hub locations and assumed all daytime loading (7am-7pm) would be undertaken at alternative dwelling locations, adjacent to Union Street East and West. The model suggests that the mitigation measures cater for the needs of buses more effectively when compared to the initial streetscape proposal, with lower average bus journey

times and improved journey time reliability. The model therefore demonstrates a technical justification for the measures which seek to ensure the minimum operational requirements which emerged from operator consultations.

Diagrams on the following pages highlight the high level proposed movements for Union Street East and Union Street West, incorporating the movements outlined in this section for consideration.

#### Key future consideration:

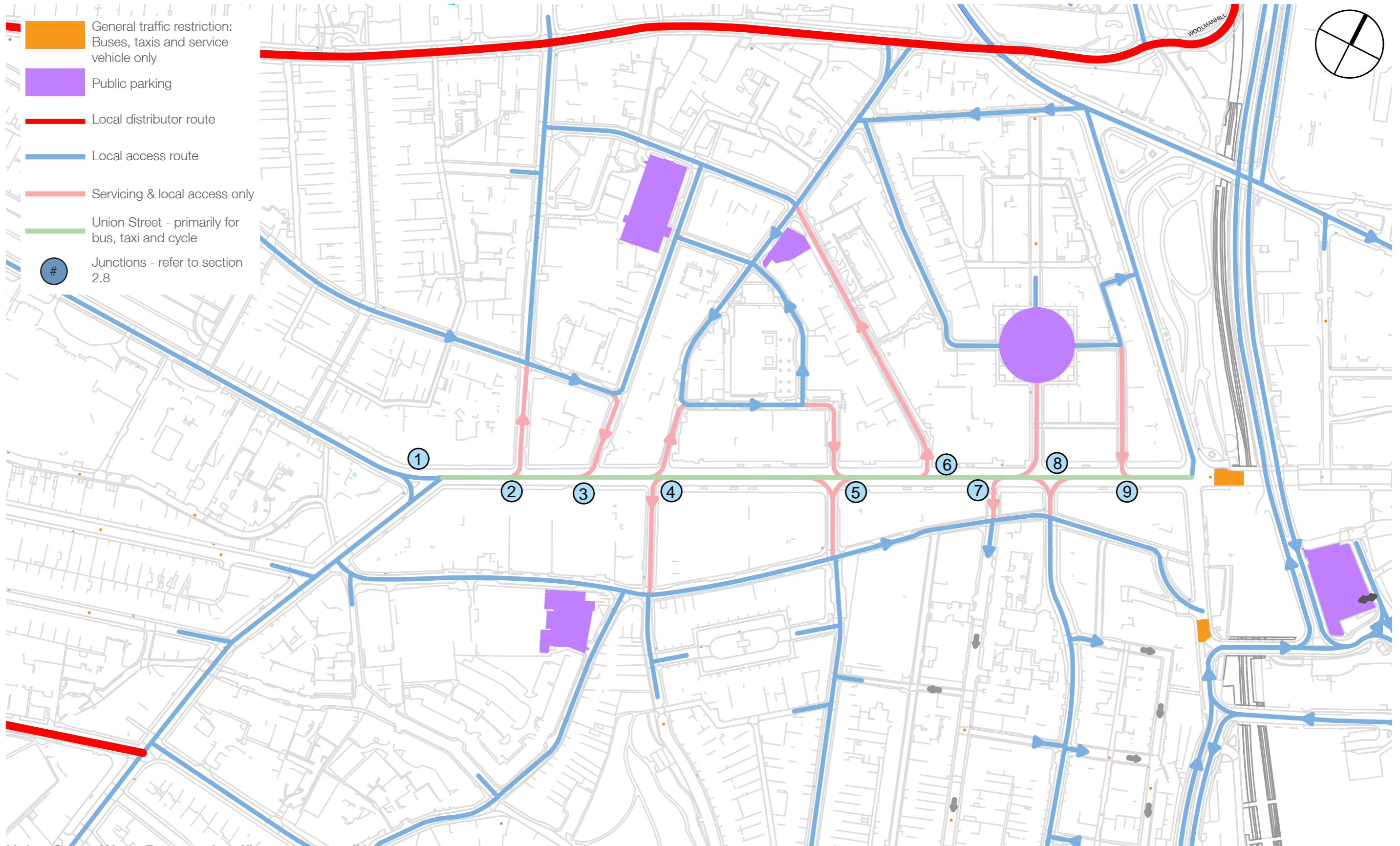
**Union Street West:** Explore options for further traffic management to aid bus operations. E.g. minimising general traffic movements.

**West End:** Confirm decision to allow left out for taxis from Chapel St to Union St West, right out only for general traffic.

**Union Street East:** Explore options for further traffic management to aid bus operations. E.g. minimising general traffic movements.

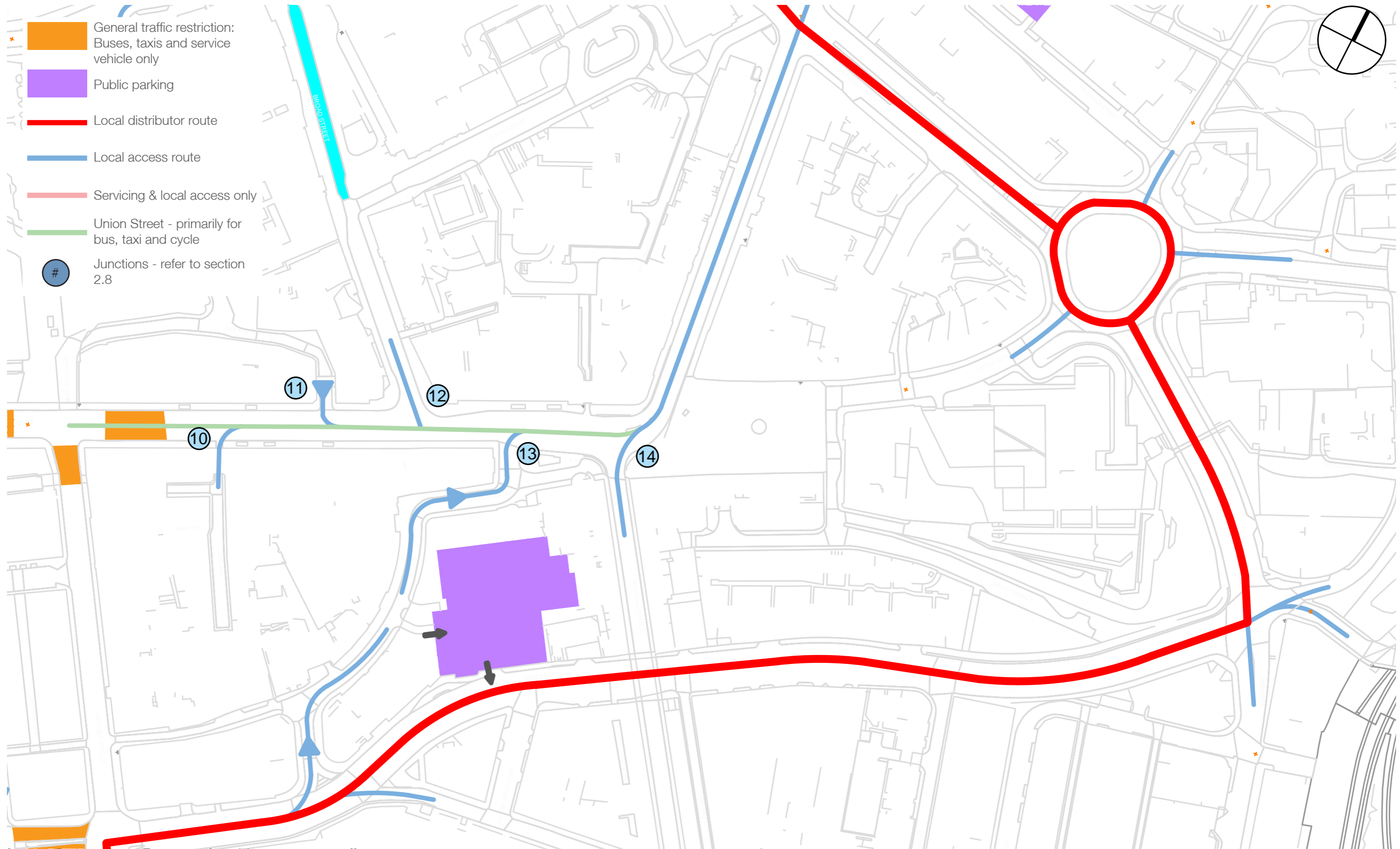
**Castlegate:** Explore implications and confirm decision to make public transport link one-way eastbound and consider bus stop location.

**Market Streetscape:** Analyse and explore operational changes that may be required to Phase 1 if cycling infrastructure is introduced.



Union Street West: Proposed traffic movement diagram





Union Street East: Proposed traffic movement diagram

## 2.7 Servicing

### Union Street East and Union Street West

A key implication of the cycle track proposals is that only a single lane of traffic movements will be provided in each direction on Union Street. This, in turn, reduces the available space to cater for general traffic, delivery and servicing activity and local bus service operations. In a scenario where no contingency is provided for these various operational requirements, those activities then potentially compete for the limited space available, leading to a reduction in the capacity and efficiency of the link.

### Current servicing provisions

Currently, the service periods through the Union Street corridor are designed to fall out-with the peak public transport periods (typically, no loading between 07:30-09:30am; 12noon-2:30pm; and 4:00-6:00pm).

Vehicle loading is available along the length of the corridor out-with these restricted periods. Buses and general traffic are therefore able to pass dwelling vehicles relatively easily due to the minimum two lane operation in both direction at all points along the corridor (out-with bus stop locations). General traffic has been restricted from parking or dwelling along the corridor, enforced by the 'no waiting at any time' double yellow line restrictions.

The three defined sections of the Union Street corridor, East, West, and Central, each have different characteristics, servicing requirements and dwelling opportunities.

The proposals to restrict traffic routing lanes to one in each direction will lead to a direct

conflict between local service buses and service vehicles, if servicing is permitted through the daytime hours. Service vehicles may include postal delivery vans, couriers, trades / maintenance vehicles, delivery lorries etc.

Both First and Stagecoach have noted concern with this conflict (See supporting SYSTRA note: Union Street Bus Operator Consultations 2023 (Ref: GB01T23D25/DN2/061023).

Traffic modelling of the proposed general layout of Union Street East & West has also confirmed that service vehicle dwelling has a direct impact on the bus network journey time and reliability, no matter what time of day the servicing is permitted (See supporting SYSTRA technical report: Union Street East & West Corridor – Traffic Modelling (Ref: GB01T23D25/TM1/131023).

### Suggested servicing strategy

Therefore, it is proposed for consideration, to utilise the available side streets in the adjoining local network to Union Street East and West to facilitate loading during the daytime hours. Out-with these hours, there may be a potential to permit some kerbside servicing.

If larger service vehicles are required for delivery, these may be restricted to periods out with the core daytime hours when there are fewer buses and generally lighter passenger loadings.

There are more opportunities for off-line servicing along the Union Street West corridor than the East corridor, due to the number of potential loading locations. It may be pertinent to also consider on-street loading bays at locations on Union Street East that are sufficiently wide as to

accommodate them.

In summary, the proposals for consideration for loading and servicing along Union Street East and West are:

- Utilisation of side streets in the close proximity to Union Street for daytime servicing and loading
- Restriction periods to be determined but may typically be: No Loading 07:00-19:00
- Service vehicles may be permitted on Union Street East and West out-with these periods

### Implications of Alternative Daytime Loading Locations

- Removes direct conflict between buses on the Union Street corridor with dwelling service vehicles during the daytime hours, thus improving bus journey time and reliability.
- Make best use of minor routes into Union Street that no longer carry a traffic routing function. This is also in adherence with the roads network hierarchy.
- Some of these minor routes may be considered for additional restrictions to general traffic routing if deemed necessary. Several of these routes were successfully restricted during the Spaces for People Scheme during the pandemic.
- Loading provisions and general traffic restrictions on approach routes to Union Street adheres to the local transport strategy which envisages the city centre as a destination and not a through route for general traffic

- The more formal service and waiting locations there are off-line from Union Street, the lower the likelihood of illegal parking or poor driver behaviour along the Union Street corridor itself. In the absence of a defined strategy, activity would be ad hoc – vehicles would park where it best suited them, either disrupting buses or encroaching into places which are defined for pedestrian and cycle activity.

- Requirement for clearly defined waiting / loading restrictions on the corridor, coupled with the importance of high-visibility enforcement, without which informal or illegal parking will be highly detrimental to bus operations.

### Key future consideration:

**Union Street West:** Fully understand servicing requirements via survey. Explore options for servicing such as reducing the servicing window and promoting side streets for day time servicing.

**Union Street East:** Fully understand servicing requirements via survey. Explore options for servicing such as reducing the servicing window and promoting side streets for day time servicing.

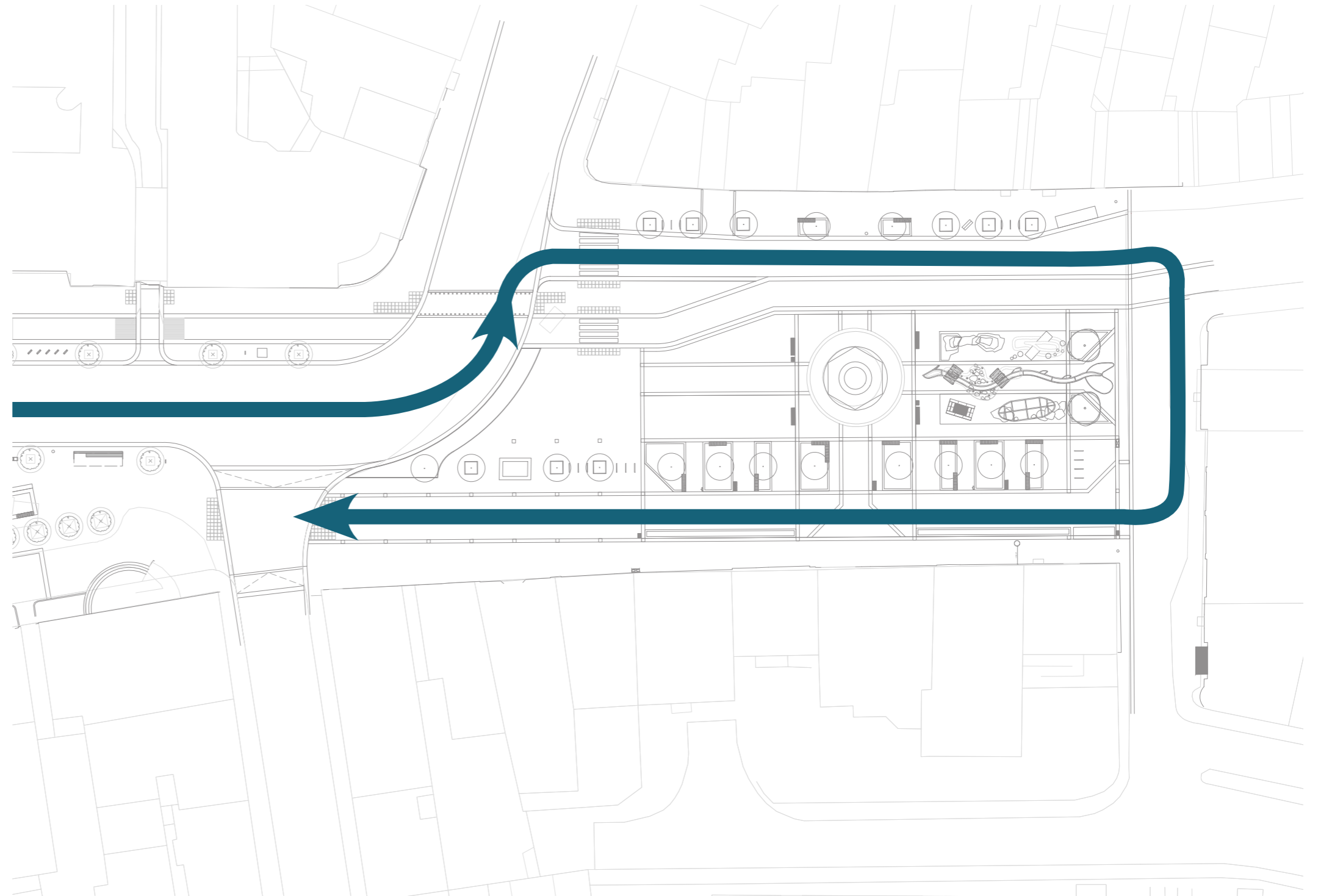
**Castlegate:** Develop detail for service route around Castlegate that would work with exit on to Marischal St.

### Castlegate

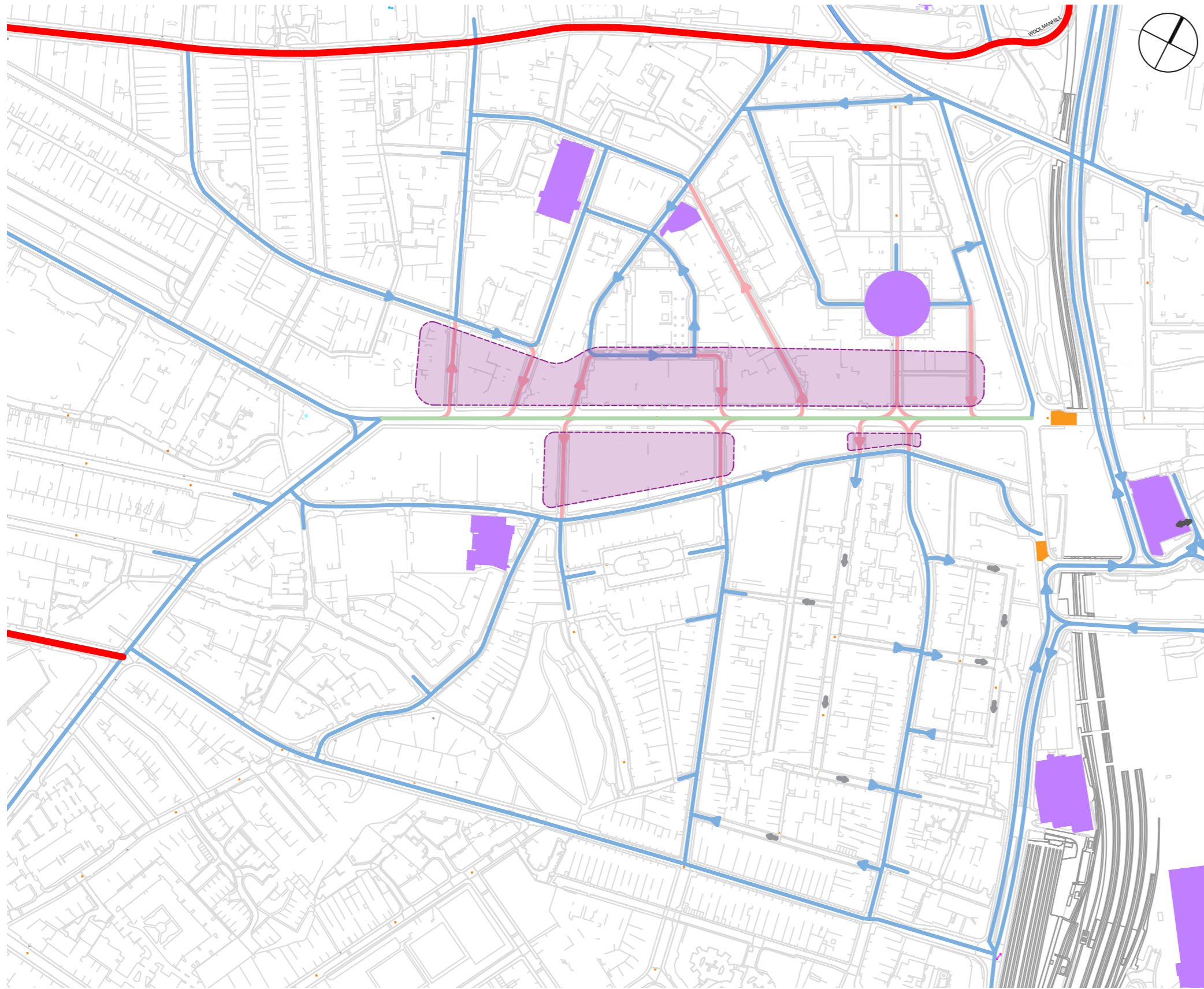
The diagram below shows the proposed servicing route through Castlegate. Currently vehicles enter Castlegate at the southeast, travel westwards, turn beyond the Mercat Cross and travel eastwards and out to Justice Street. Implementation of a bus lane and segregated cycle route precludes this option:

- Service vehicles crossing segregated cycle track- safety
- Service vehicles crossing segregated cycle track, damaging the material integrity of the cycle track
- Taking a tight turn thereafter onto the bus lane.

Current proposals allow for service vehicles to enter Castlegate at the southeast, as currently. These vehicles travel westbound to exit at Marischal Street to the southwest. To service the north of Castlegate, service vehicles enter the bus lane at Union Street/King Street and travel eastbound exit to Justice Street. In this way full coverage of the premises on Castlegate is retained, whilst enhancing legibility and therefore safety for other space users. Servicing will also, as now, be restricted to proscribed hours.

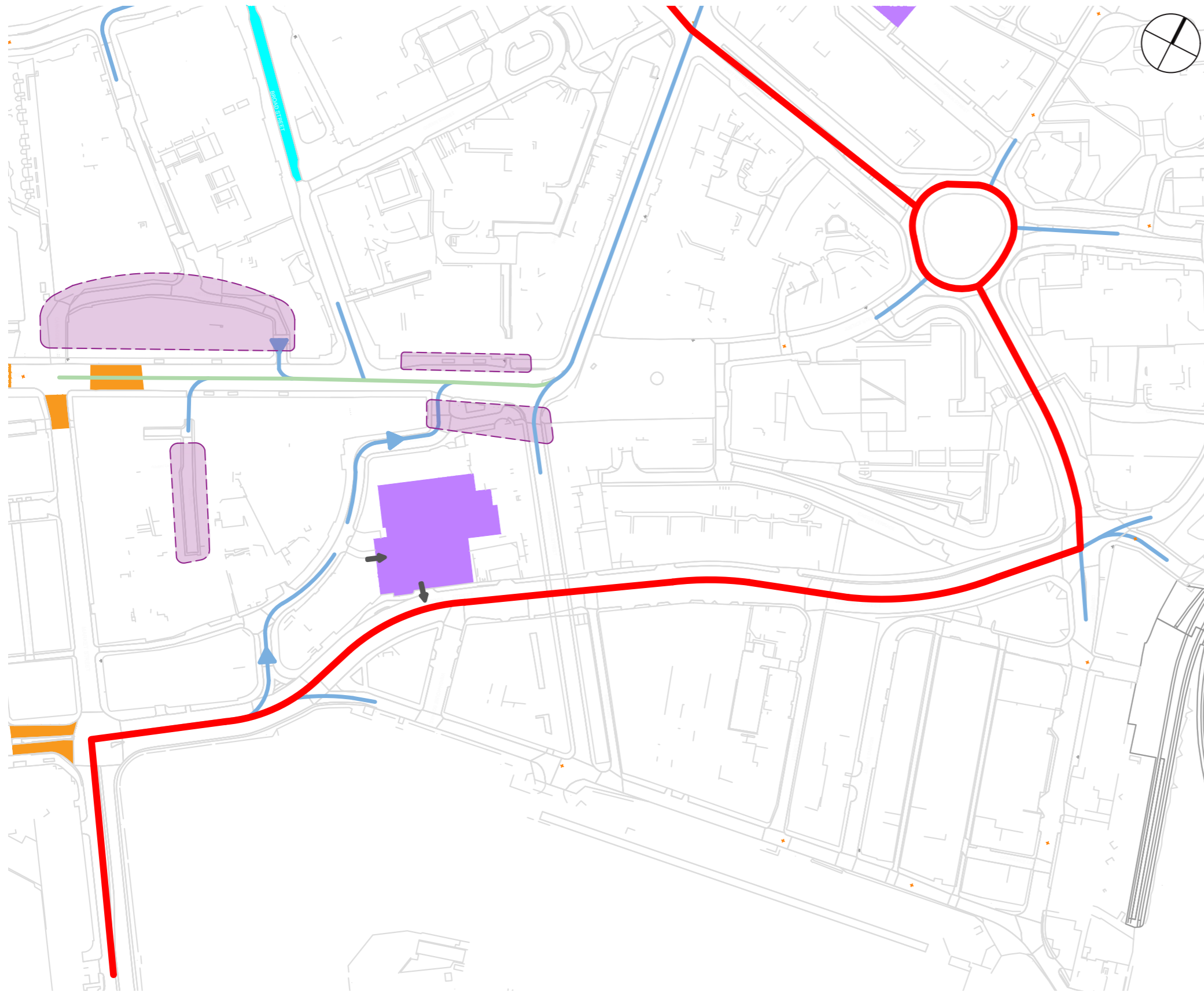


Proposed Castlegate servicing route



- General traffic restriction: Buses, taxis and service vehicle only
- Public parking
- Local distributor route
- Local access route
- Servicing & local access only
- Union Street - primarily for bus, taxi and cycle. No daytime servicing
- Servicing locations for Union Street West

Union Street West - Proposed traffic movement with potential daytime servicing locations



- General traffic restriction: Buses, taxis and service vehicle only
- Bus and cycle only
- Public parking
- Local distributor route
- Local access route
- Servicing & local access only
- Union Street - primarily for bus, taxi and cycle. No daytime servicing
- Potential daytime servicing locations for Union Street

Union Street East - Proposed traffic movement with potential daytime servicing locations

## 2.8 Junctions

### Union Street East and Union Street West

Fairhurst have undertaken a detailed examination of all 16 junctions that are associated with Union Street East and West describing the existing situation and the proposed changes associated with each junction in terms of permitted / prohibited movements, crossing facilities footway widths, carriageway widths, junction radii and how the proposed new two-way cycle track promoted to run parallel to the eastbound carriageway of Union Street will interact with each junction also.

Cognisance has been made to relevant national design guidance when undertaking this review but with a particular emphasis made to Transport Scotland's Cycling by Design 2021 and compliance with this.

In addition, further technical information has been undertaken of each junction in terms of swept path analysis for a range of design vehicles expected to make the permitted manoeuvres at each junction. Finally, detailed Linsig junction capacity modelling has been undertaken for each traffic signal control junction along the route to ensure both the smooth flow of traffic through each junction but also to ensure pedestrians can cross Union Street in a timeous manner. Traffic flows for these assessments have been obtained from the Aberdeen City Centre Paramics Model.

However, to summarise this information, most junctions will see their overall footprint reduce with wider pedestrian footways provided on both sides of Union Street and junction radii being reduced to the minimum they can be while still allowing the safe manoeuvrability of the expected design vehicles permitted to either access or egress that particular junction.

This has largely been achieved by reducing the existing carriageway width of Union Street down from circa 14-16m with junction widening where required, to a constant width of 7.3m permitting two 3.65m lanes in each direction. By making this reduction the available land has been given over to footway widening, the new two-way cycle track, or other forms of active frontage e.g., bus shelters or cycle parking.

With regard to the two-way cycle track itself. This will interact with each junction generally in two forms via either minimal off-set segregation from the road carriageway via a 500mm wide low kerb or similar type of buffer arrangement, which as the cycle lane passes through the junction a flush kerb type of arrangement (or similar) is proposed. This is referred to in Cycling by Design 2021 as a 'Cycle Lane Over Side Road'. Further detailed design work will need to be undertaken at future stages to fully detail the interaction between the cycle track and side streets. Diagrams from Cycling by Design showing the aforementioned options are situated adjacent.

Based on these proposed junction layouts, it can be confirmed that the appropriate design vehicles associated with each junction can be accommodated safely via swept path analysis, and that all sets of traffic signals operate satisfactorily within 'practical capacity' limits thus not causing significant detriment or delay to buses or pedestrians.

### Castlegate

A new junction is proposed between Union Street East and Castlegate, facilitating the movement of buses on to the new public transport route which facilitates movements to the beach from the city centre. Currently, the junction is proposed to function with priority control rather than a signalised junction. As it has currently only been developed to concept stage, further consideration will need to be given to the operational requirements of this junction at future stages.

### Market Streetscape

If it is agreed to implement the outcomes of the cycle lane appraisal study for the Market Streetscape Phase 1, further consideration is required around the Guild Street junction and how it may be designed to facilitate cycle and pedestrian movement from Guild Street across into the train station.

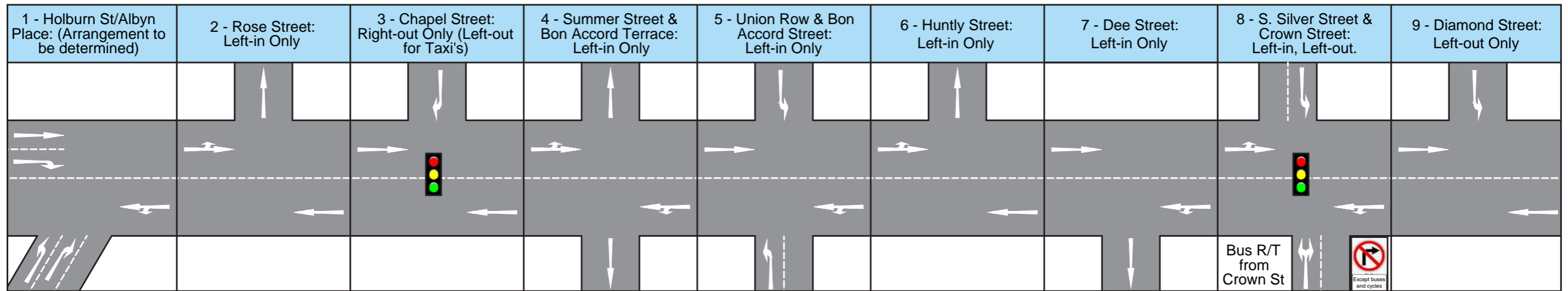
#### Key future consideration:

**Union Street West:** Develop detail for junction design at future stages.

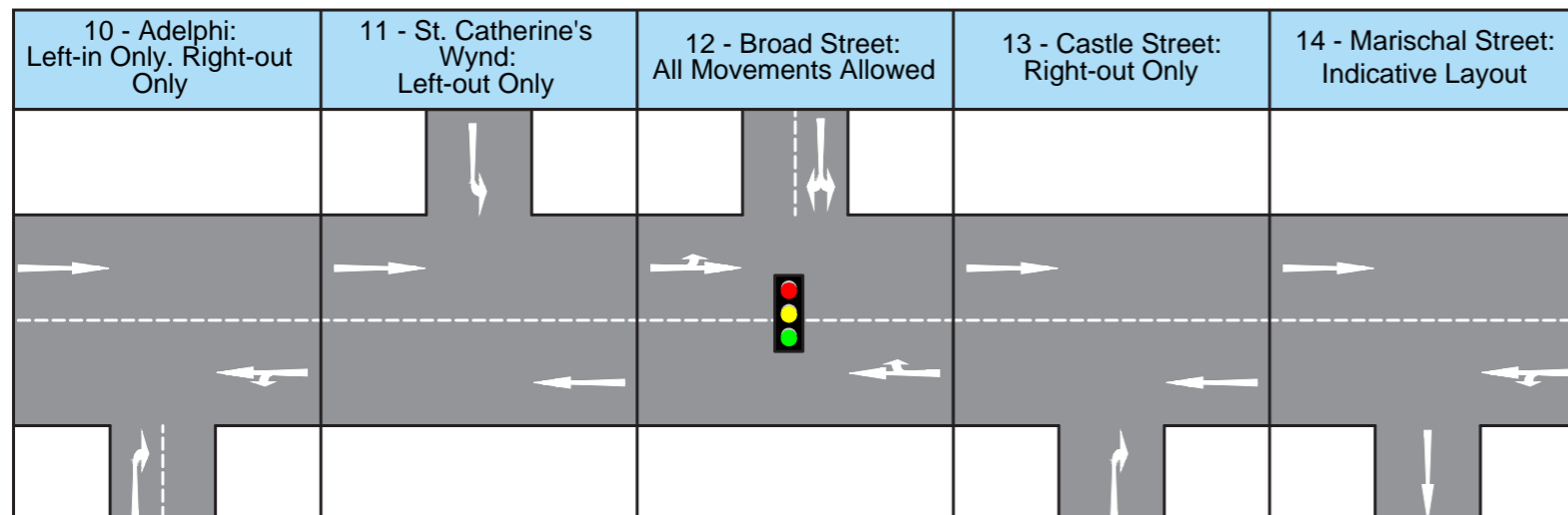
**Union Street East:** Develop detail for junction design at future stages.

**Castlegate:** Understand operational requirements and develop detail for Union Street East - Castlegate junction.

**Market Streetscape:** Develop detail of how the Guild St junction will work for pedestrians and cyclists if cycle options appraisal is implemented.



Union Street West: Proposed junction movements



Union Street East: Proposed junction movements

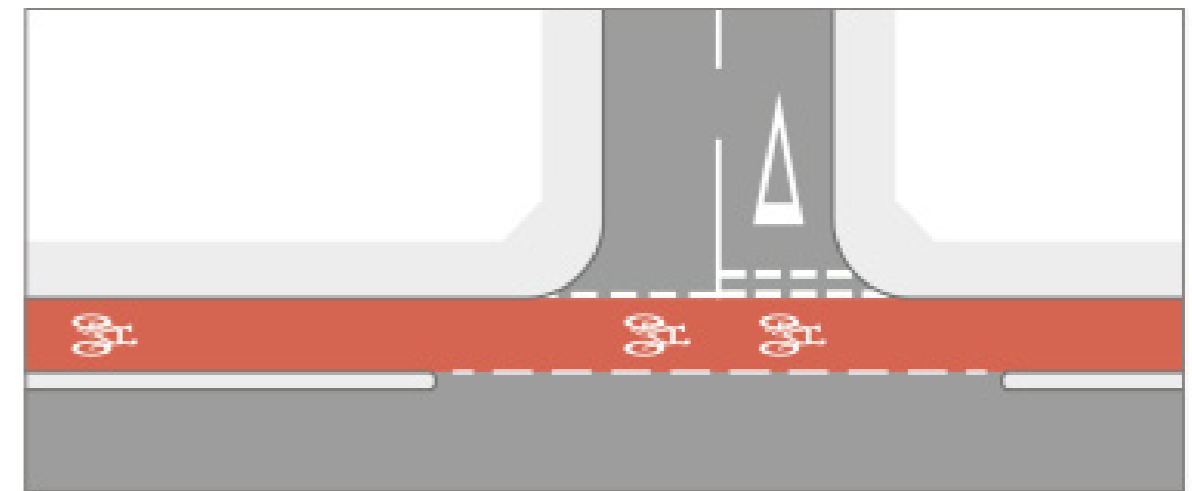


Figure 5.7: Cycle lane over side road layout

Cycle track interaction with side streets fro Cycling by Design





**3.0**

# **Summary and table of considerations**

# 3.1 Summary

This document sets out future design considerations that require further exploration, design development and engagement during the next stages of the project.

The considerations outlined throughout this report are summarised in the table adjacent. This sets out all future design considerations required, however there are several of these which have a fundamental importance in the continued design development of the areas, summarised in detail below;

## Union Street carriageway width

To ensure resilience within the proposals in the event of stopped vehicles on the carriageway e.g. service vehicles, consideration should be given to the carriageway width. Currently proposed at 7.3m wide, there is potential in Union Street West and East to locally increase the carriageway to 9m at certain points, this option is set out in section 2.3.

The implications of this option will have to be considered in relation to a number of other factors, including placemaking and footway widening. Some initial pros and cons for both the current indicative layout and the localised widening layout are set out in this document.

Engagement on this has only been undertaken with bus operators and will require further engagement with other stakeholders to ensure all views are considered.

## Bus stop locations

As discussed in section 2.5, the bus stop locations shown in the indicative layouts are not favourable to the bus operators and has

the potential to impact efficiency of the public transport network.

Following further bus operator engagement, an option has been developed which proposes bus hubs and other minor alterations to bus stop locations throughout the Union Street corridor, outlined below;

### Union Street West

- Eastbound and westbound bus stops grouped (Hubs) and offset from those in the opposing direction

### Union Street East

- 3 bus stops proposed on north kerb (G1-G3) for longer-distance Stagecoach services, with a potential for a drop-off only stop on the southern kerb (no passengers travel from here to the bus station, where most Stagecoach services terminate).
- A Bus Hub is proposed at the east end of Union Street / Castle Street, primarily to accommodate First services – this will require road widening and potential lay-by options.
- There is an option to incorporate additional bus stops in the southern portion of King Street (south of West North Street) to accommodate stops which would be displaced from the Adelphi.

These alterations require further design development, consideration and engagement with both bus operators and other stakeholder groups.

## Servicing

A key implication of the cycle track proposals is that only a single lane of traffic movements will

be provided in each direction on Union Street. This, in turn, reduces the available space for general traffic, delivery and servicing activity and local bus service operations. In a scenario where no contingency is provided for these various operational requirements, those activities then potentially compete for the limited space available, leading to a reduction in the capacity and efficiency of the link.

A number of potential proposals were set out as future key design considerations in section 2.7 which has the potential to mitigate these issues and improve the efficiency of the corridor. In summary, the design team propose for consideration:

- It is recommended that a detailed servicing survey for all Union Street properties is undertaken in order to inform the next stage of detailed design. This will enable a clear understanding of typical loading requirements, timings, service vehicle types and dwelling locations etc. to inform the capacity and location of appropriate loading.
- Develop a servicing strategy for alternative loading locations off-line from Union Street East & West
- Potential restriction periods to be determined but could be: No Loading 07:00-19:00

## Ongoing engagement

It is important to ensure ongoing engagement is undertaken with relevant stakeholder groups at future stages to enable the development of the most successful scheme possible.

Following on from the engagement already undertaken, ongoing discussions with bus

operators to assist with the development of detailed arrangement for bus stops, assignment of services, operational requirements and localised carriageway widening requirements is important.

Continued engagement with all key stakeholders through detailed design process, including cycle groups and disability groups as well as representatives of the local business community should occur to ensure the views of all parties are considered throughout the process.

## Future design development

As mentioned, the associated layout drawings for all project areas are currently indicative and developed to concept design level, highlighting the overarching principles of the layouts.

At future stages, works culminating in the delivery of a detailed streetscape layout proposal, traffic management plan, and engineering design for a single proposed scheme layout will need to be undertaken. This work will also need to take into consideration and coordination of interfaces between previously agreed projects including Union Street Central, Market Streetscape Phase 1 and Schoolhill and Upperkirkgate.

## 3.2 Table of future design considerations

	UNION STREET WEST	WEST END	UNION STREET EAST	CASTLEGATE	MARKET STREETSCAPE
Engagement	Consider feedback from stakeholders and potential interventions suggested. Continue engagement with bus operators and undertake engagement with stakeholders.	Continue to undertake engagement with stakeholders.	Consider feedback from stakeholders and potential interventions suggested. Continue engagement with bus operators and undertake engagement with stakeholders.	Continue engagement with bus operators and undertake engagement with stakeholders.	Continue to undertake engagement with stakeholders. Particularly around Phase 3.
Placemaking	Ensure pavement widening and dwell zone areas are maximised in balance with any carriageway compromise.	-	Ensure pavement widening and dwell zone areas are maximised in balance with any carriageway compromise.	Further design development to ensure synthesis between public transport route and wider pedestrian square, as well as servicing requirements.	Further exploration is required into the level of intervention to Phase 3 of the market streetscape.
Carriageway	Consider implications of carriageway width and decide whether to retain consistent 7.3m wide carriageway or implement localised widening to 9m.	-	Consider implications of carriageway width and widening of carriageway after Plainstones.	-	-
Cycling		-			Explore further the potential for segregated cycling on Guild St and Market St and decide whether to implement cycle infrastructure in Phase 1. Consideration of the detail design of Guild Street to accommodate all modes of transport.
Public Transport	Consider implications of current bus stop locations and explore potential need for bus hubs and other bus stop measures. Also consider the implications of ART..	-	Consider implications of current bus stop locations and explore potential need for bus hubs and other bus stop measures. Also consider the implications of ART.	Explore implications and confirm decision to make public transport link one-way eastbound.	-
Operations	Explore options for further traffic management to aid bus operations. E.g. minimising general traffic movements.	Confirm decision to allow left out for taxis from Chapel St to Union St West, right out only for general traffic.	Explore options for further traffic management to aid bus operations. E.g. minimising general traffic movements.	Explore implications and confirm decision to make public transport link one-way eastbound and consider bus stop location.	Analyse and explore operational changes that may be required to Phase 1 if cycling infrastructure is introduced.
Servicing	Fully understand servicing requirements via survey. Explore options for servicing such as reducing the servicing window and promoting side streets for day time servicing.	-	Fully understand servicing requirements via survey. Explore options for servicing such as reducing the servicing window and promoting side streets for day time servicing.	Develop detail for service route around Castlegate that would work with exit on to Marischal St.	-
Junctions	Develop detail for junction design at future stages.	-	Develop detail for junction design at future stages.	Develop detail for Union Street East - Castlegate junction	Develop detail of how the Guild St junction will work for pedestrians and cyclists if cycle options appraisal is implemented



# 4.0

# Appendices



# Appendix A

## Reference documents

# 4.1 Reference documents

A number of documents are referenced throughout this report. This report should also be read in conjunction with a number of drawings and further supporting documents. These are outlined below:

## LDA Design - See Appendix B for general arrangement drawings

- Market Streetscape Phasing Plan - 8153-LDA-02-XX-DR-L-1101
- Market Streetscape General Arrangement Plan 1 - 8153-LDA-02-XX-DR-L-2001
- Market Streetscape General Arrangement Plan 2 - 8153-LDA-02-XX-DR-L-2002
- Market Streetscape The Green Report - 8153-LDA-02-XX-RP-L-2003
- Market Streetscape Cycle Summary - 8153-LDA-02-XX-RP-L-2002
- Union Street East General Arrangement Drawing - 8153-LDA-06-XX-DR-L-2001
- Castlegate General Arrangement Drawing - 8153-LDA-06-XX-DR-L-2002
- Union Street West General Arrangement Drawing - 8153-LDA-07-XX-DR-L-2001
- West End General Arrangement Drawing - 8153-LDA-07-XX-DR-L-2002

## SYSTRA

- Union Street East & West Corridor – Traffic Modelling (Ref: GB01T23D25/TM1/131023).
- Union Street Bus Operator Consultations 2023 (Ref: GB01T23D25/DN2/061023)
- Castlegate Public Transport & Active Travel Link (Ref: GB01T23D72/CAS2/131023)

## FAIRHURST

- 154241 TN02: Union Street West (Union Terrace to Rose Street) Junction Layout Amendments, Aberdeen – Technical Note
- 154241 TN01: Union Street East (Marischal Street to Market Street) Junction Layout Amendments, Aberdeen – Technical Note

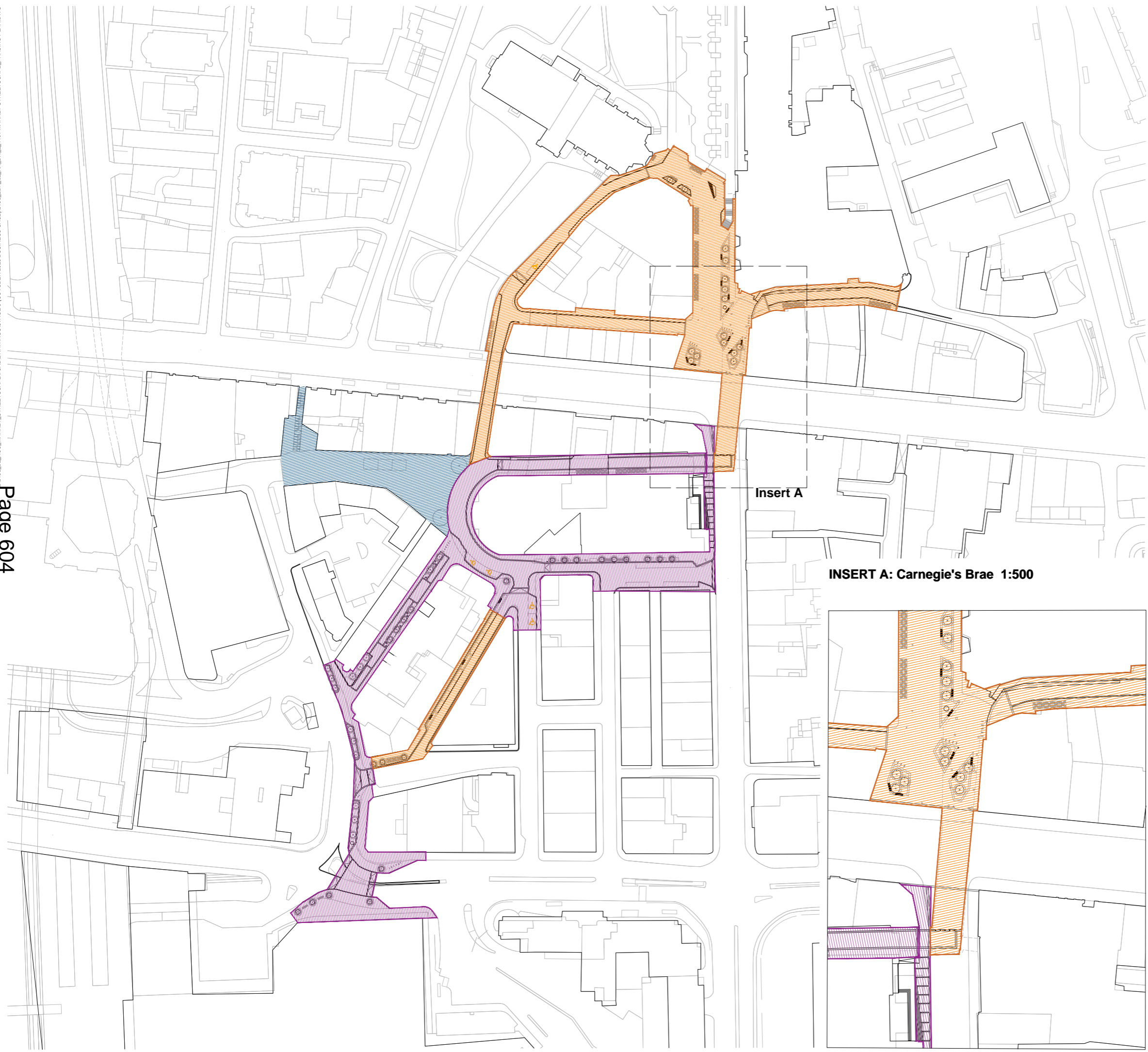






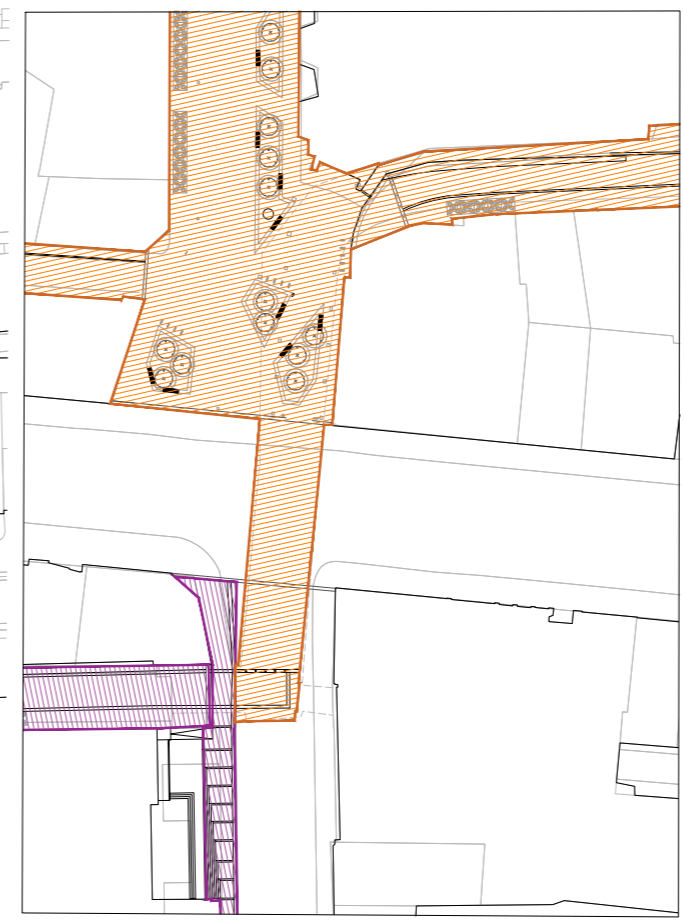
# Appendix B

## General arrangement drawings



Insert A

**INSERT A: Carnegie's Brae 1:500**



- LEGEND**
- PHASE 1**  
Agreed and developed as part of visioning works and recommended to full council at February 2022 committee to be delivered alongside construction of the Aberdeen Market
  - PHASE 2**  
Additional areas instructed by full council at February 2022 committee to also progress to RIBA stage 3
  - PHASE 3**  
Considered as part of long term streetscape vision however, currently out with scope

**NOTE:**  
Extent of works/ red-line boundary to be confirmed and assessed to ensure it conforms with employers requirements

To be read in conjunction with drawings:  
 - Market Streetscape General Arrangement drawings:  
 8153-LDA-02-XX-DR-L-2001 MS Streetscape Landscape General Arrangement Plan 1  
 8153-LDA-02-XX-DR-L-2002 MS Streetscape Landscape General Arrangement Plan 2

F	Issue for business case update	RW	13.10.23
E	OS base updated	JWa	28.03.23
D	Ground floor Aberdeen Market footprint removed	JWa	29.11.22
C	Issue for RIBA Stage 3	JWa	21.10.22
B	Updated to reflect September council committee instruction	JWa	12.10.22
A	Updated to reflect September council committee instruction	JWa	07/09/22
-	Draft issue to ACC	JWa	08/07/22
REV.	DESCRIPTION	APP.	DATE

**LD&A DESIGN**

PROJECT TITLE  
**ABERDEEN CITY CENTRE VISION**

DRAWING TITLE  
**Market Streetscape Landscape Phasing Plan**

ISSUED BY	Glasgow	T: 0141 222 9780
DATE	Jun 22	DRAWN MMc
SCALE@A1	1:750	CHECKED GME
STATUS	Draft	APPROVED RW

**DWG. NO 8153-LDA-02-XX-DR-L-1101**

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Sources Ordnance Survey

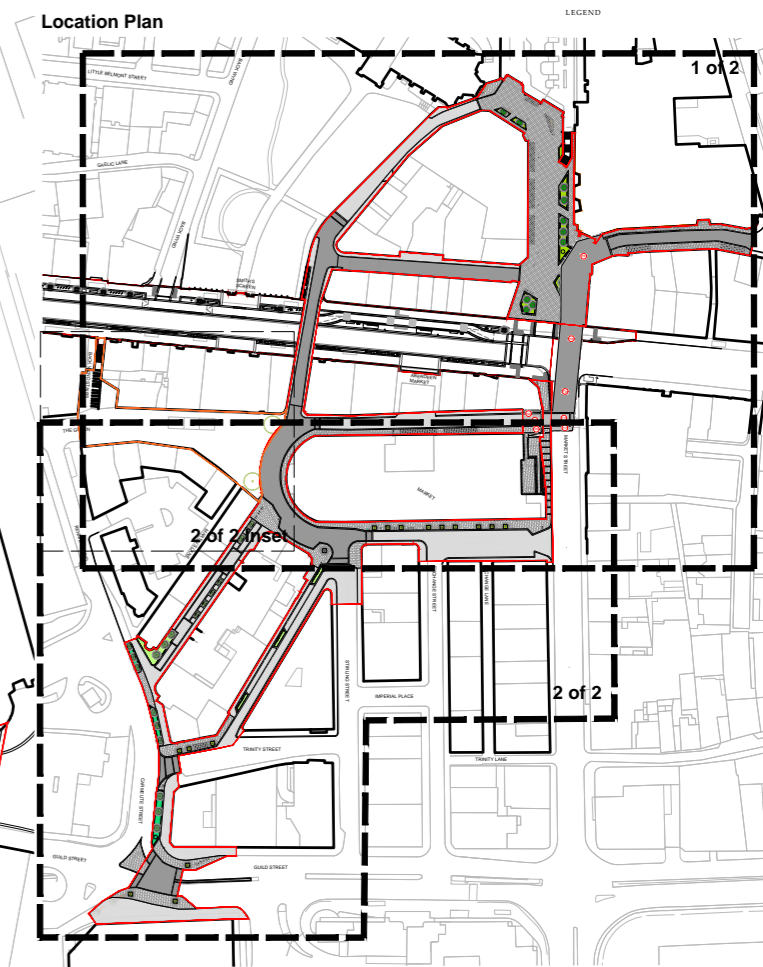




Page 605

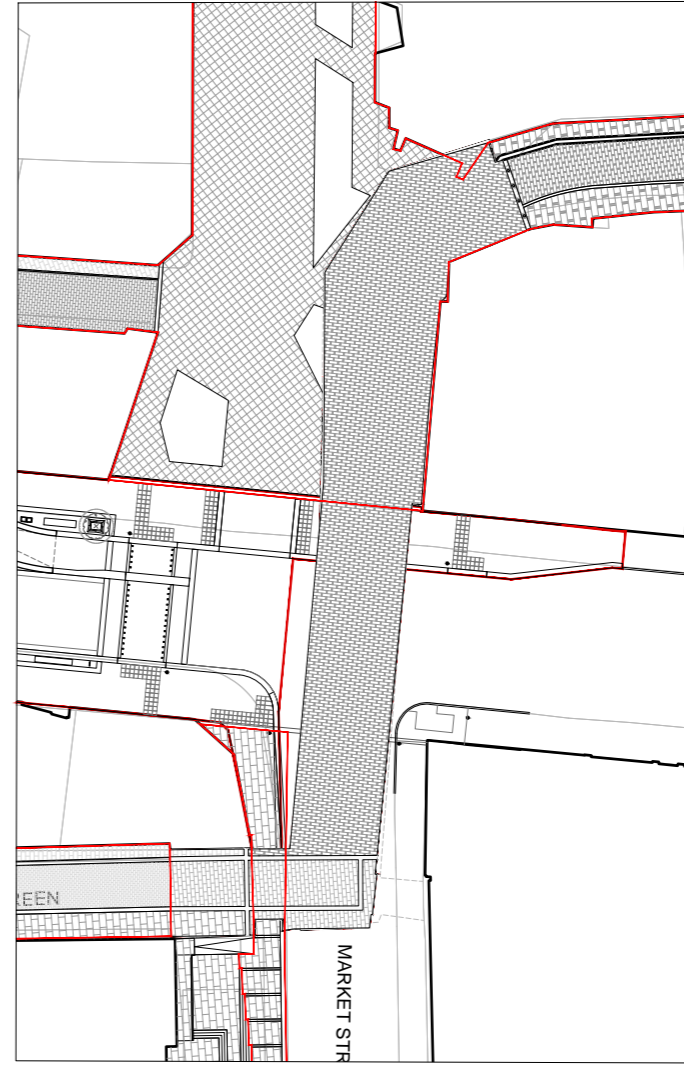
BACK WIND

MARTIN'S LANE



**INSERT A: Carnegie's Brae 1:250**

Subterranean level below Union Street Central and St Nicholas Street, connecting East Green and Netherkirkgate.



**GENERAL ARRANGEMENT**

- C **ABERDEEN MARKET PAVEMENT**  
New pavement to Aberdeen Market periphery allowing with material continuation into ground floor of the new market building. Widened pavements allow for new tree planting, street furniture and seating.
- C **CARMELITE STREET (N)**  
Improved pedestrian experience with the addition of new benches, bins and catering lighting. Existing planters will be replaced with new planting and trees. Please note potential for change should cycle route through Merchant Quarter be approved.
- C **CARMELITE STREET (S)**  
Reduction of the carriageway width allows for pavement widening, facilitating new rain gardens and tree planting. Please note potential to change to bidirectional cycleway pending decision on implementation of cycle infrastructure.
- C **GUILD STREET**  
New pedestrian priority crossing at junction of Guild Street and Wapping Street improving pedestrian connection to the train and bus stations. New tree planting, seating and street furniture. Please note requirement to install junction to facilitate cycle infrastructure, should implementation be approved.
- C **MARKET STREET**  
New entrance to the Aberdeen Market with extended pavement to facilitate proposed bus shelters (final locations to be coordinated with ST/STA). Final layout to be coordinated with Holiday Fraser Munro architects. Please note that provision of cycle infrastructure, should this be approved, may eliminate bus stops in this area.
- C **CARNEGIE'S BRAE**  
Resurfacing of Carnegie's Brae to create more accessible route. Arch stonework and access doors to be cleaned and made good. Columns to be painted and the installation of an innovative lighting feature proposed.
- C **ST NICHOLAS STREET**  
Regeneration of pedestrianised St Nicholas Street square with resurfacing and introduction of new planters, street furniture and seating elements. Retain service vehicle access during restricted hours. Railing along path from St Nicholas Street to Netherkirkgate to be painted and cleaned. Building facade treatment and feature lighting also proposed.
- C **CORRECTION WYND**  
Creation of raised table with new surface to improve pedestrian accessibility and priority under bridge.
- C **ST NICHOLAS LANE**  
Resurfacing of section of street to provide smooth surface for cycling, walking and wheeling.
- C **CARMELITE LANE**  
Retention of 8 car parking spaces and introduction of new planters. Proposed catering lighting and signage.
- C **TRINITY STREET**  
Resurfacing of north pavement which is currently in poor condition. Introduction of new street trees. Raised table crossing at junction with Wapping Street.
- C **THE GREEN**  
Reinstatement of carriageway to allow for pavement widening. Introduction of new raised table crossing from Market to Carmelite Street. Integration of 2no. accessible parking spaces adjacent to the Market. Resurfacing of section of carriageway to create smooth surface for cycling. Please see document 8153-LDA-02-XX-RP-L-2003 for Stage 3 proposals for The Green.
- C **STIRLING STREET**  
Introduction of 2no. accessible parking spaces to north of Stirling Street.
- C **HADDEN STREET**  
Retention of existing tail marks. Proposals for new street trees, seating and furniture on new pavement outside Aberdeen Market.
- C **UNION STREET CENTRAL**  
Proposals for Union Street Central, for detail see drawings 8153-LDA-0A-XX-DR-L-1001

**PHASE 1 & 2 BOUNDARY**  
See drawing 8153-LDA-02-XX-DR-L-1001 for further information on project phasing

**PHASE 3 BOUNDARY**  
See drawing 8153-LDA-02-XX-DR-L-1001 for further information on project phasing

**NOTE:**  
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REV.	DESCRIPTION	APP.	DATE
D	Issue for business case update	MM	13.10.23
C	Issue for business case update	MM	29.09.23
B	Issue for Aberdeen Market support removed	MM	29.11.22
A	Issue for RIBA Stage 3	MM	21.10.22
F	Final issue for RIBA Stage 3 for resubmission	MM	12.10.22

**LD&DESIGN**

PROJECT TITLE  
ABERDEEN CITY CENTRE VISION

DRAWING TITLE  
Market Streetscape  
Landscape General Arrangement Plan 1/2

ISSUED BY	DATE	SCALE	STATUS	DATE	TITLE	DATE	STATUS
Glasgow	Oct 22	1:250	Sketch	2023	Market Streetscape	2023	Sketch
Glasgow	Oct 22	1:250	Sketch	2023	Market Streetscape	2023	Sketch

DWG. NO 8153-LDA-02-XX-DR-L-2001

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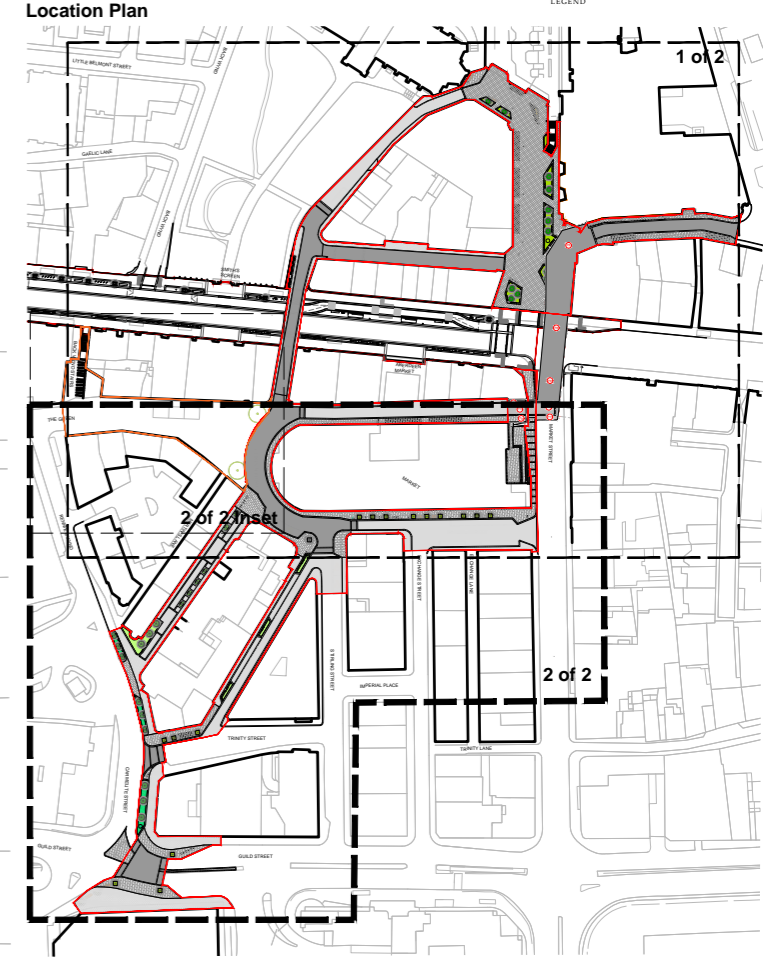
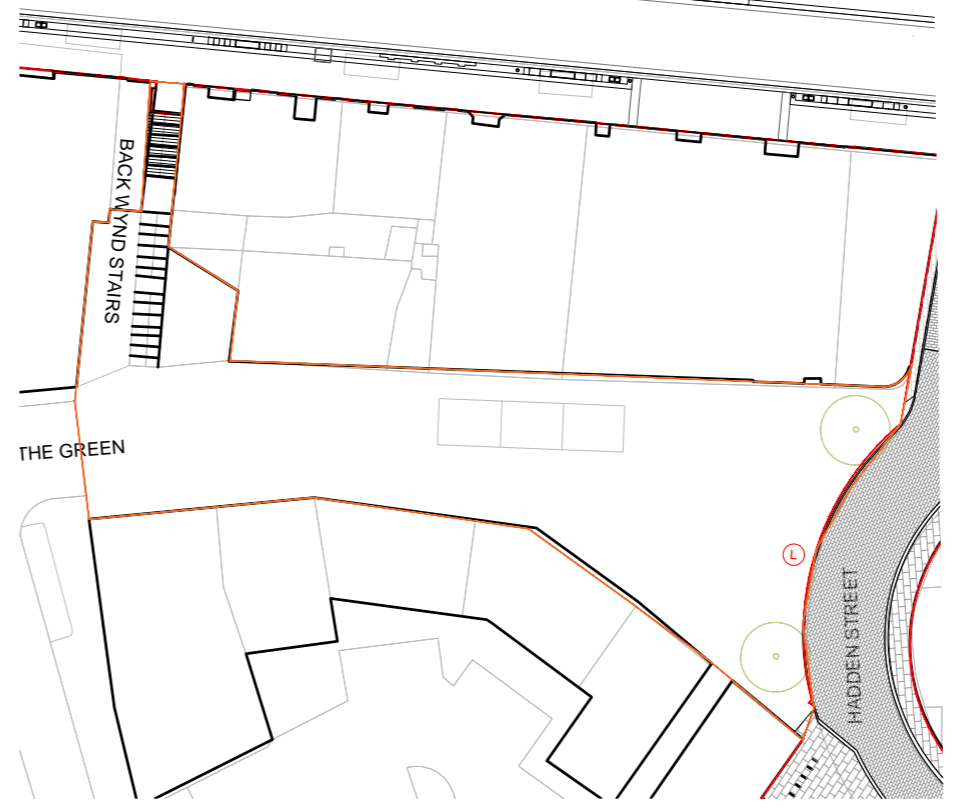
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Source: Ordnance Survey

Refer to 8153-LDA-02-XX-DR-L-2002



**INSERT B: The Green (Phase 3) 1:250**  
Please see document 8153-LDA-02-XX-RP-L-2001 for for Stage 3 proposals for The Green.



**GENERAL ARRANGEMENT**

- ABERDEEN MARKET PAVEMENT  
New pavement to Aberdeen Market periphery allowing with material continuation into ground floor of the new market building. Widened pavements allow for new tree planting, street furniture and seating.
- CARMELITE STREET (N)  
Improved pedestrian experience with the addition of new benches, bins and catenary lighting. Existing planters will be replaced with new planting and trees. Please note potential for change should cycle route through Merchant Quarter be approved.
- CARMELITE STREET (S)  
Reduction of the carriageway width allows for pavement widening, facilitating new rain gardens and tree planting. Please note potential to change to bidirectional cycleway pending decision on implementation of cycle infrastructure.
- GUILD STREET  
New pedestrian priority crossing at junction of Guild Street and Wapping Street improving pedestrian connection to the train and bus stations. New new planting, seating and street furniture. Please note requirement to revise junction to facilitate cycle infrastructure, should implementation be approved.
- MARKET STREET  
New entrance to the Aberdeen Market with extended pavement to facilitate proposed bus shelters (final locations to be coordinated with BY (STRA). Final layout to be coordinated with Halliday Fraser Murray architects. Please note that provision of cycle infrastructure, should this be approved, may eliminate bus stops in this area.
- CARNEGIE'S BRAE  
Resurfacing of Carnegie's Brae to create more accessible route. Arch stonework and access doors to be cleaned and made good. Columns to be painted and the installation of an immersive lighting feature proposed.
- ST NICHOLAS STREET  
Regeneration of pedestrianised St Nicholas Street square with resurfacing and introduction of new planters, street furniture and seating elements. Refresh service vehicle access during restricted hours. Railing along path from St Nicholas Street to Northlinkgate to be painted and cleaned. Building facade treatment and feature lighting also proposed.
- CORRECTION WYND  
Creation of raised table with new surface to improve pedestrian accessibility and priority under bridge.
- ST NICHOLAS LANE  
Resurfacing of section of street to provide smooth surface for cycling, walking and wheeling.
- CARMELITE LANE  
Retention of 8 car parking spaces and introduction of new planters. Proposed catenary lighting and signage.
- TRINITY STREET  
Resurfacing of north pavement which is currently in poor condition. Introduction of new street trees. Raised table crossing at junction with Wapping Street.
- THE GREEN  
Rationalisation of carriageway to allow for pavement widening. Introduction of new raised table crossing from Market to Carmelite Street. Integration of 2ho, accessible parking spaces adjacent to the Market. Resurfacing of section of carriageway to create smooth surface for cycling. Please see document 8153-LDA-02-XX-RP-L-2003 for Stage 3 proposals for The Green.
- STIRLING STREET  
Introduction of 2ho, accessible parking spaces to north of Stirling Street.
- HADDEN STREET  
Retention of existing taxi ranks. Proposals for new street trees, seating and furniture on new pavement outside Aberdeen Market.
- UNION STREET CENTRAL  
Proposals for Union Street Central, for detail see drawings 8153-LDA-03-XX-DR-L-1001

**PHASE 1 & 2 BOUNDARY**  
See drawing 8153-LDA-02-XX-DR-L-1101 for further information on project phasing

**PHASE 3 BOUNDARY**  
See drawing 8153-LDA-02-XX-DR-L-1101 for further information on project phasing

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REV.	DESCRIPTION	APP. DATE
E	Issue for business case update	15.10.23
D	Draft issue for business case update	28.09.23
C	OS issue update	28.09.23
B	Issue for Aberdeen Market footprint removal	28.11.22
A	Issue for RPA Stage 3	21.10.22
J	Final issue for RPA Stage 3 for amendment	12.10.22

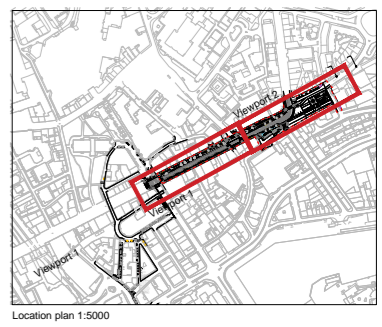
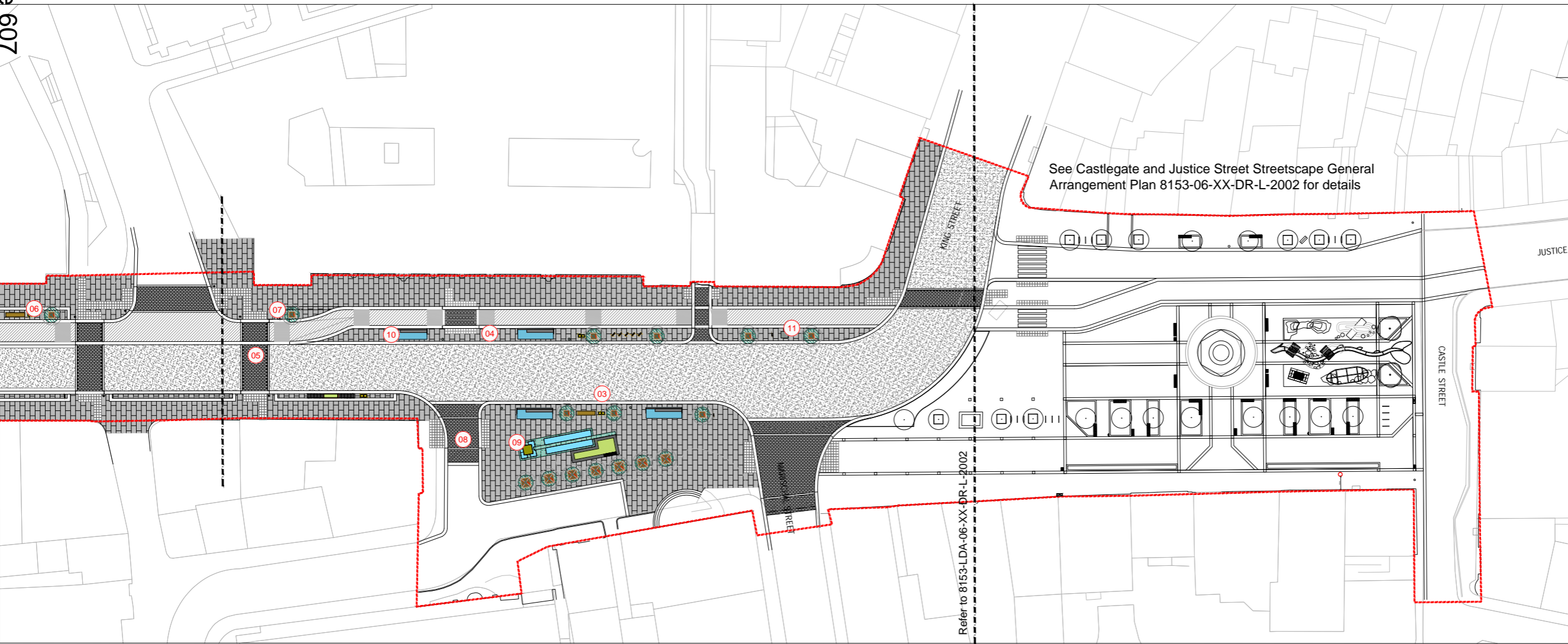
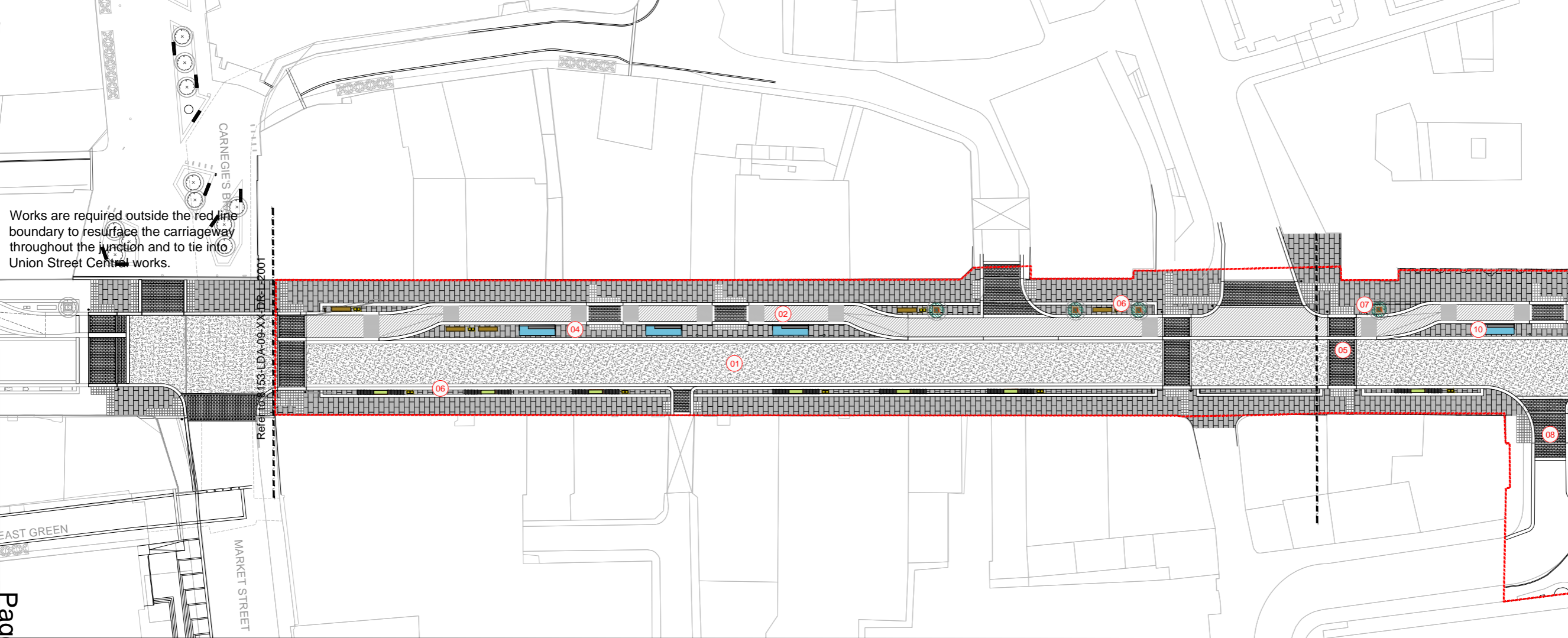
**LDADesign**  
PROJECT TITLE  
ABERDEEN CITY CENTRE WISION

**MARKING TITLE**  
Market Streetscape  
Landscape General Arrangement Plan 2/2

ISSUED BY Glasgow T: 0141 222 9780  
DATE Oct 22 DRAWN MMc  
SCALE: A3 1:250 CHECKED GMA  
STATUS Sketch APPROVED RW

**DWG. NO 8153-LDA-02-XX-DR-L-2002**  
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Area measurements for indicative purposes only.

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Source: Ordnance Survey



- STREETScape GENERAL ARRANGEMENT**
- Indicative extent of Union Street East streetscape interventions
  - 01 Two lane carriageway with one lane routing either direction. Lane widths generally 3.65m wide
  - 02 Segregated bi-directional cycle lane, generally 3m wide. Narrowing to 2.5m behind bus stops
  - 03 Night time taxi rank at bus stop
  - 04 Bus stop boarding island
  - 05 Signalled pedestrian crossings
  - 06 Extended pavement zone provides opportunity for areas for seating, greening, cycle parking and other facilities
  - 07 New trees define key avenue of Union Street
  - 08 Copenhagen (horizontal) crossings with tactile paving to all side streets where appropriate
  - 09 Marrow Wheel Plaza with additional water feature to complement the well and new trees to extend the greenery toward Union Street East
  - 10 New bespoke bus shelters throughout the length of Union Street
  - 11 Gibbet Stone (relocated)
- Typical road width
- NOTE:  
Ultimate selection of materials will be depending upon availability within the marketplace / further dialogue with ACC client.  
(\*) Depth to allow for vehicular overrun, to be confirmed by Fairhurst.

This drawing is developed to concept level only and represents the outcomes of studies and instructions to date. It is not to be read as a final design drawing.

This drawing should be read in conjunction with the 'Business case update - Future design considerations; Aberdeen City Centre Streetscape Projects; Union Street West & West End, Union Street East & Castlegate, Market Streetscape', document 8153-LDA-XX-XX-RP-L-2001.

See Castlegate and Justice Street Streetscape General Arrangement Plan 8153-06-XX-DR-L-2002 for details

B	Carriageway material updated to asphalt	RW	27.10.23
D	Issue for business case update	RW	13.10.23
C	Updated to include Market Street junction	RW	03.10.23
B	Draw issue for business case update	RW	28.09.23
A	Issue for RIBA Stage 2	RW	21.10.22
F	Final issue for RIBA Stage 3 (for coordination)	RW	06.10.22
REV.	DESCRIPTION	APP.	DATE

**LDADesign**

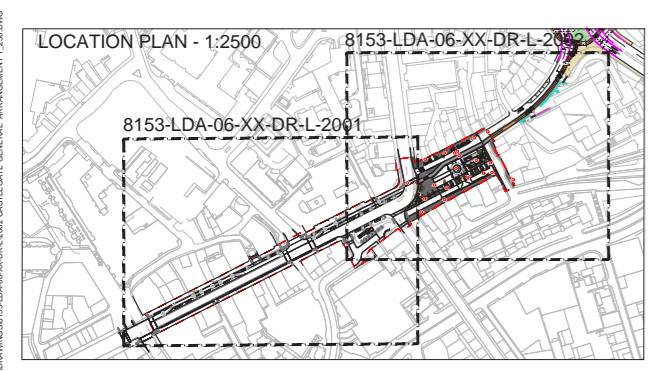
PROJECT TITLE  
ABERDEEN CITY CENTRE VISION

DRAWING TITLE  
Union Street East Streetscape General Arrangement Plan

ISSUED BY Glasgow T: 0141 222 9780  
DATE Oct 22 DRAWN MMC  
SCALE/AD 1:250 CHECKED JWA  
STATUS Sketch APPROVED RW

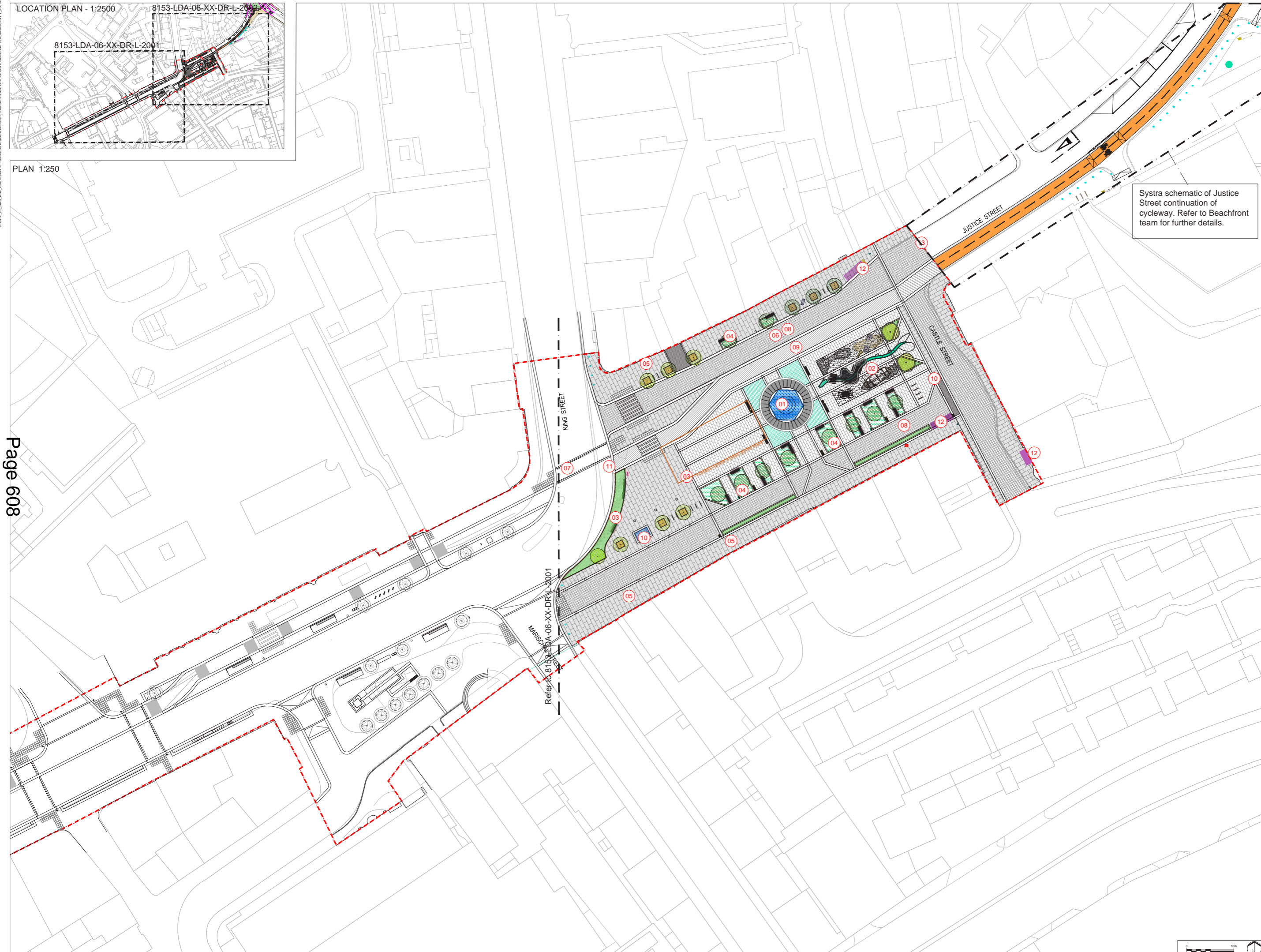
DWG. NO 8153-LDA-06-XX-DR-L-2001

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PLAN 1:250

Page 608



- LEGEND**
- 01 Indicate extent of Union Street East and Castlegate Intervention Areas
  - 02 Market Cross, with peripheral public seating facing the monument and renewed hard landscaping with lighting
  - 03 Play area containing a water fountain and thematic structures to reflect the contextual connection to the site. Together encouraging free and accessible play and enhancing the animation of Castlegate
  - 04 Plaza space with renewed hard landscaping kept clear to allow for pop-up events and markets and allow for an unobstructed view of the Market Cross Monument
  - 05 Mix of tree planting and rain gardens along with public seating to bring down the scale of the square, to increase biodiversity, add colour and seasonality and inspire closer contact with nature
  - 06 Opportunity for spill-out space for businesses, clearly delineated to avoid interference with clear uncluttered footways.
  - 07 Eastbound bus route from King Street to Justice Street and towards the beach. Available also to service vehicles within restricted hours, 4m wide.
  - 08 Signalled pedestrian crossing
  - 09 Vehicular route around Castlegate to allow servicing during restricted times of the day.
  - 10 Bi-directional cycle way, 3m wide. To tie through to Castlegate and to the beach.
  - 11 Gordon Highlanders memorial, relocated. Location TBC
  - 12 Connection of cycle route to Union Street junction TBC
  - 13 Refuse / bin storage to contain existing bins currently on street. Public seating with back and armrests, to coordinate with proposed seating throughout the city centre (2m per storage unit).
  - 14 Sentinel lighting - 'To the Beach' sign

**NOTE:**  
 Current design proposals are INDICATIVE only, subject to further consultation with ACC Client and wider engagement with relevant stakeholders.  
 Ultimate selection of materials will be depending upon availability within the marketplace / further dialogue with ACC client.  
 Depth to allow for vehicular overheads for service vehicles to be confirmed by project engineer.

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This drawing should be read in conjunction with the 'Business case update - Future design considerations; Aberdeen City Centre Streetscape Projects; Union Street West & West End, Union Street East & Castlegate, Market Streetscape', document 8153-LDA-XX-XX-RP-L-2001.

E	Issue for business case update	RW	13.10.23
D	Updated to include bus stop at Castlegate bus stop	RW	03.10.23
C	Draft issue for business case update	RW	29.02.23
B	Issue for RIBA Stage 3	JWA	21.10.22
A	Issue for Stage 3 coordination	MDJ	06.11.22
F	Final issue for Stage 3 coordination	MDJ	27.09.22
REV.	DESCRIPTION	APP.	DATE

**LDAD DESIGN**

PROJECT TITLE  
 ABERDEEN CITY CENTRE VISION

DRAWING TITLE  
 Castlegate General Arrangement Plan

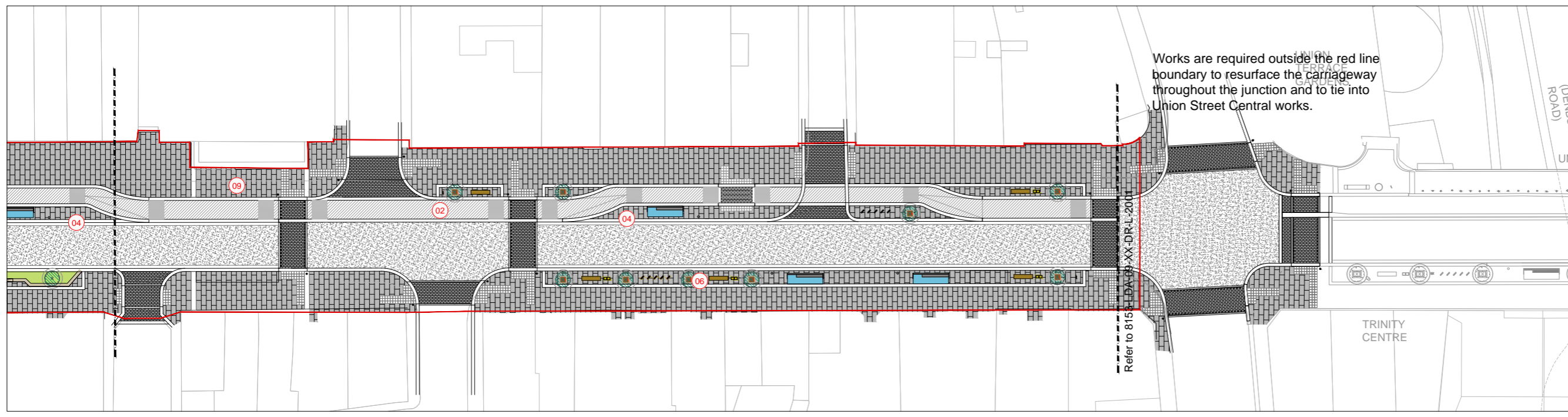
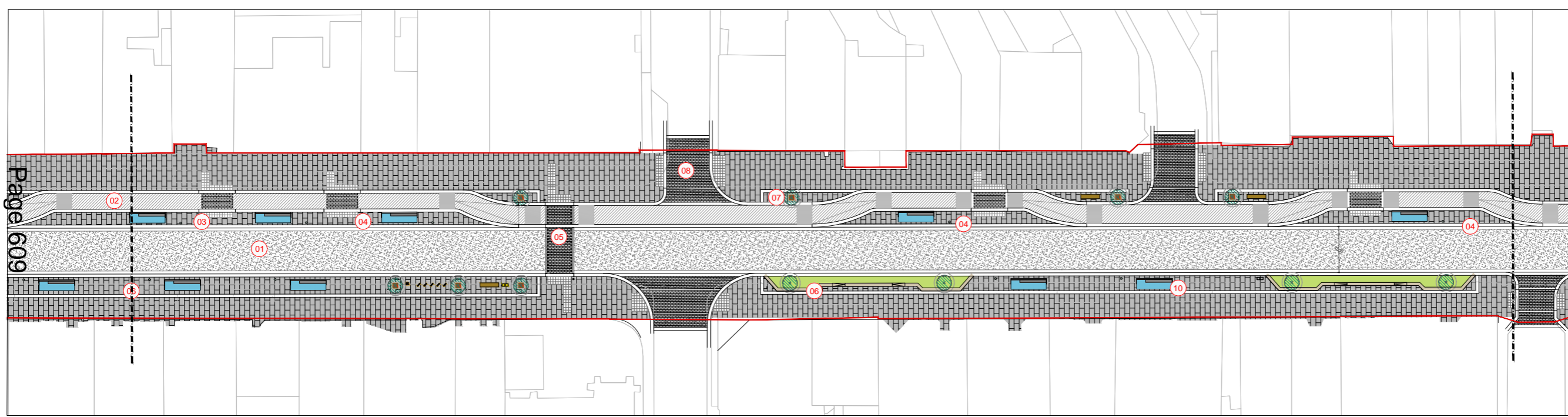
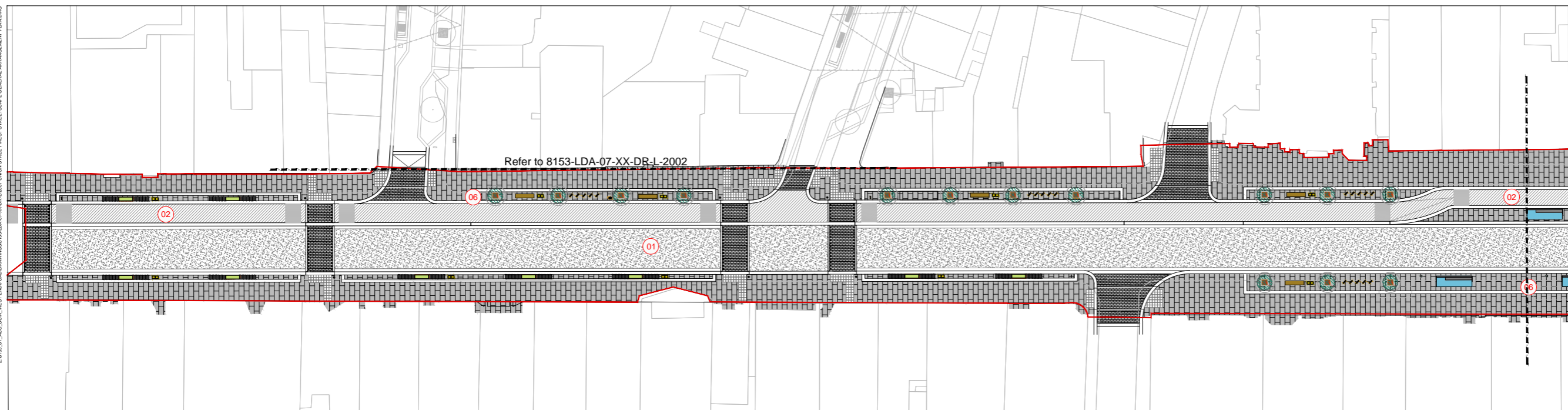
ISSUED BY Glasgow T: 0141 222 9780  
 DATE Sep 2022 DRAWN MGJ  
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 STATUS Sketch APPROVED KT

**DWG. NO 8153-LDA-06-XX-DR-L-2002**

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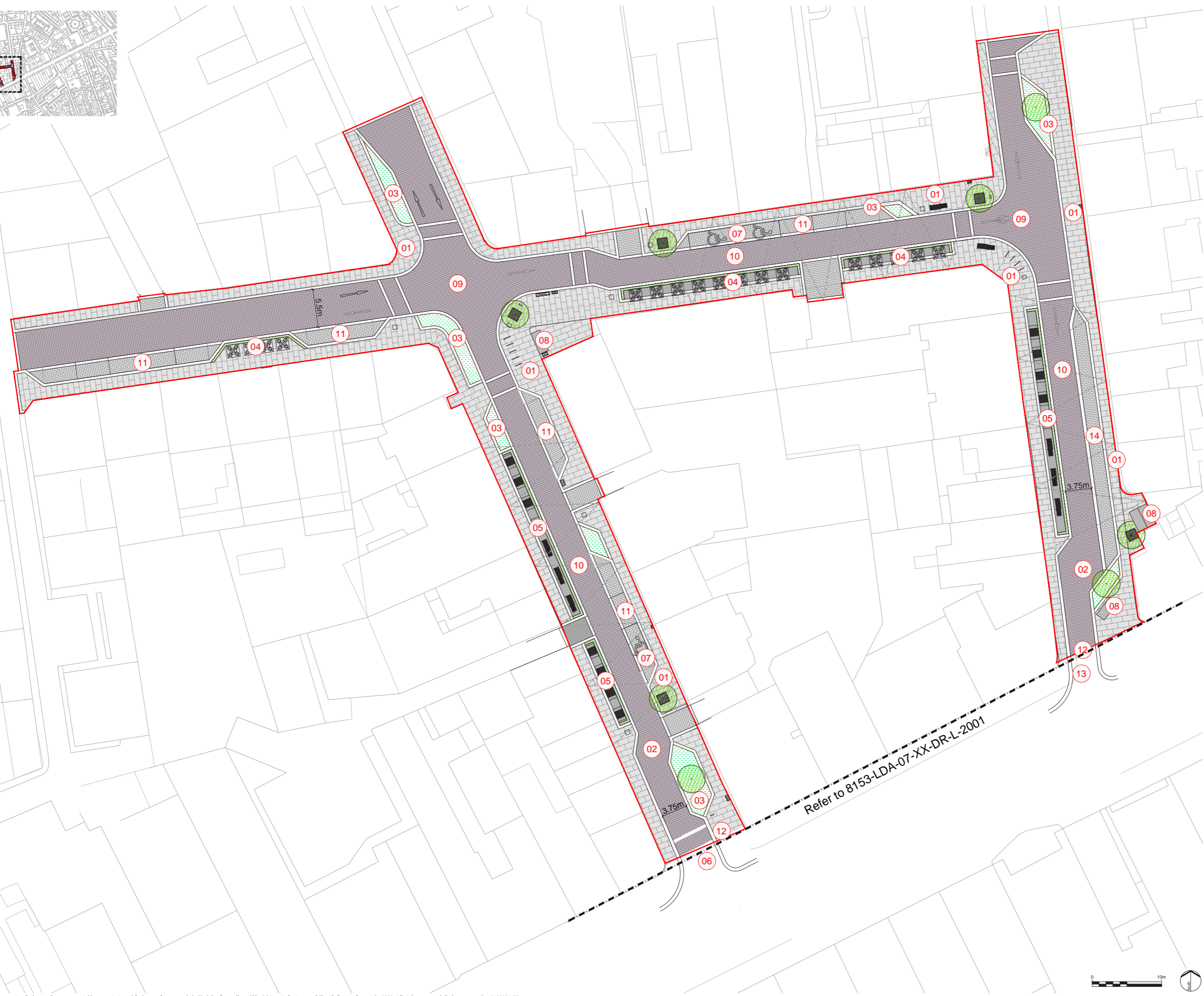
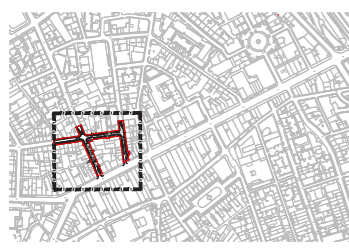


- STREETSCAPE GENERAL ARRANGEMENT**
- Indicative extent of Union Street West streetscape interventions
  - Two lane carriageway with one lane routing either direction. Lane widths generally 3.65m wide
  - Segregated bi-directional cycle lane, generally 3m wide. Narrowing to 2.5m behind bus stops
  - Night time taxi rank at bus stop bypass
  - Bus stop boarding island
  - Signalised pedestrian crossings
  - Extended pavement zone provides opportunity for areas for seating, greening, cycle parking and other facilities
  - New trees define key avenue of Union Street
  - Copenhagen (continuous) crossings with tactile paving to all side streets where appropriate
  - Paving feature to key buildings and architectural moments
  - New bespoke bus shelters throughout the length of Union Street
  - Typical road width

**NOTE:**  
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- LEGEND**
- WEST END STREETScape GENERAL ARRANGEMENT**
- Indicative extent of West End and Union Street Streetscape Intervention Areas.
  - Natural stone footway, widened where space allows.
  - Rationalised carriageway, narrowed where possible to give more space to pedestrians.
  - Rain gardens to improve drainage/biodiversity in the urban environment and create definition between footways and carriageway.
  - Outdoor spillout seating for local businesses.
  - Parkettes/public realm seating and picnic table  
TBC - flexible outdoor space (subject to further engagement with local businesses).
  - Copenhagen crossings to enhance connection with Union Street.
  - Accessible parking bays (3no. original accessible parking bays retained and rationalised).
  - Refuse / bin storage to contain existing bins.
  - Rationalised junctions providing enhanced crossing points.
  - Feature cotersey lighting to improve social atmosphere.
  - Standard parking bays (16no. original parking bays retained and rationalised).
  - Sentinel lighting (West End wayfinding sign).
  - Controlled crossing (retained and rationalised).
  - Day time taxi rank (retained and rationalised).
  - Typical road width
- NOTE**  
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Refer to 8153-LDA-07-XX-DR-L-2001

E	Issue for business case update	RW	13.10.23
D	Draft issue for business case update	RW	29.09.23
C	Issue for RIBA Stage 3	JWa	21.10.22
B	Issue for RIBA Stage 3 (for coordination)	MGU	06.10.22
A	Issued to Design Team for Stage 3 coordination	JWa	26.09.22
/	Issue for RIBA Stage 2	JWa	12.07.22
REV.	DESCRIPTION	JWa	DATE

### LDĀDESIGN

PROJECT TITLE  
ABERDEEN CITY CENTRE VISION

DRAWING TITLE  
West End Streetscape  
General Arrangement Plan

ISSUED BY	Glasgow	T:	0141 222 9780
DATE	22/06/22	DRAWN	BAd
SCALE@A1	1:250	CHECKED	MMc
STATUS	Sketch	APPROVED	JWa

DWG. NO 8153-LDA-07-XX-DR-L-2002

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Sources Ordnance Survey





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LDA Design Consulting Ltd  
Registered No: 09312403  
17 Minster Precincts, Peterborough PE1 1XX

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**GENERATION ABERDEEN**  
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**CB** Currie & Brown



LDĀ DESIGN

Page 613

# Cycle Lane Options Appraisal: Summary and Recommendations Market Streetscape

8153-LDA-02-XX-RP-L-2002

January 2024



# Introduction

The purpose of this study was to investigate a series of proposed route options to create a cycle route through the Merchant Quarter in Aberdeen, running specifically from the railway station to Union Street, Union Street being the town centre and the main arterial route from which other destinations can be reached. Although diagrammed and noted in this direction, facilitating travel in the opposite direction is also considered, with the aim being a route which is travelled in the same way in both directions, for clarity and ease of wayfinding. Primarily, these routes were to be considered with a view to their capacity to offer segregated cycling.

As well as considering road capacity for cycling infrastructure, other conditions were taken into account, including motor vehicular movement, gradients, surface conditions, relative distances and potential and perceived dangers.

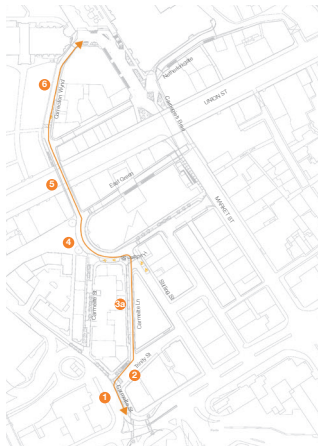
This study not only considers existing road layouts, but those proposed as part of the ongoing Aberdeen City Centre Streetscape project and traffic movements expected in 2028, following ETRO 2.

This document builds upon the initial options appraisal which was undertaken by Aberdeen City Council.

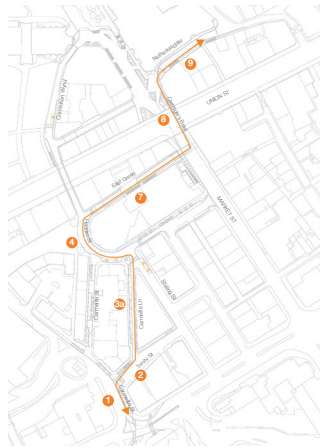
This document is a summary and update of the original 'Cycle Lane Options Appraisal: Merchant Quarter' of May 2023.

# Methodology: Route options breakdown

A series of routes was considered by Aberdeen City Council, as part of the original options appraisal document, and these are diagrammed here. Stretches of routes were numbered, and these considered in turn.



**OPTION 1:**  
Via Carmelite Lane,  
Hadden Street and  
Correction Wynd



**OPTION 2:**  
Via Carmelite Lane,  
Hadden Street and  
Carnegie's Brae



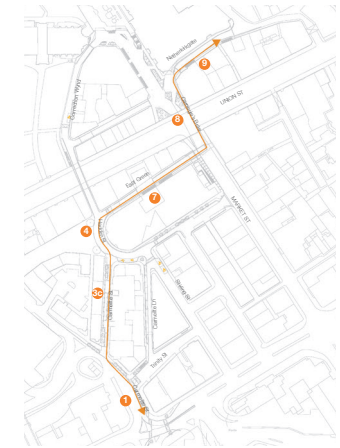
**OPTION 3:**  
Via Stirling Street,  
Hadden Street and  
Correction Wynd



**OPTION 4:**  
Via Stirling Street,  
Hadden Street and  
Carnegie's Brae

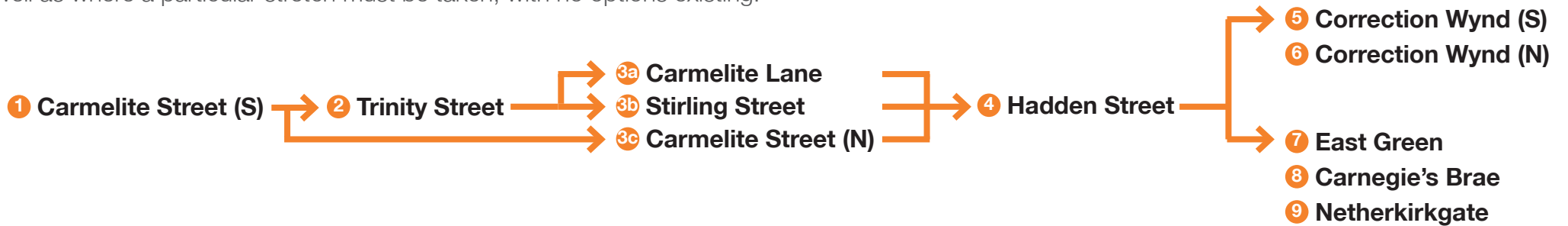


**OPTION 5:**  
Via Carmelite Street,  
Hadden Street and  
Correction Wynd

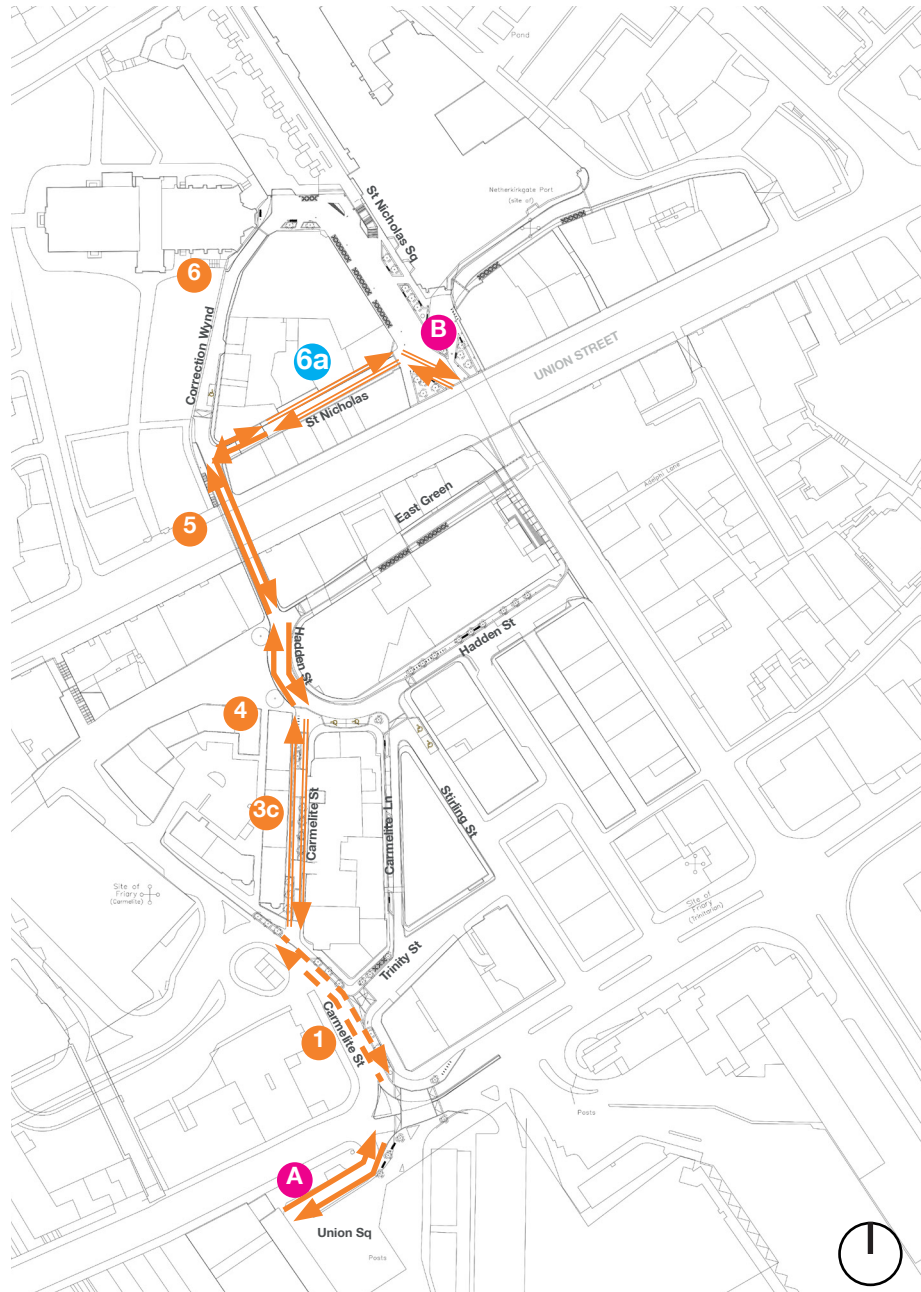


**OPTION 6:**  
Via Carmelite Street,  
Hadden Street and  
Carnegie's Brae

The flow diagram below breaks down the options for all legs of the journey, as well as where a particular stretch must be taken, with no options existing.



# Preferred route through the Merchant Quarter



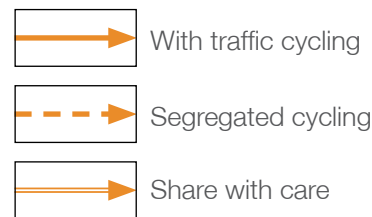
Following analysis of each of the routes, as well as the additional legs required to exit the station and to access Union Street, and in coordination with Fairhurst, the preferred route for cycling through the Merchant Quarter was determined. This route requires and can only accommodate a short stretch of segregated cycleway.

Between the station and the Guild Street junction, cyclists will share the carriageway with traffic before joining a bi-directional cycle lane along Carmelite Street (S). From there a re-designated Carmelite St (N), 'Pedestrian and cycle zone (with local access)'. From Hadden street to St Nicholas Lane, cyclists will be sharing the carriageway with traffic in both directions. Through St Nicholas Lane and St Nicholas Square, cyclists will be in a 'Pedestrian and cycle zone' (as currently) before joining Union Street.

This route is direct and legible, with turns and stages minimised.

### Requirements:

- Reworking of the Guild Street/Carmelite Street junction to allow traverse from Union Square to Carmelite Street with a cycle
- Instigation of a bi-directional cycleway on Carmelite Street between Guild Street and the turn to Carmelite Street (N).
- Changing the street designation of Carmelite St. (N) to a 'Pedestrian and Cycle Zone' (with local access). Reconsideration of proposed planter locations on Carmelite Street (N)
- Signage, to encourage confidence and use





Changing the street functionality of Carmelite St. (N) to a 'Pedestrian and Cycle Zone' (with local access) would be desirable, even if it is not to be used as the cycle route. This should not be considered a general traffic route as per the 2028 plans, particularly given the exit onto Carmelite St. (S), over the footway. However, with such restrictions in place, no cycling infrastructure, even contraflow, would be necessary on this stretch.

This would mean the only infrastructure required on this route would be at its outset, on Carmelite St. (S).

Without formal infrastructure, wayfinding and signage would be required to advertise the route.

Challenges:

The exit from St Nicholas Lane across St Nicholas Street to Union Street-cyclists in whichever direction may attempt to bypass the Union St./Market St. junction, spreading then across the entirety of St Nicholas Sq., potentially in conflict with pedestrian movement. However, implementation of this route does not deviate at this point from how St Nicholas Street currently operates.

# Addendum- connections to Shiprow

Although the aim of this project is to connect the railway station to Union Street by cycle, it is worth considering how connections can be made from the station to Shiprow, the only existing designated cycle infrastructure in the vicinity. Useful connections can be made from the station via Shiprow to connect Union Street and onwards, including towards the beach via Castlegate.

From the station to Shiprow, no clear efficiencies can be made with routes to Union Street. There is no direct route through the Merchant Quarter towards Shiprow. The block at Stirling Street/Exchange Street blocks direct through access from Trinity Street to Trinity Lane, and the one-way system would require contraflow cycling. This being the case, it has not been considered that the connection to Shiprow could be facilitated by the Merchant Quarter connection to Union Street.

The simplest route to Shiprow from the station is along Guild Street and up Market Street, with consideration given to the placement of the pedestrian crossing, which could be placed and operate in a different way to facilitate a right turn onto Shiprow if necessary.

# Full segregation option

Consideration of routes outside of the scope of the original cycle study was given, and it was determined that should a route be desired that had fully segregated cycling infrastructure, from the station to Union Street, then Guild Street to Market Street was the only option, although this route is outside the scope of the original cycle study, and outside the scope of the market Streetscape project.

## PROs

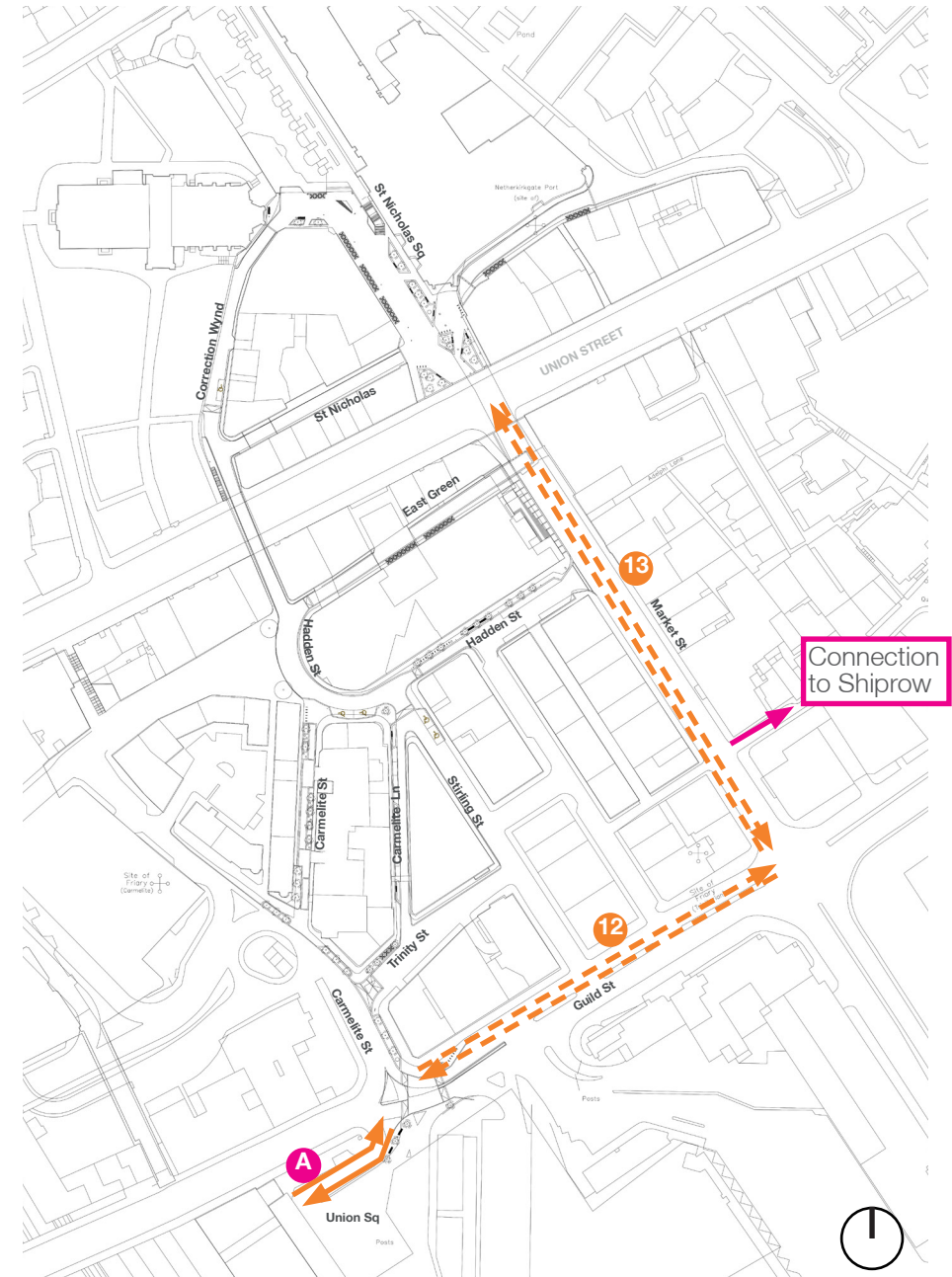
- Fully segregated route
- Formal joining of the proposed Union Street cycleway through the Union Street/Market Street junction
- Connections with Shiprow

## CONs

- Gradient on Market Street
- Utilising key bus routes (conflict/perception of conflict)



## Guild Street > Market Street





# **SUMMARY AND RECOMMENDATION**

# Recommendation

- Instigation of a fully segregated, likely bidirectional, cycle route from the station to Union Street utilising Guild Street and Market Street.
- Instigation of the minimal cycling infrastructure and wayfinding means through which to cycle to and through the Merchant Quarter:
  1. A leg of bidirectional cycleway between the Guild Street junction and Carmelite St (N), taking in Carmelite St (S).
  2. Reconsideration of proposed planters on Carmelite Street (N)
  3. Re-designation of Carmelite Street (N) to 'Pedestrian and Cycle Zone. Local access only'.

This approach allows for the desired segregated route, whilst also facilitating cycling through the Merchant Quarter, to allow people to experience this area of the city centre, and to encourage under-confident or slower cyclists who may prefer 'back road' cycling, and to avoid the buses and gradient at Market Street.

Facilitation of this recommendation relies on detailed consideration of the Guild Street/Wapping Street junction.

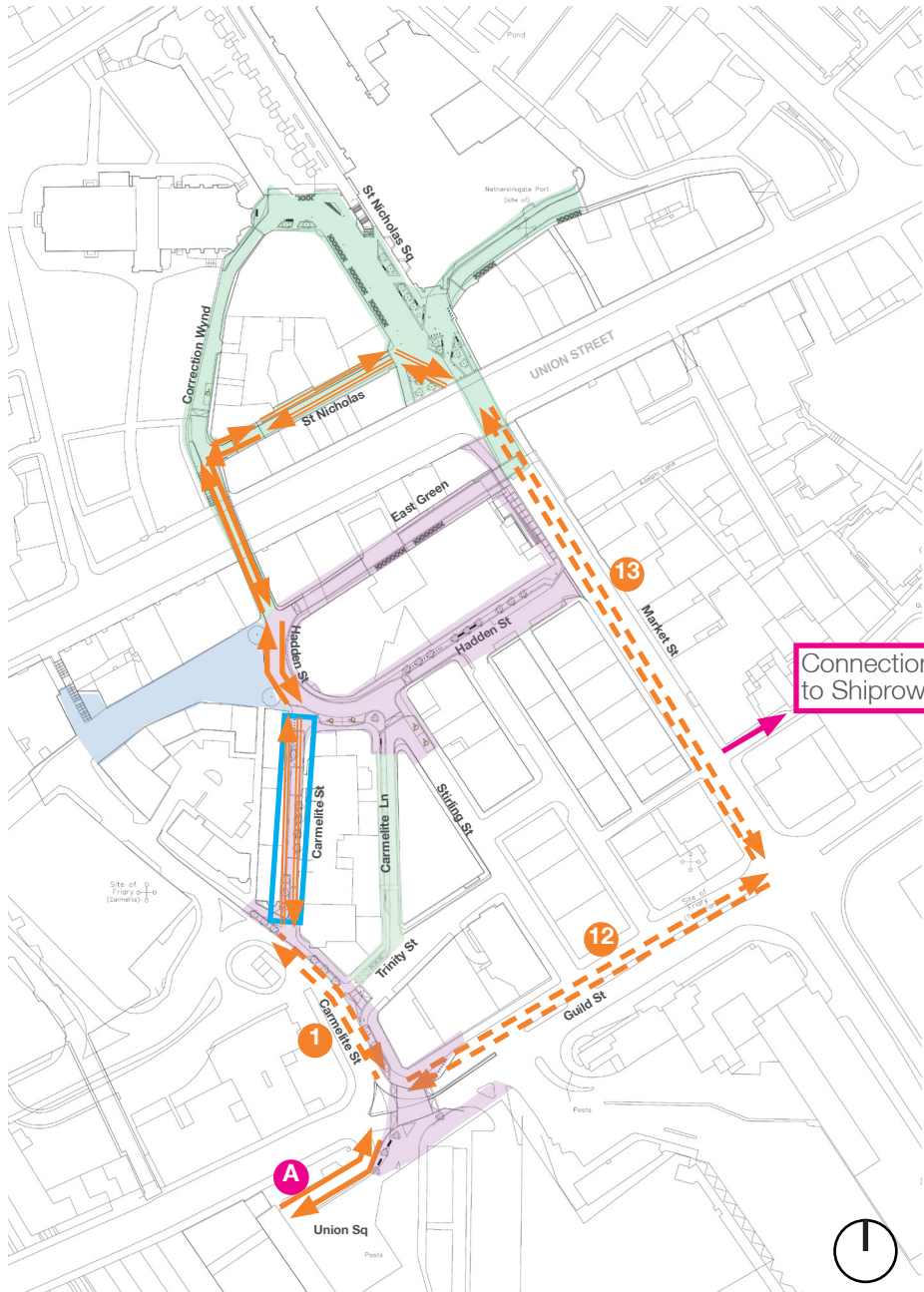
Ties with scope:








Guild Street to Market Street are outwith the scope of the current City Centre Streetscape projects, barring a small section to the north of the new Market building, which is within the scope of the Market Streetscape project, Phase 2.

A bidirectional cycleway at Carmelite Street (S) and reconsideration of planters in Carmelite Street (N) is within the scope of the Market Streetscape project, however it would require a revision the approved Phase 1 Stage 3 plan.

# Overall recommendation and relation to scope

Page 623



-  Market Streetscape, Phase 1
-  Market Streetscape, Phase 2
-  Market Streetscape, Phase 3
-  Re-designation of roadway; reconsideration of planters
-  With traffic cycling
-  Segregated cycling
-  Share with care

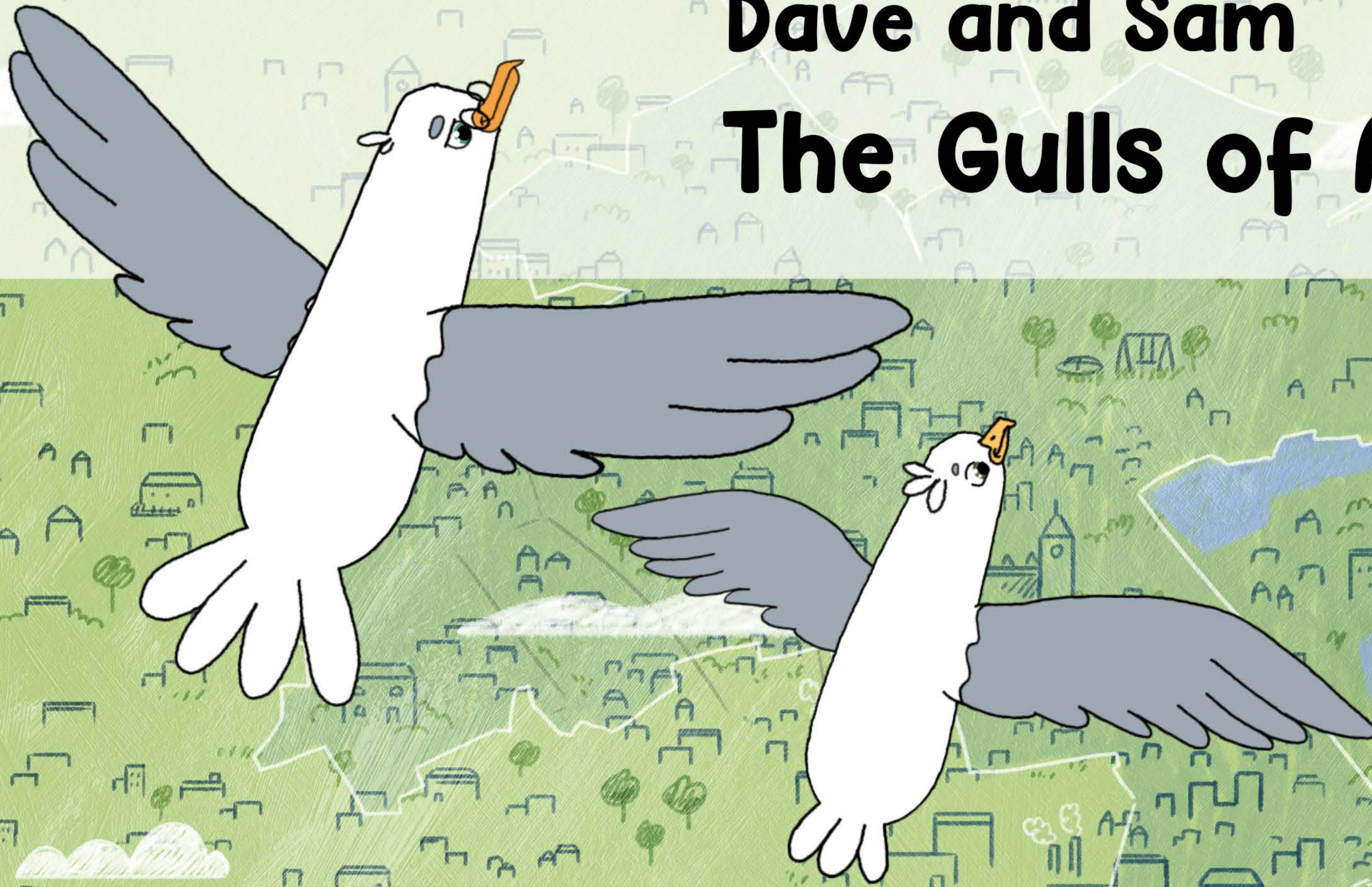
# TO THE MARKET





# Dave and Sam

# The Gulls of Aberdeen

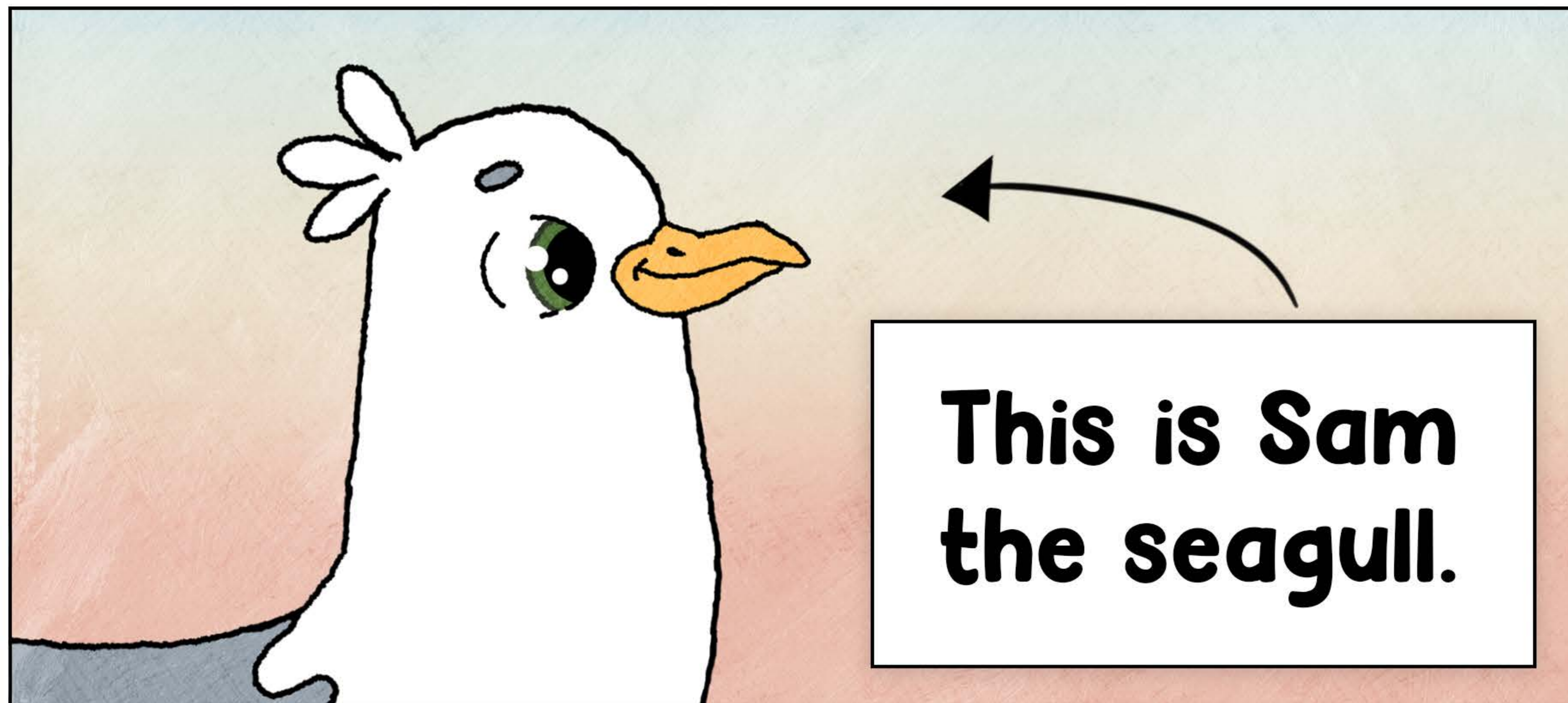


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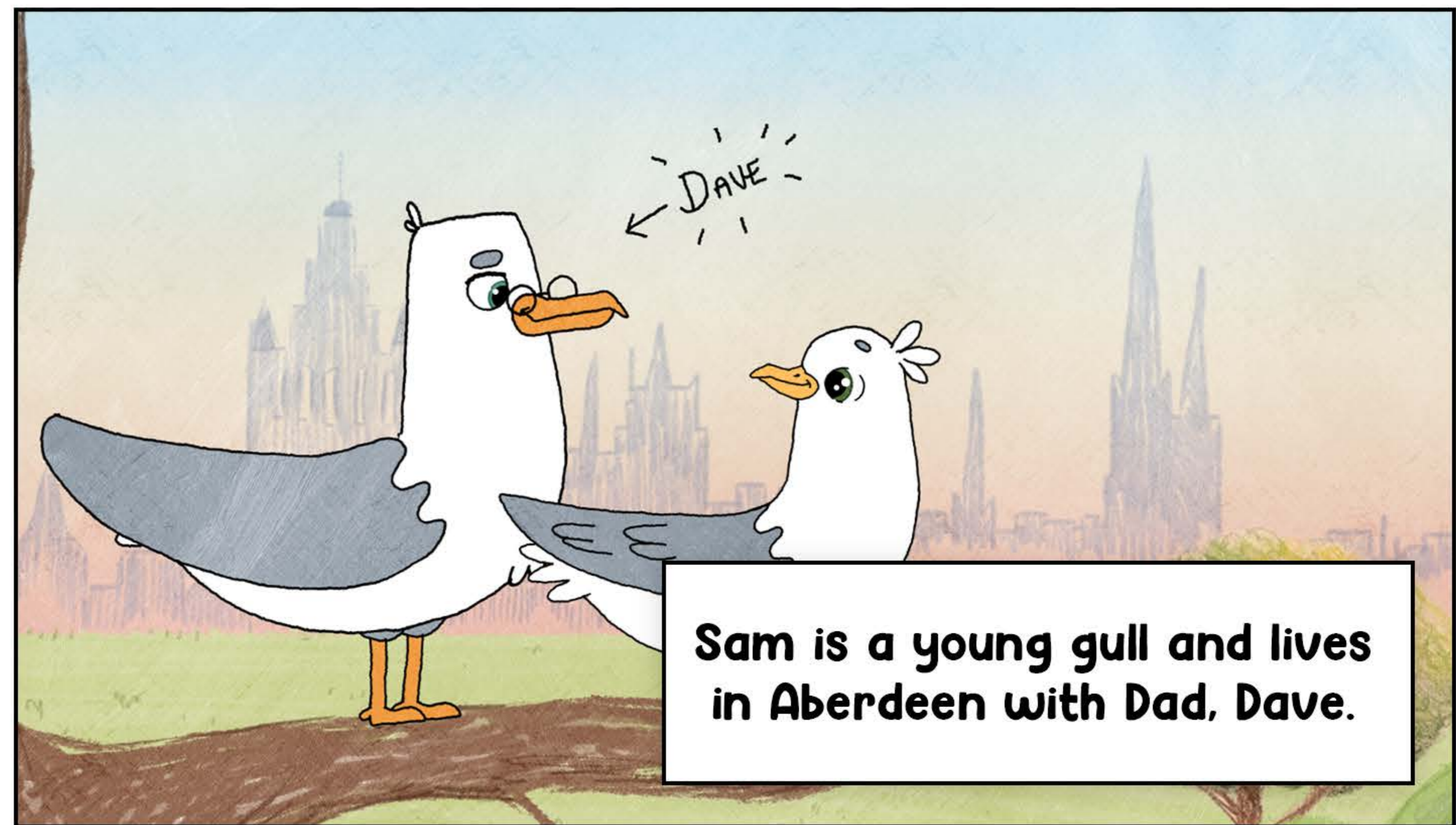


hub  
North Scotland

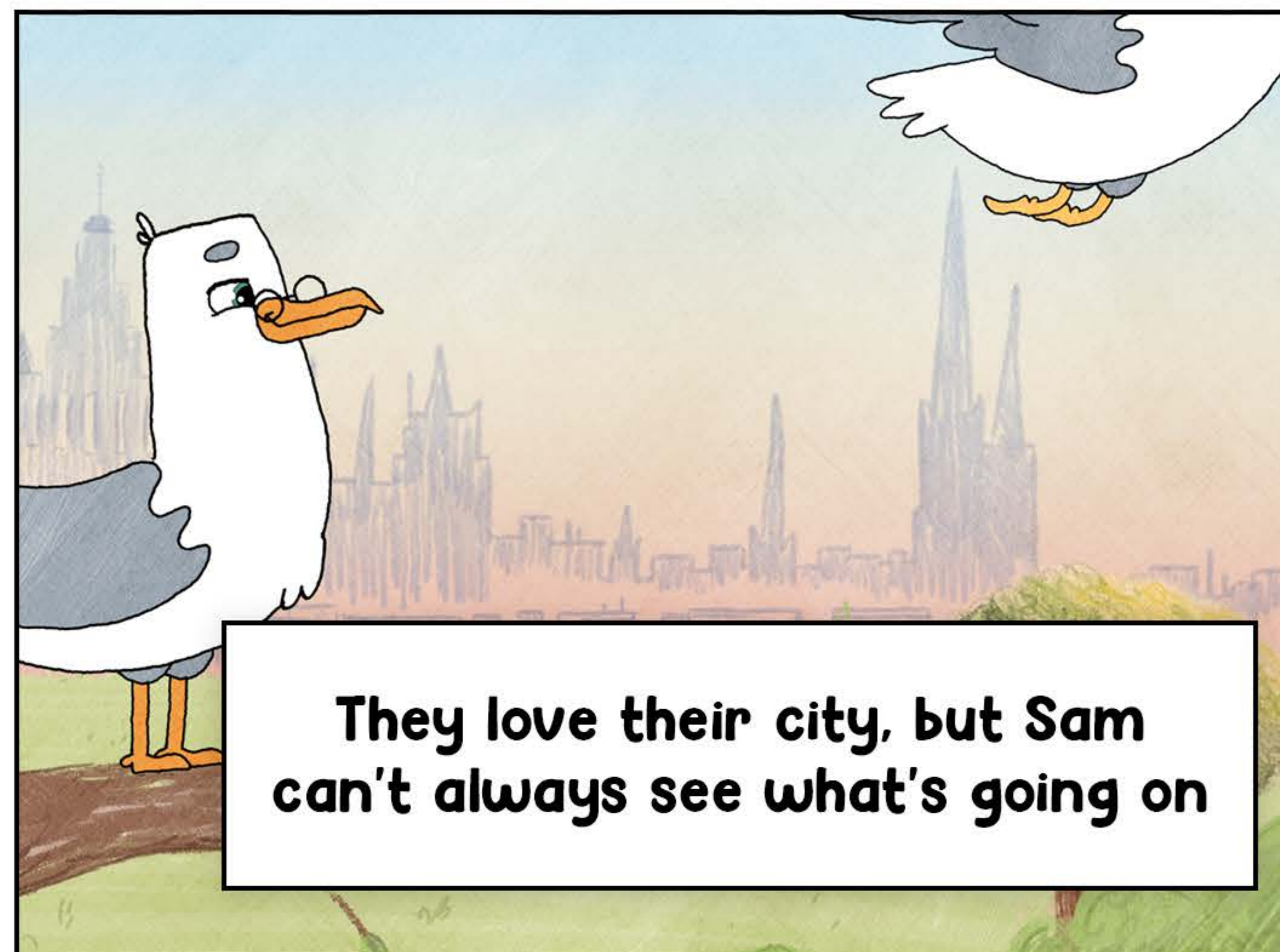




**This is Sam the seagull.**



**Sam is a young gull and lives in Aberdeen with Dad, Dave.**



**They love their city, but Sam can't always see what's going on**



**One day, flying around the city...**



**...Sam noticed a huge poster.**

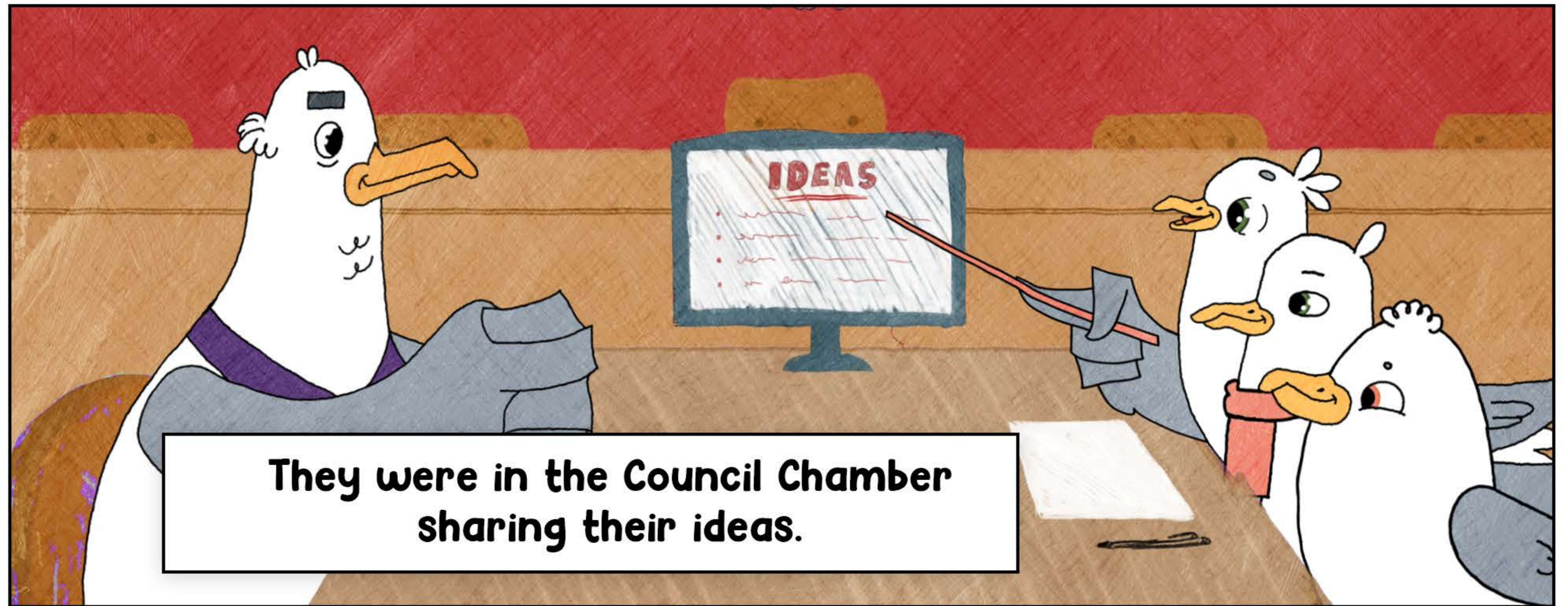
**It was actually an invitation.**



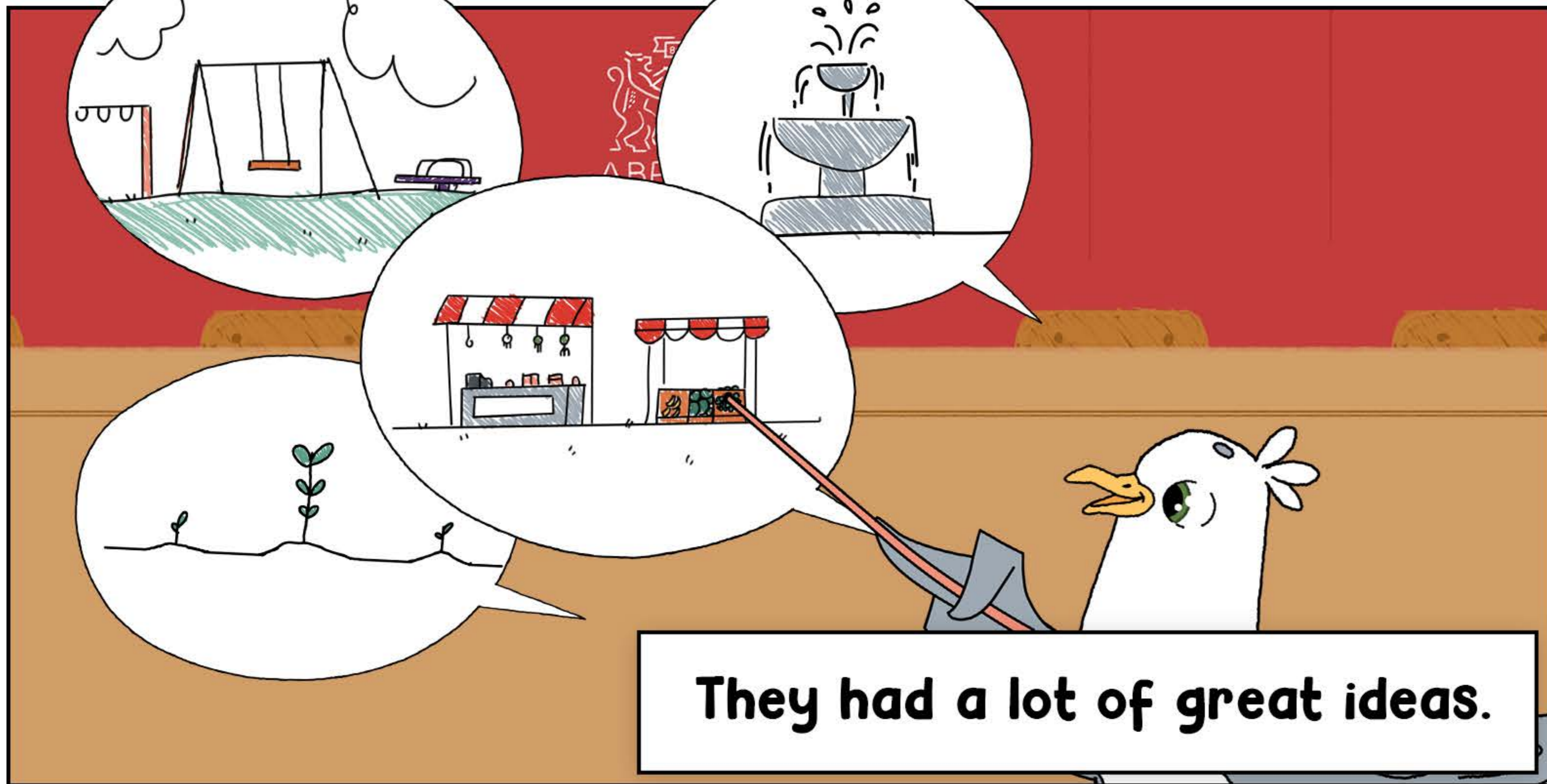
**Sam gathered up their young seagull friends...**



...and they went along to find out more.



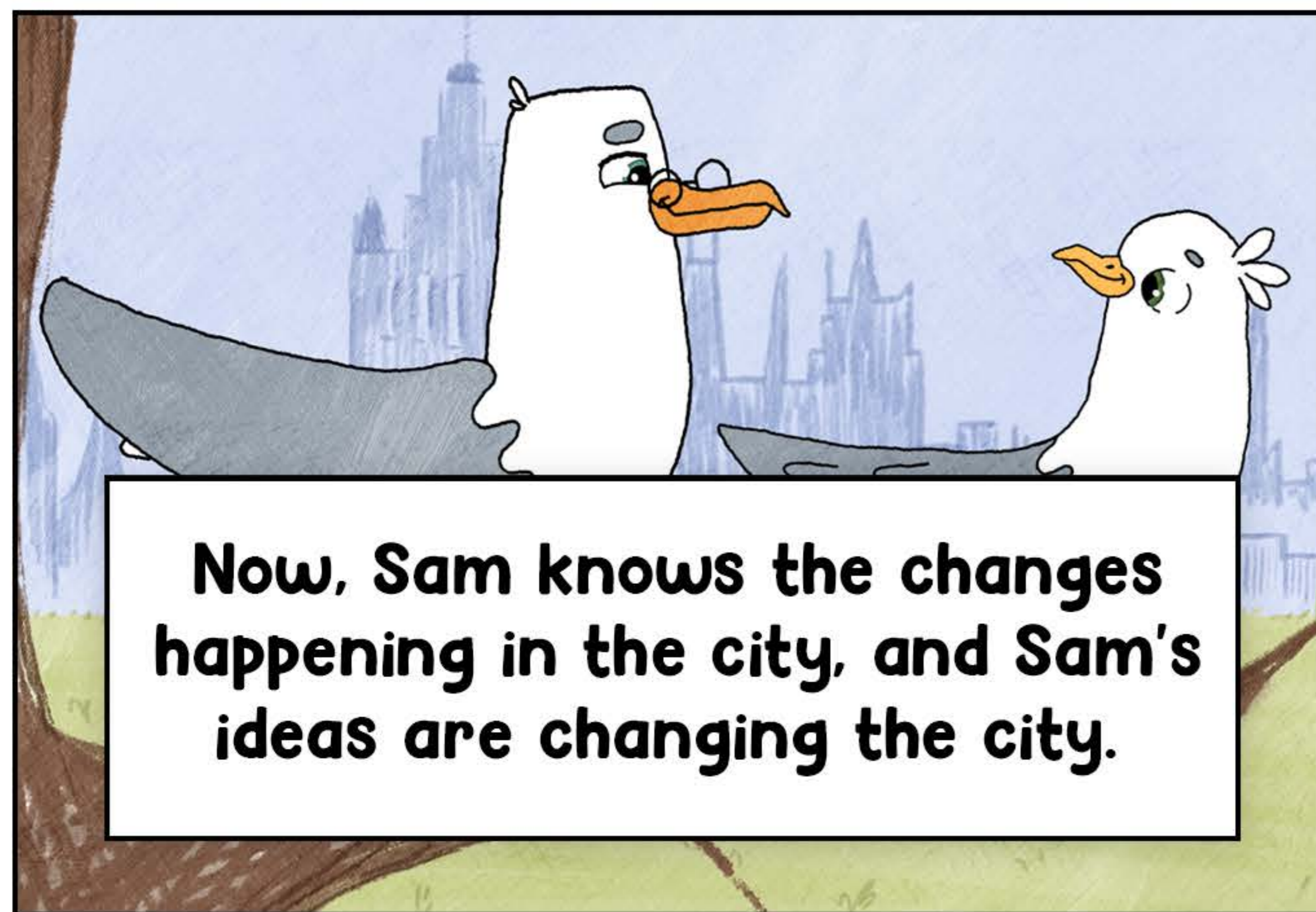
They were in the Council Chamber sharing their ideas.



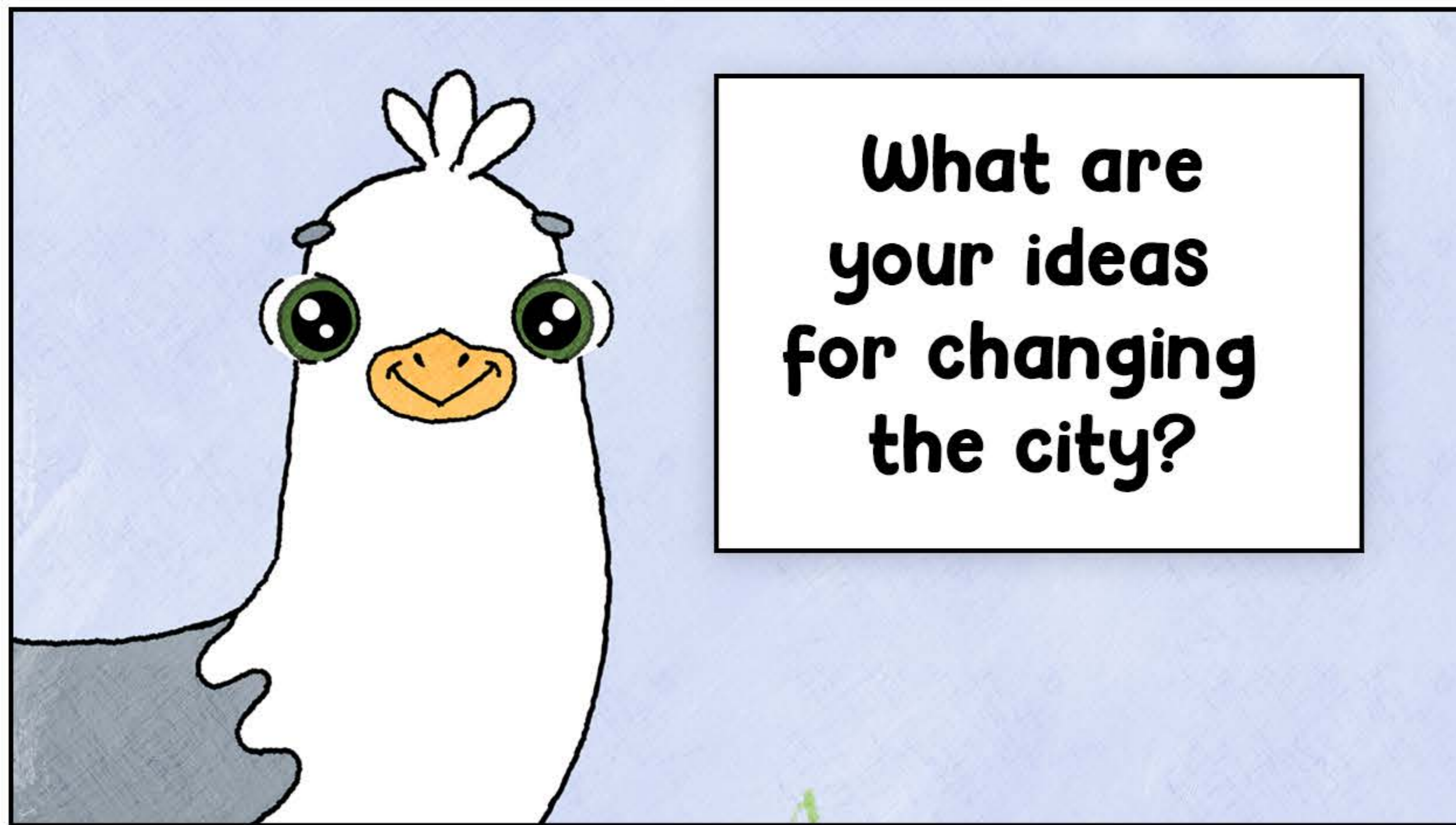
They had a lot of great ideas.



They realised that their voice matters, because the future of the city is also their future.

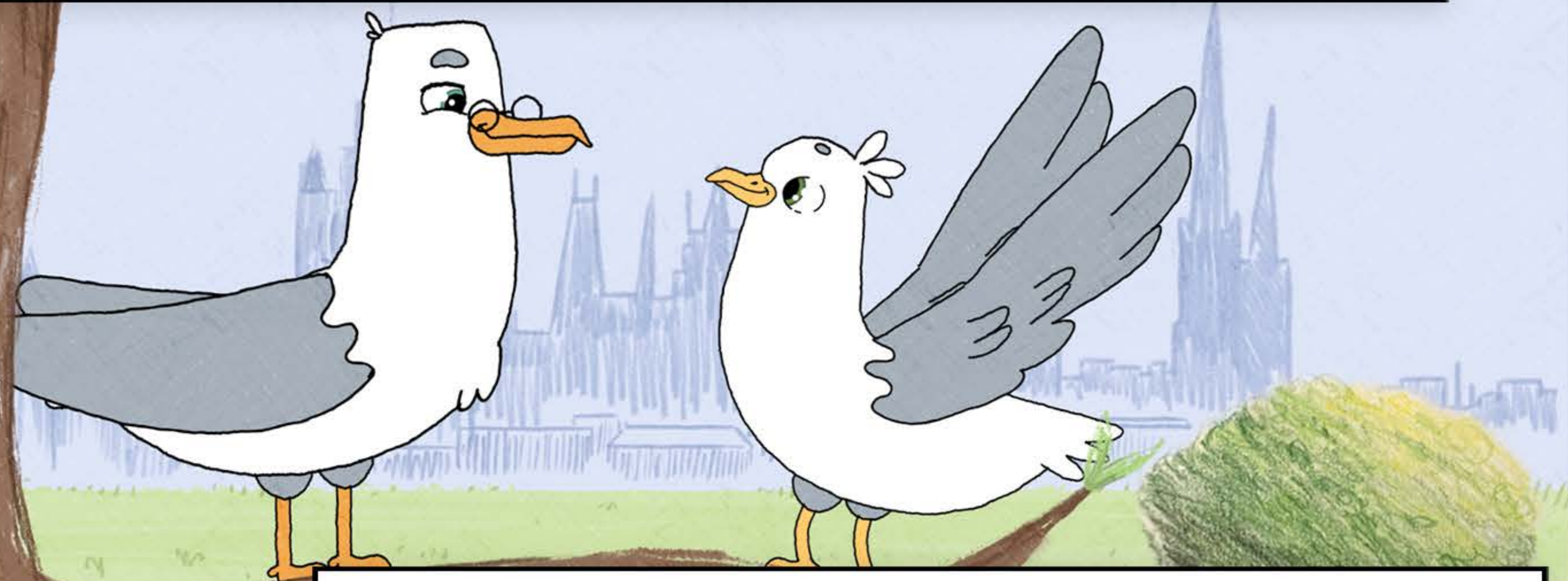


Now, Sam knows the changes happening in the city, and Sam's ideas are changing the city.



What are your ideas for changing the city?

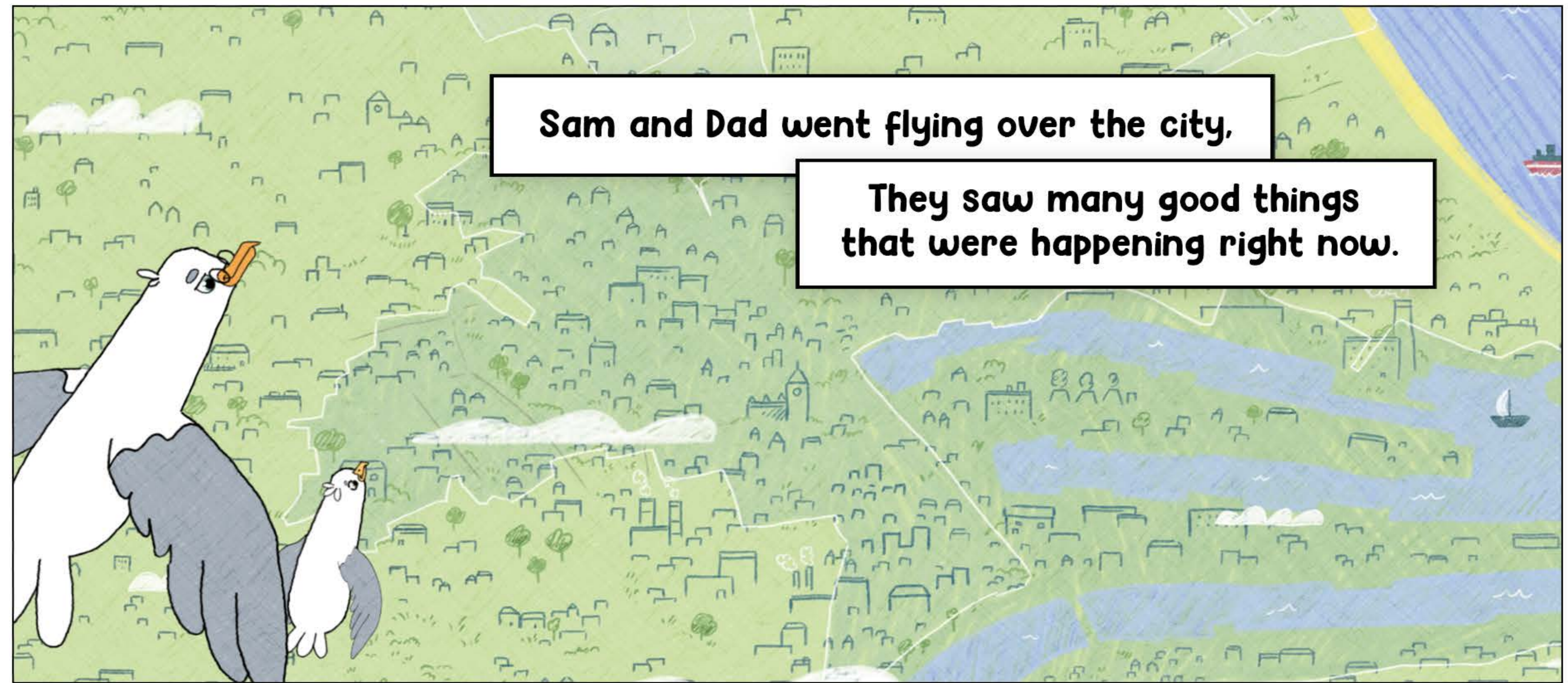
Sam is desperate to share some exciting news with Dave.



'Let's spread our wings and explore', Sam said.

Sam and Dad went flying over the city.

They saw many good things that were happening right now.



Beach upgrades,



green spaces,



Union Street,



new market spaces,



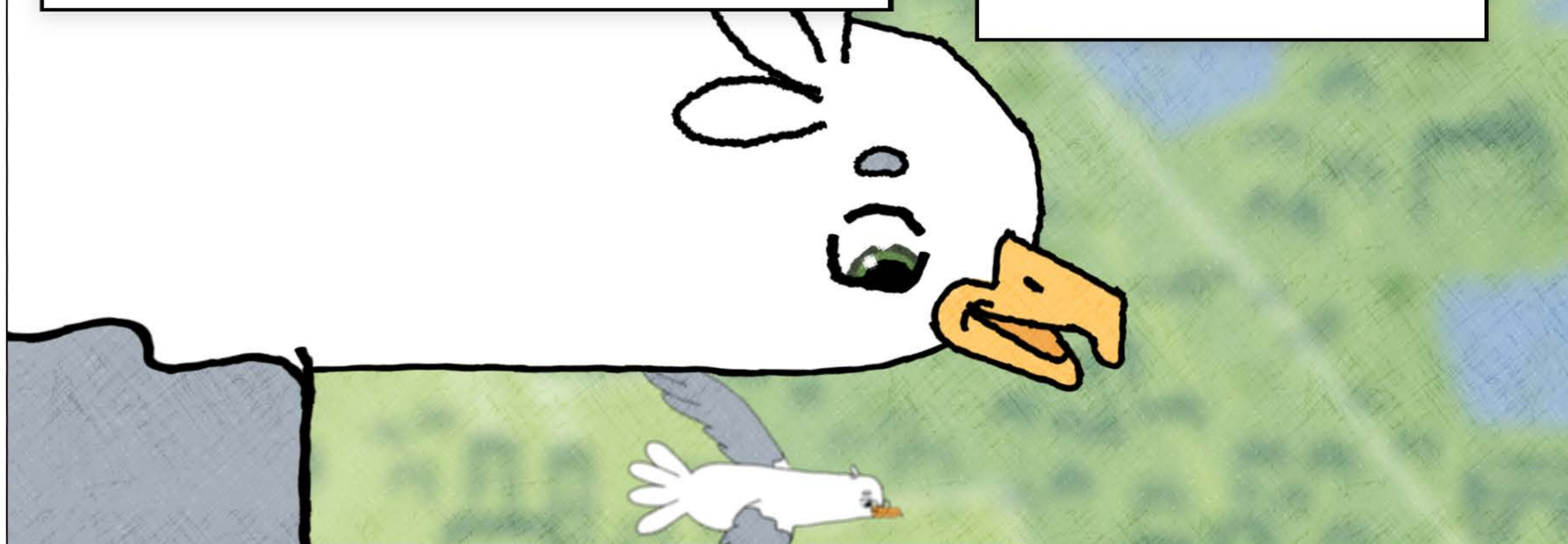
places to play.

It made them both very excited about the future.

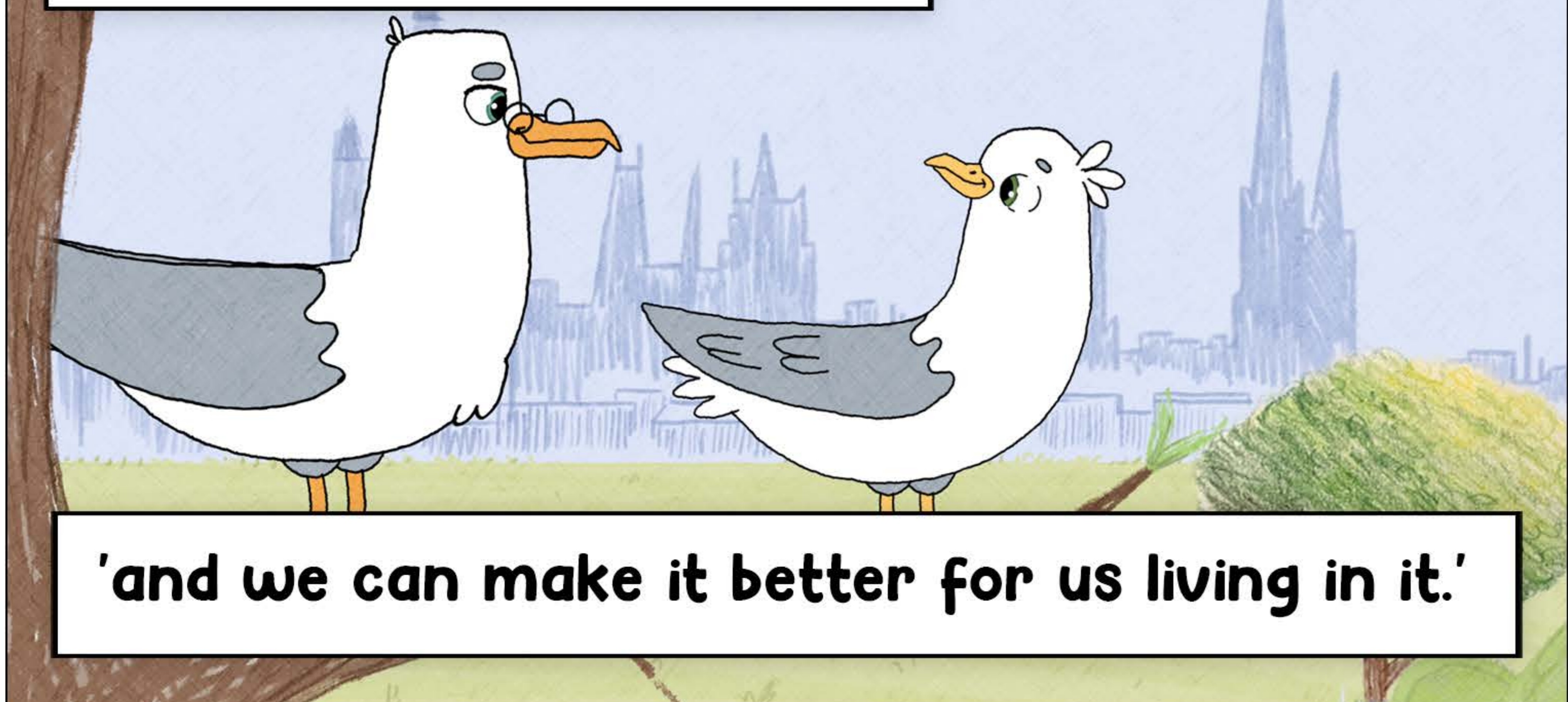


'Maybe we don't need to go anywhere' said Sam.

'We belong here.'



'This is our city and home,'



'and we can make it better for us living in it.'



'Do you feel at home here?'

What things make you feel at home in the city?



**This is Sam's own nest,**



**but there are a few problems.**



**Sam could see other seagulls were struggling with the cost of living...**



**...and using too much energy.**

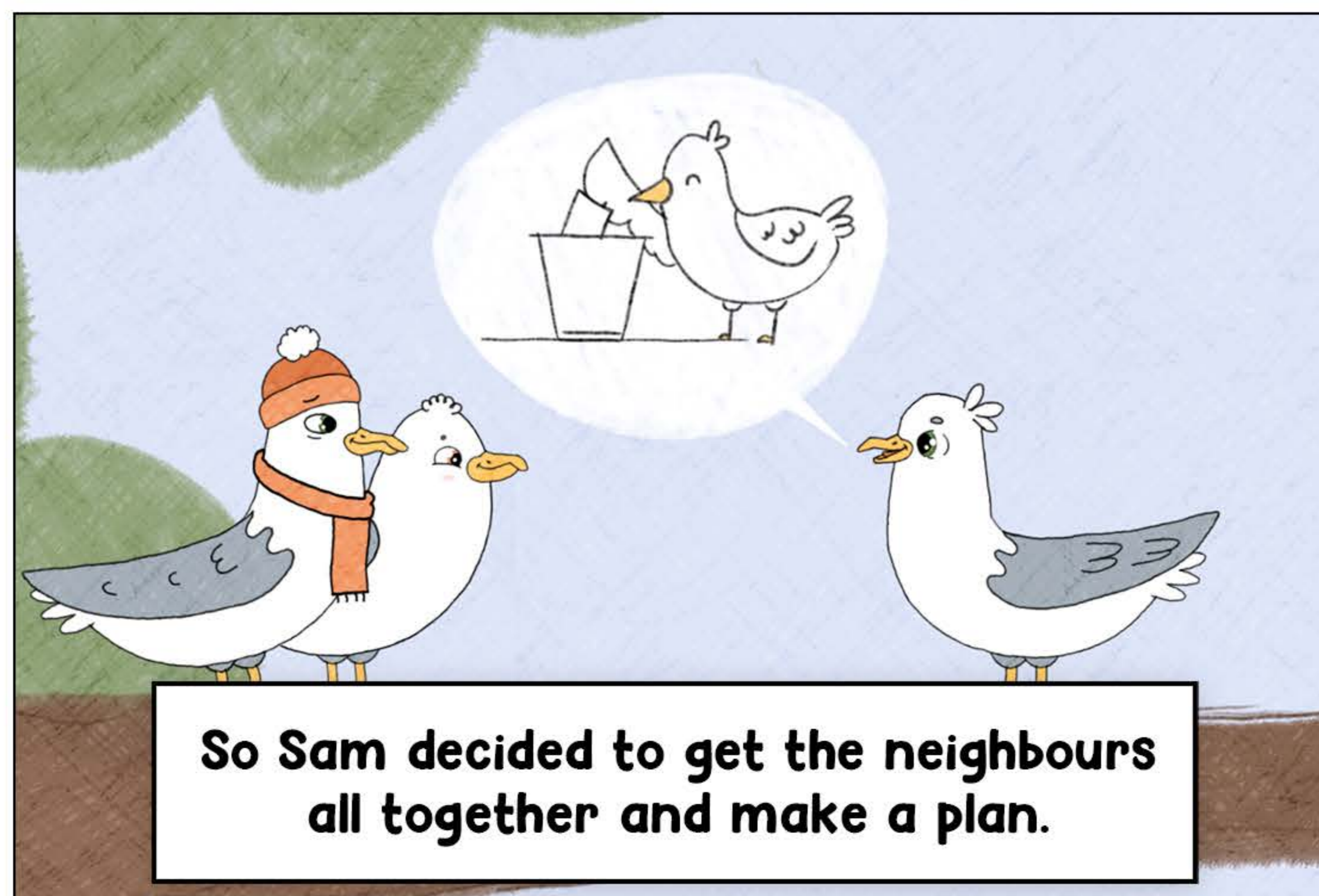


**'Our nests could be much nicer', Sam thought. 'With just a few changes'.**



**Sam tried doing it alone,**

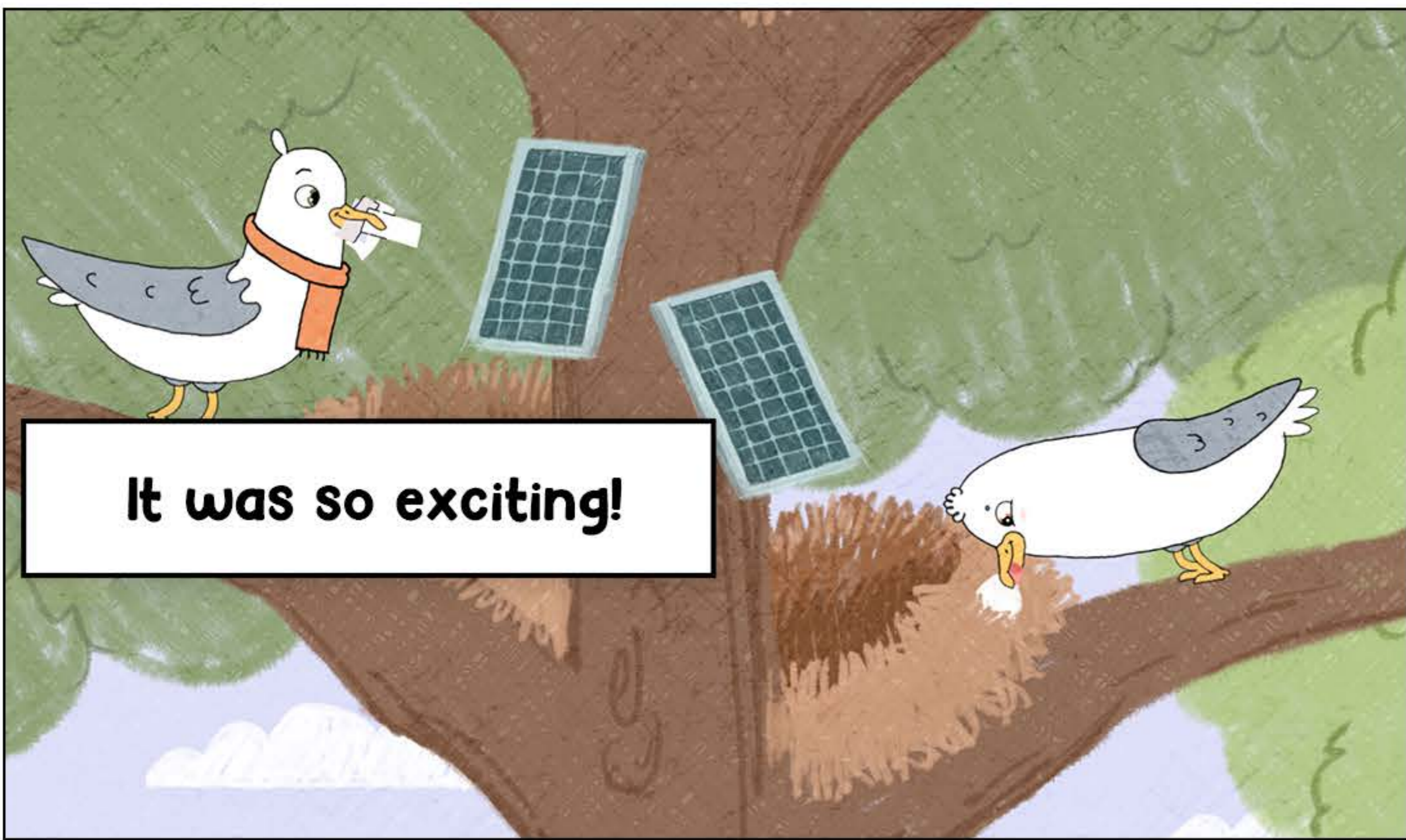
**but didn't get very far.**



**So Sam decided to get the neighbours all together and make a plan.**



**Sam spoke to a local nest building company and together they made things change.**



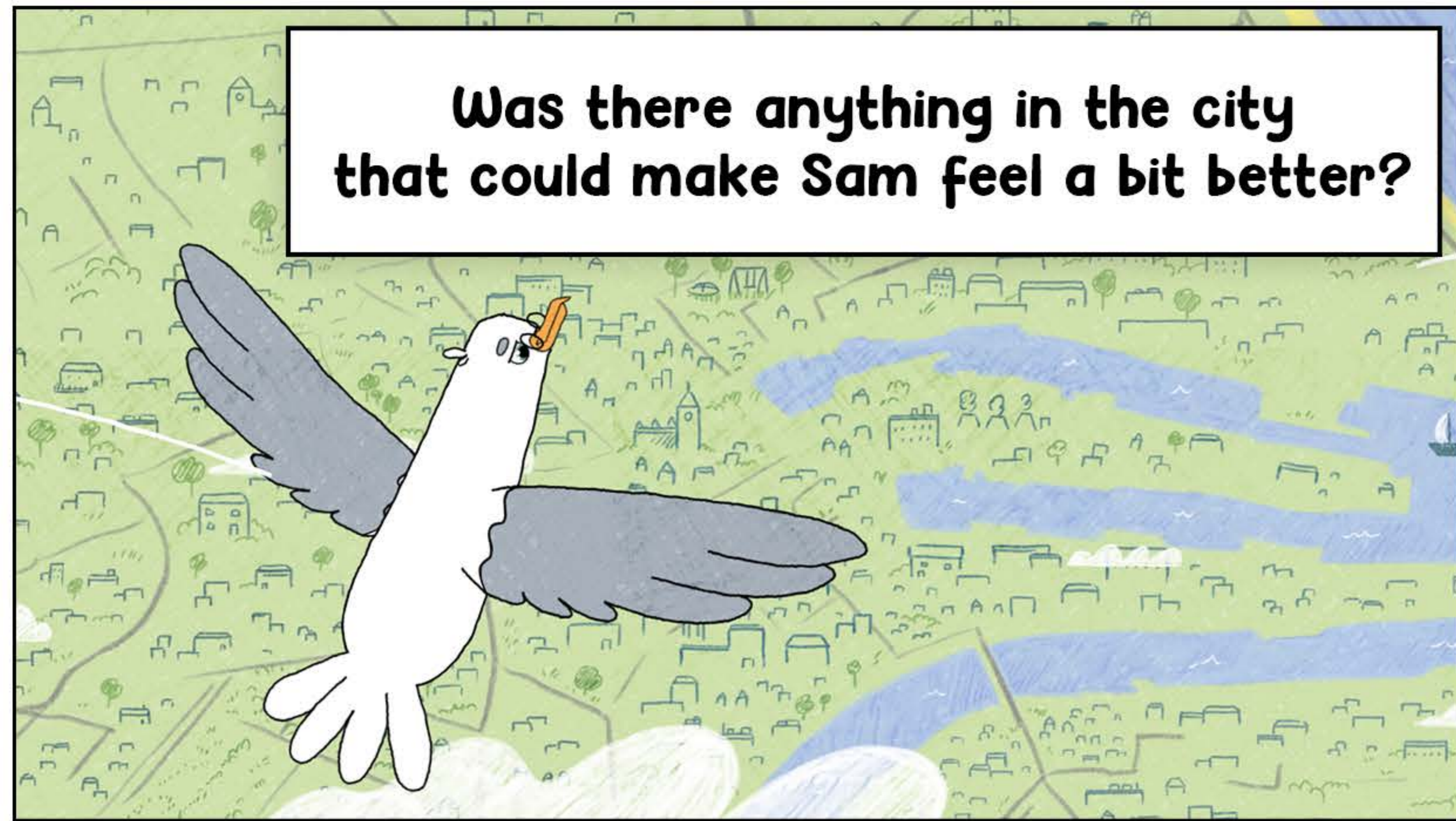


**Sam wasn't feeling great.**

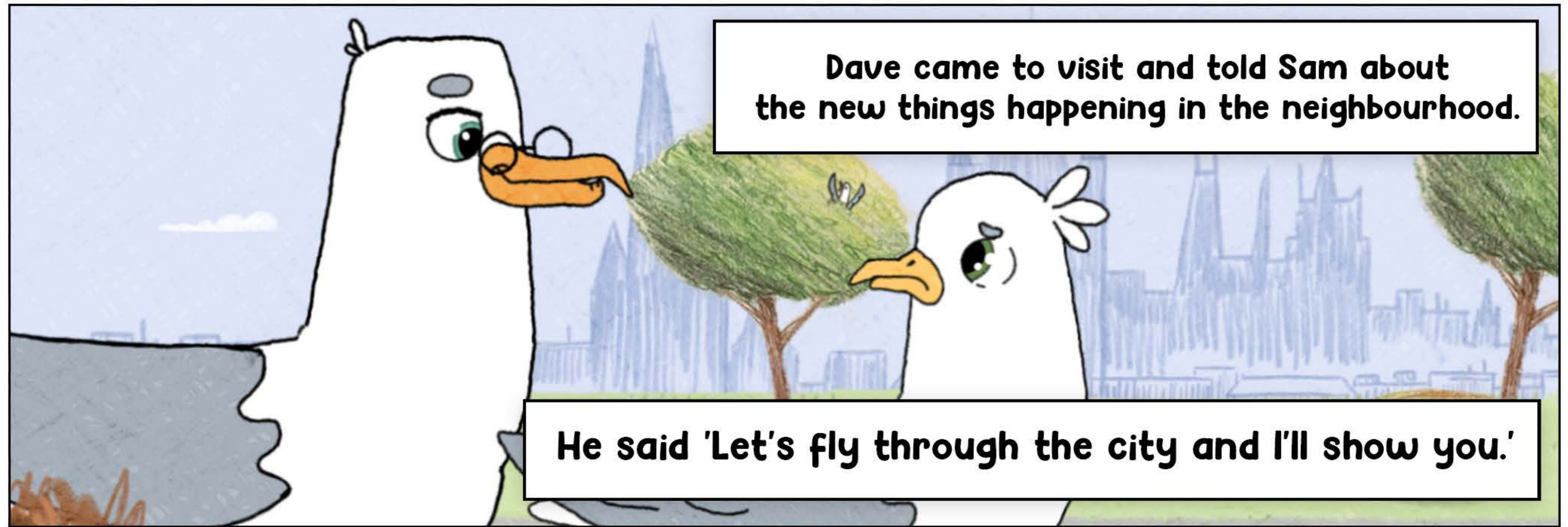


**Sam watched friends who seemed so happy and energetic.**

**Sam didn't feel like that.**

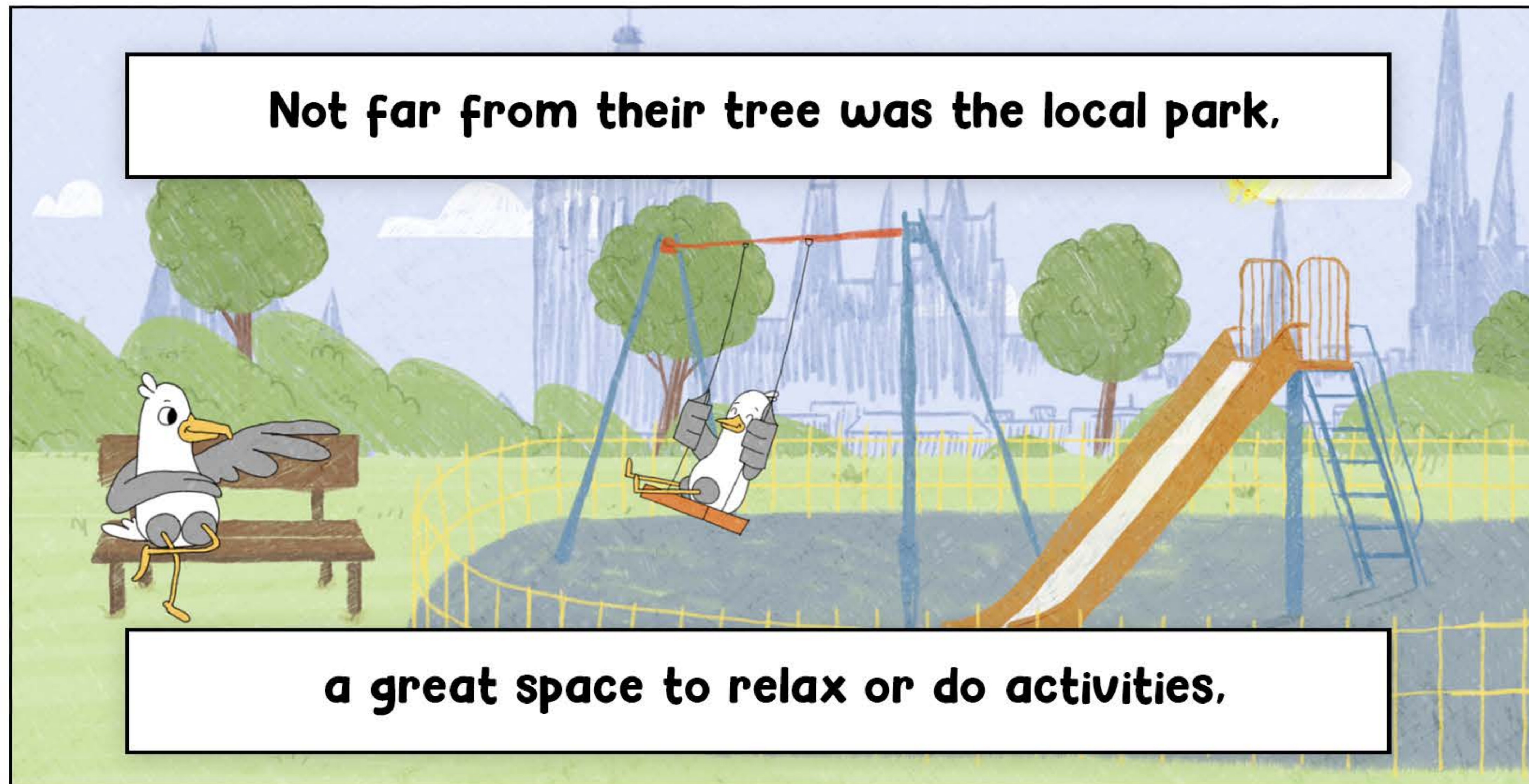


**Was there anything in the city that could make Sam feel a bit better?**



**Dave came to visit and told Sam about the new things happening in the neighbourhood.**

**He said 'Let's fly through the city and I'll show you.'**



**Not far from their tree was the local park,**

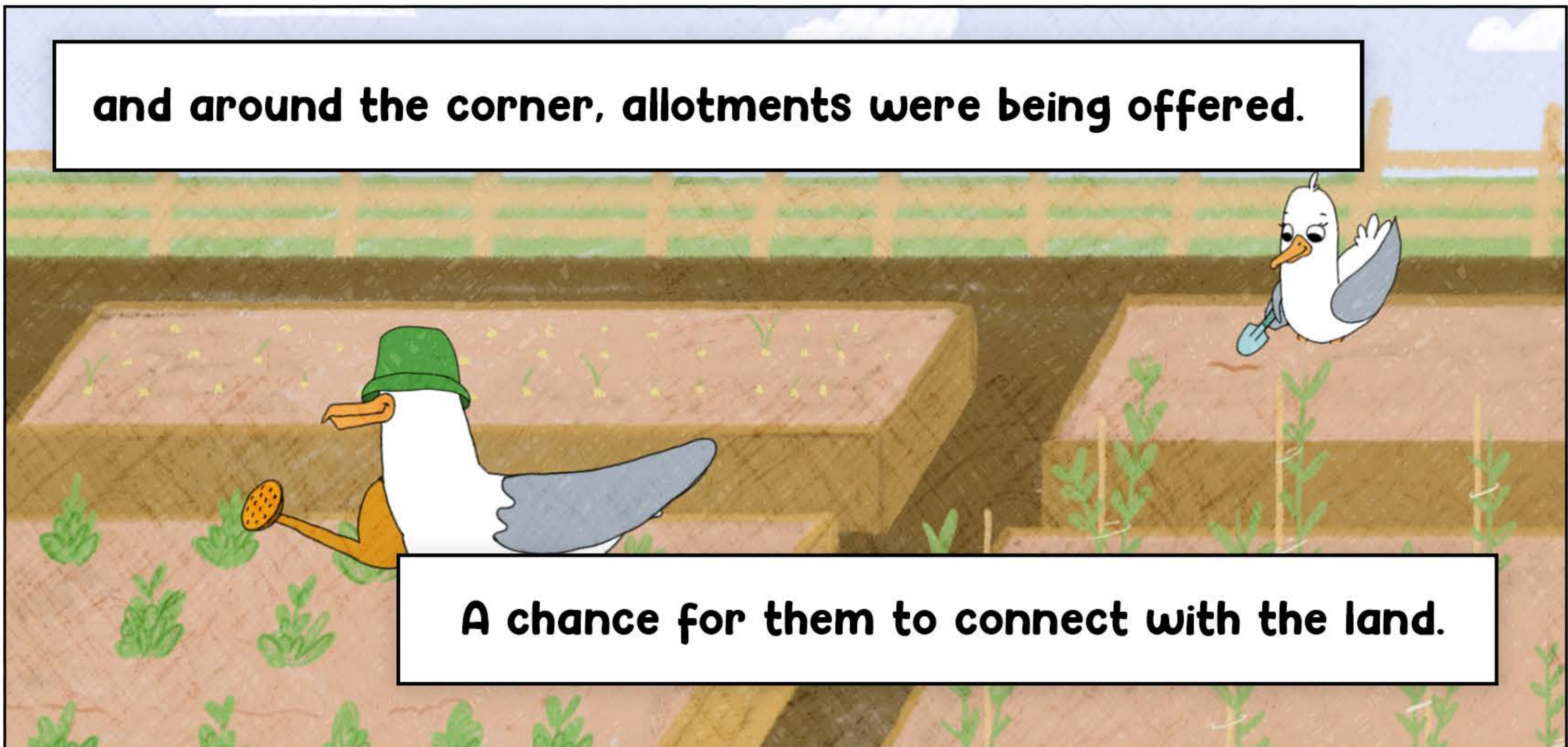
**a great space to relax or do activities.**



**and throughout the neighbourhood, cycle lanes were being made to keep cyclists safe,**



and around the corner, allotments were being offered.



A chance for them to connect with the land.

There was so much on their doorstep.



From shops...

to schools.



Sam felt hopeful and excited.



'This is going to be great.' Sam said. 'These were changes to make everyone feel better.'

'The neighbourhood had so many opportunities for wellbeing.'

'What places in the city help to keep you healthy?'



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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Council
<b>DATE</b>	7 <sup>th</sup> February
<b>EXEMPT</b>	No Appendix 1 contains exempt information as described in paragraphs 4 & 9 of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973, enacted by the Local Government (Access to Information) Act 1985.
<b>CONFIDENTIAL</b>	no
<b>REPORT TITLE</b>	Culture Delivery and Funding Review
<b>REPORT NUMBER</b>	COM/24/040
<b>DIRECTOR</b>	Gale Beattie
<b>CHIEF OFFICER</b>	Julie Wood
<b>REPORT AUTHOR</b>	Mark Bremner
<b>TERMS OF REFERENCE</b>	2 and 21

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to advise members on the progress to date of the Culture Delivery and Funding Review commissioned on July 2023, including consultation, undertaken with cultural partners in respect to options for funding allocation to the cultural sector in 2024/25 to inform the budget process.

### 2. RECOMMENDATION(S)

That the Council: -

- 2.1 Notes the findings and recommendations of the Interim Cultural Funding and Delivery Review Report as detailed in Appendix 1, in respect to informing 2024/25 budget decision;
- 2.3 Note the Culture Delivery and Funding Review final report will be completed on 10<sup>th</sup> February 2024 and the funding to external cultural organisations for 2024/25 will be set through the Council budget process on 6<sup>th</sup> March;
- 2.4 Note the social and economic benefits identified through investment in external cultural organisations as set out in the Investment in Culture report, Appendix 2 and;
- 2.5 Instruct the Chief Officer – City Growth to begin work on an investment framework and application process for cultural funding, informed by the Culture Review recommendations and to report back to The Finance and Resources Committee in 2024 for approval.

### **3. CURRENT SITUATION**

- 3.1 At the meeting of the Council on the 1st of March 2023, the following instruction was given to the Chief Officer - City Growth “ In consultation with partner organisations, such as Aberdeen Performing Arts (APA), to bring back a report on how best to allocate funding to cultural organisations from both the General Fund and Common Good budgets and to report back to Council before the end of the financial year 2023/24”.
- 3.2 Following this instruction, Officers initially engaged with APA and Culture Aberdeen on a consultation process. At the request of the sector representatives, it was agreed that the Council would commission an independent review of its investment in culture, with a facilitated consultation process which would identify opportunities for efficiencies aligned to sustainable investment models supporting the sector’s long-term resilience whilst delivering best service and value for the people of Aberdeen.
- 3.3 Culture plays an integral role in Aberdeen’s economic and social wellbeing, with a wealth of evidence demonstrating culture’s value as a preventative measure to support residents’ health and wellbeing. Culture is acknowledged as essential to city centre recovery, be it revitalising our high streets or providing unique destination experiences to attract visitors and businesses to the city. The importance of culture and its role in positive change and placemaking is increasingly highlighted in local and national plans and policies, from Council political priorities to the national cultural strategy and national performance framework.
- 3.4 Aberdeen has seen considerable capital investment in cultural infrastructure in recent years, including a £333m conference and events centre, The Exhibition Complex Aberdeen (TECA), which was completed in 2019. The Aberdeen Art Gallery, Cowdray Hall and Remembrance Hall complex underwent a £36m redevelopment and reopened in 2019. The Music Hall, operated by APA, underwent a £9m redevelopment, reopening in December 2018.
- 3.5 The sector contributed £382m in Gross Value Added (GVA) to the economy of the region in 2018 (the most recent available data), an increase of 58% on 2008. It also accounted for 6,120 jobs in 2019 across 1,515 businesses. As an identified growth sector, creative industries accounted for 2% of employment in region.
- 3.6 The Council invested approximately £12m in cultural activity in 2021, ranging from its museums, galleries, library, and music services, the ALEO Aberdeen Performing Arts (APA), festivals and events, as well as grants to external cultural organisations. Of this, the recurring expenditure to external organisations represents nearly £2m through both the Council revenue budget and Common Good Fund.
- 3.7 Over the past three years the culture sector has experienced a ‘perfect storm’ of financial challenges, from Covid to the Cost-of-Living crisis and rapid rise in

energy costs, which has already seen the collapse of CMI and the closure of Aberdeen's Belmont Cinema in 2022. With recovery ongoing even standstill funding is not a sustainable position for some organisations given their current operating models; fundamental changes are required.

### **The Review Process**

3.8 A consultant review team was appointed through an open tender process. The team, led by Charlotte Wilson Research includes consultancy expertise in culture, audience analysis, asset management, financial and business planning. The Cultural Funding and Delivery Review (The Review) aimed to evaluate the effectiveness of current Council funding for the delivery of culture initiatives. By examining the current funding structure, the review aims to identify areas for improvement and suggest strategies to optimise the allocation of resources and reduce demand where applicable, as well as identify opportunities to leverage further external funding. The review which will conclude in February 2024 includes the following work packages:

- Analysis of current investment in culture, including full review of funded external cultural organisations
- Profile and assessment of the cultural estate.
- Analysis of alternative models for culture delivery.
- Revised performance indicators and evaluation matrix for effective monitoring.
- Recommendations for culture budget allocation in financial years 2024/25 – 2029/30, reflecting any requirements for structural change.

3.9 The long-term goal of the review is to identify changes which will enhance the quality and accessibility of cultural programmes for Aberdeen, establishing a more sustainable long-term efficient model for culture that ensures Council funding is being used to its fullest potential

### **Consultants' Report Findings and Recommendations**

3.10 To date the consultants have undertaken a review of the current investment and organisations supported and analysed the Council's current approach and rationale for support. Organisations and initiatives subject to the review include APA, Castlegate Arts, Peacock Visual Arts, Citymoves Dance Agency, Sound Festival, Jazz Scotland, SPECTRA Festival, Nuart Aberdeen and the open application project fund, Creative Funding. As part of the process the Review team have carried out consultations with all 'core' funded cultural organisations, Council cultural service managers, Creative Funding recipients, Culture Aberdeen, Visit Aberdeenshire, Aberdeen Inspired, COSLA and national public sector funders. Surveys have also been conducted with around 40 Creative Funding grant recipients.

- 3.11 It should be noted that it is the opinion of the review team that all tasks outlined above are interdependent and only the final report will address the full intention of the commissioned review as instructed by the Council. Interim analysis on the Council's current investment in external cultural organisations has identified a number of challenges and areas for improvement.
- 3.12 **Council vision and prioritisation of culture:** While culture is referenced in both Council and regional plans and strategies, currently there is no clear 'golden thread' linking objectives and measures, nor specific actions or budgets to support interconnectivity. Further work is required to establish a joined-up approach to cultural leadership in the city that embeds a clear direction of travel and criteria for investment and recognition of culture's regeneration potential.
- 3.13 **Clarity and transparency:** The Review has identified the need for a clearer decision-making framework or criteria for making investment decisions. The investment in culture, including the level of support to individual organisations (with exception to the creative funding open application process) are based on historic arrangements and budget saving decisions over multiple years and not tied to specific measurable outcomes.
- 3.14 **Value of people and capacity building:** Council investment in capital projects related to cultural venues has been significant, as has funding for major festivals and events delivered by external bodies. This is in contrast to lower investment in support to local workforces or to community capacity building, where more long-term benefits and inclusive growth could be realised. Such investment would build Aberdeen's capacity to be a producer and exporter of cultural and creative product and reduce overall dependences on importing cultural provision and delivery.
- 3.15 **Long term approach:** The current annual cycle of budget saving proposals fuels uncertainty within cultural organisations and impacts their ability to plan long-term and adapt. Regardless of potential budgetary challenges, a revised funding framework should take a long-term approach, and establish multi-year funding agreements with clear milestones and review periods to improve planning and return on investment.
- 3.16 **Fundraising challenge:** The cultural sector has experienced a slower recovery post Pandemic due to susceptibility to recent economic shocks, but these have been exacerbated in Aberdeen by historic national funders underinvestment in the city. A number of cultural organisations in the city are currently in the process of applying for Creative Scotland Multi-Annual grants. This will go some way to redress this imbalance. Creative Scotland is the executive Non-Departmental Public Body for the arts in Scotland and the principle national public funding body for culture

<b>Council and Creative Scotland Supported organisations</b>	<b>2022/23 Council annual funding</b>	<b>2022/23 Creative Scotland annual funding</b>
APA	£1,106,000	£333,333
City Moves (inc Dancelive)	£96,475	£100,000
Aberdeen Jazz Festival (Jazz Scotland)	£11,000	£54,965
Peacock and the Worm	£46,000	£256,666
Sound	£12,000	£98,000
<b>Total</b>	<b>£1,271,475</b>	<b>£842,964</b>

Table 1, Aberdeen Cultural organisations in receipt of Creative Scotland annual funding

3.17 Analysis of Creative Scotland historic grant awards to Aberdeen across its various open funds and targeted schemes shows that in comparison to other Scottish cities, Aberdeen receives the lowest amount per a head of population at just £7.68, standing in stark contrast to Edinburgh (£53.06) and Glasgow (£40.56).

<b>City/Region</b>	<b>Population</b>	<b>Funding Amount</b>	<b>CS Funding Proportion</b>	<b>Funding per head of Population</b>
<b>Aberdeen City</b>	224,000	£1,721,208	2%	£7.68
<b>Glasgow City</b>	620,700	£25,176,592	35%	£40.56
<b>Edinburgh City</b>	512,700	£27,205,528	38%	£53.06
<b>Dundee City</b>	148,100	£3,439,889	5%	£23.23
<b>Perth &amp; Kinross</b>	150,800	£1,320,550	2%	£8.76
<b>Stirling</b>	92,600	£1,003,246	1%	£10.83
<b>Inverness &amp; Nairn</b>	89,755	£987,023	1%	£11.00

Table 2, Creative Scotland Funding Distribution

3.18 Further analysis indicates the culture sector has been disproportionately impacted by the pandemic and cost-of-living crisis in comparison to other sectors (outwith hospitality) as audiences are yet to return to pre-pandemic levels, and many people have broken the habit of attendance - potentially for the longer-term. As a result of this it is now more challenging for organisations to break-even or meet income targets, relying on depleting reserves to continue trading. To that end the outcome of the Creative Scotland Multi-Year Funding process will determine if many of Aberdeen's cultural organisations will have a future.

3.19 **2024/25 Transition year standstill Funding.** The consultant's final recommendation is for 2024/25 funding to remain at standstill, treated as a

transition year with new cultural funding programme devised and implemented for 2025 onwards. This recommendation is made in light of 2024 being a critical year for national funding, with the Council supported cultural organisations listed in table 1, all submitting bids to the Creative Scotland Multi-Year Funding programme. Organisations are seeking in the region of £1,414,631 annually from Creative Scotland (an increase of £571,667 on current levels of investment). This would equate to potential investment of £4,984,988 over 3 years. Council investment will play a significant factor in Creative Scotland's funding assessment and any reductions at this stage would likely have negative consequences on leveraging in national cultural funding to the City.

### **Culture Impact assessment 2022/23 Findings**

- 3.20 To contextualise the Culture Review's findings in respect to the Council's objectives for the socio-economic development of the residents and businesses of Aberdeen, officers have produced an impact report on Council investment in culture with a specific focus on externally managed venues, cultural events, and projects supported by the Creative Funding programme. The assessment highlights the monetary value of the social and economic benefits generated through the funded activity which took place between April 2022 to March 2023 and is included as appendix 2 to this report.
- 3.21 In terms of economic impact, Council investment of just over £2m to external organisations leveraged a further £1.5m of other public funding, which combined with other income including trusts, foundations and trading activities led to a turnover of £15.5m. This represents a return on investment of £6.58 per every £1 of Council investment. There is however scope for improvement in the leveraging of other public funding, with a current match of £0.74 per every £1 of Council spend, this could significantly improve if the Multi-Year Funding bids are successful, seeing a match of £1.11 for every £1 of Council investment.
- 3.22 Below is a summary of some of the key findings in respect to Council investment in external cultural organisations. The full report includes detail on the methodology applied as well as the results when applied to internal Council cultural services.
- Council investment supported 266 direct jobs (166 Full-time Equivalents (FTE) generating £3.75m Gross Value Added (GVA).
  - Factoring in regular partners and supply chain supporting a further 80FTE, generating a total of 246 FTEs with a GVA of nearly £7m
  - Supported activities generated 1,356 temporary employment opportunities for artists, technicians and other creative professionals
  - The total audience for cultural activity was 603,976, generating a gross visitor value of £28m to the local economy.
  - Cultural activity provided over 19,078 participation opportunities ranging from school workshops to employability activities.



- Supported cultural activity in 2022/23 engaged 325 volunteers generating 9,743 volunteer hours towards good causes.
- Applying wellbeing savings metrics (reduced visits to GPs for social reasons) generates an audience wellbeing impact to the value of £1.7m net.
- Health and Wellbeing impacts from participation is also significant, £213,734 net benefit per an annum, £20.9m when extended over a lifetime.

## Next Steps

- 3.23 The final Culture Review report is to be submitted by the 10<sup>th</sup> February 2024 and will provide recommendations on the future model for cultural delivery and investment, including a 5 year budget with savings options, revised application process and metrics to determine levels of support to organisations going forward. The Interim findings demonstrate a clear need for a joined-up, strategic approach to cultural investment that identifies clear priorities and maximises the opportunities for impact and leverage of external investment. To that end the Review recommends the development of an Action Plan which identifies intended outputs, outcomes, resource allocation, stakeholder engagement, leverage ambition, and ownership. The Review report states the plan should clearly connect and reference existing strategies, but it should be developed as the master document for cultural planning and priorities, clearly setting out long-term outcomes for cultural, social, and economic impact which can be measured by the Council and cultural sector alike.
- 3.28 Officers have identified an opportunity for this to be progressed through the next stages of the Regional Economic Strategy (RES), specifically the need to develop an action plan for Programme Four, 'Strong Community and Cultural Identity'. This area of the strategy recognises the value of culture for the North East's sense of wellbeing and identity but also the economic potential of the creative industries sector as we diversify towards a net zero economy. Up to this point the cultural and creative sector has not had the same level of focus or support as other growth sectors, such as the Opportunity North East 'Sector Boards' for Food and Drink, Digital etc. or access to a framework of public and private investment to support growth objectives.
- 3.29 The development of an action plan aligned to the RES has the potential to address some of the other key issues and recommendations from the Review and provide a more focussed approach to Council investment in culture going forward;
- Need to identify long-term outcomes, RES 10-year framework provides that,
  - Clearer objectives and priorities for cultural sector growth and its alignment to local plans such as the LOIP as well as wider national strategies and plans,

- Increased commitment and engagement from the Universities, as members of the Regional Economic Partnership they would be required to participate in the delivery of the objectives,
- Increasing leverage potential of Council investment in culture through access to RES framework and future City Region Deals or forms of growth investment,
- Establishing baselines for impact, with outcome focussed investment and a more consistent monitoring process, demonstrating the socioeconomic return on investment,
- RES framework provides opportunity for developing new structures and partnerships, moving away from a perception of Council dependency to a more Place based sustainable model for culture.

Progression of an action plan will be subject to the timescales for the updated Regional Economic Partnership model of governance.

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

- 4.1 Investment to external cultural organisations is budgeted in 2023/24 at £1,662,127 through City Growth (£984,928 contributed through Common Good).
- 4.2 The costs to the Council related to its buildings operated by cultural partners are contained by those partners if liabilities remain with them through current lease. However, should possession fall back to the Council, annual Non-Domestic Rates liabilities equating to £724,950 would revert to the Council. This figure does not include associated costs for repairs for wind & watertight as well as plant equipment, energy costs, water, security and insurance premiums.
- 4.3 The consultant's recommendation is for 2024/25 to be a transition year with standstill funding, on the basis savings can be secured long term subject to a new funding framework and confirmation supported Aberdeen cultural organisations are successful in their Creative Scotland Multi Year funding applications. Funding for external cultural organisations will be set through the Council budget process on 6<sup>th</sup> March.

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

- 5.1 Under section 14 of the Local Government and Planning (Scotland) Act 1982, the Council has a duty to "ensure that there is adequate provision of facilities for the inhabitants of their area for recreational, sporting, cultural and social activities". The Council also has a duty under section 1(3) of the Education (Scotland) Act 1980 to secure for pupils in attendance at schools in their area "the provision of adequate facilities for social, cultural and recreative activities and for physical education and training". These duties require adequate provision and do not stipulate precisely what facilities must be provided.

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

- 6.1 There are no direct environmental implications arising from the recommendations of this report.
- 6.2 The completed Culture Delivery and Funding Review Report will include an assessment of the current cultural estate, this will include assessment of current environmental impacts and plans towards net zero operations.

## 7. RISK

<b>Category</b>	<b>Risks</b>	<b>Primary Controls/Control Actions to achieve Target Risk Level</b>	<b>*Target Risk Level (L, M or H)</b>  <i>*taking into account controls/control actions</i>	<b>*Does Target Risk Level Match Appetite Set?</b>
<b>Strategic Risk</b>	Risk that the current provision of services delivered through cultural partners is reduced to take account of reducing resource and that this impacts on the delivery of our strategic outcomes	Culture Review considers this in the recommendations and savings options presented to minimise long term impact.	L	Yes
<b>Compliance</b>	Risk of not complying with legislative duties concerning provision of cultural services.	This risk is being mitigated by working to identify options which will enable the provision of services to continue longer term within a smaller funding envelope. Full integrated impact assessments will be undertaken as part of the process to ensure our Public Sector Equality Duty is met.	L	Yes
<b>Operational</b>	Reduction in funding	Culture Review considers this in the	L	Yes

	would impact staffing, buildings and programmes, having implications for Council services.	recommendations and any savings options presented to minimise long term impact.		
<b>Financial</b>	Council may not achieve saving's targets if it does not reduce cultural spend  Risk of negative impact on the Council in terms of non-domestic rates	Culture Review recommends funding allocation process is established which factors in the 5-year timeline for savings.  Provided current lease arrangement remain valid, rates liabilities would remain with cultural organisation tenants. The final Culture Review report will consider rates implications for culture estate in full.	M	Yes
<b>Reputational</b>	Risk of citizens perceiving a reduction in services.	Culture Review considers this in the recommendations and savings options presented to minimise long term impact	M	Yes
<b>Environment / Climate</b>	Risk that decisions taken do not contribute to Net Zero targets.	Interim report identifies no issues at this time, the final Culture Review report will consider environment/climate implications for culture estate in full	L	Yes

## 8. OUTCOMES

<u><a href="#">COUNCIL DELIVERY PLAN 2022-2023</a></u>	
<b>Impact of Report</b>	
<b>Aberdeen City Council Policy Statement</b>  <u><a href="#">Working in Partnership for Aberdeen</a></u>	The proposals within this report support the delivery of the following aspects of the policy statement: -  Vibrant City- We will work tirelessly to make

	<p>Aberdeen a more attractive place to live, work, report and visit with a vibrant cultural offering.</p> <p>Arts Matter - Our city should become distinguished by the range and depth of active creative expression and artistic enjoyment experienced by those who live here and by visitors. By supporting and working with cultural partners, we will ensure there is richness and diversity of arts activities.</p> <ul style="list-style-type: none"> <li>• Support Aberdeen Performing Arts and other cultural providers to offer the widest possible arts programme for all across our communities</li> <li>• Seek to make Aberdeen a UNICEF Child Friendly City.</li> </ul>
<p><a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a></p>	
<p>Prosperous Economy Stretch Outcomes</p>	<p>The proposals within this report support the delivery of LOIP Stretch Outcome 2 – 400 unemployed Aberdeen City residents supported into Fair Work by 2026 and key driver 2.1 Supporting labour market to recover from impact of Covid-19 on employment.</p>
<p>Prosperous People Stretch Outcomes</p>	<p>The feasibility report and the proposal of activity in this report supports Stretch Outcome 8 Child friendly city, through Key driver 8.1 Secure required six UNICEF badges to gain Child Friendly City status in culture. As part of the Culture Review work, the experience and view of children and young people as audiences, participants and users have informed the recommendations.</p>
<p>Prosperous Place Stretch Outcomes</p>	<p>The proposals within the report support the delivery of LOIP Stretch Outcome 13, Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate. The Culture Review has considered delivery of the Climate Change Plan 2021-25 as net zero within the objective of the process.</p>
<p><b>Regional and City Strategies</b></p>	<p>This report support Culture Aberdeen, the City's Ten-Year Cultural Strategy and its 5 key objectives.</p> <p>Regional Economic Strategy - Programme 4 Support development of projects and delivery of Culture Aberdeen Plan and Support and promote the arts and cultural venues of the North-East to attract and</p>

	promote national and international exhibitions and programmes
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## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Integrated Impact Assessment</b>	<i>New Integrated Impact Assessment has been completed Previous Integrated Impact Assessment relating to Cultural Delivery and Funding Review has been reviewed and no changes required</i>
<b>Data Protection Impact Assessment</b>	Not required
<b>Other</b>	Not required

## 10. BACKGROUND PAPERS

10.1 Council Decision 6.2, Council , 1<sup>st</sup> March 2023

## 11. APPENDICES

11.1 Appendix 1: Culture Delivery and Funding Review EXEMPT

11.2 Appendix 2: Cultural Impact Report 2022/23

## 12. REPORT AUTHOR CONTACT DETAILS

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# Aberdeen City Council Investment in Culture 2022/23



## **Aberdeen City Council: Investment in Culture**

### **2022/23 Impacts**

#### **Forward**

This document is the second impact report Aberdeen City Council has conducted on its annual investment in culture since the initial report in 2019 but it also marks the first analysis of the funded activity post Covid-19, providing a snap shot of the impacts of the Pandemic and subsequent Cost of Living/ inflation on supported cultural organisations and individuals delivery. The report highlights the monetary value of the social and economic benefits generated through the funded activity delivered by external partners and grant recipients which took place between April 2022 to March 2023.

The cultural sector plays a key role in supporting the diversification of the Aberdeen economy at a time significant transition, accelerated by the impacts of climate change, energy security as well as the advancements of AI and automation. At the same time, the city is a major regional centre where residents and visitors will have high expectations of the cultural offering. ACC has committed to supporting the development of culture within the city through both Council delivered cultural services and its investment in cultural activity delivered by external organisations and individuals. This study highlights the activities of internal services but has a specific focus on the economic benefits of external investment.

To ensure that the full value of the sector and its activities are captured, this study also recognises the wider role the sector plays in making towns and cities attractive, vibrant places, and the social benefits that are generated through activities that promote civic pride, citizenship, inclusion and well-being.

#### **1. Introduction**

The City of Aberdeen has a rich array of cultural assets including traditional theatres, arts centres, a music hall, libraries, archives, museums and galleries, and a varied programme of cultural events which attracts a growing number of visitors. The Council own capital investment in culture visitor destinations over the past 10 years has been significant, from TECA, the £330m state-of-the-art events venue, boasting world-class conference and exhibition facilities and a superior 15,000 capacity arena – through to award winning redevelopment of iconic historic building's such as Aberdeen Art Gallery and The Music Hall. History and culture are within the top three motivators for overnight visits to Aberdeen and Aberdeenshire, reflecting the importance of these assets and the wider cultural sector to the visitor economy.

The Creative and Cultural industries sector contributed £242m in GVA to the economy of Aberdeen in 2018 (the most recent reliable data), an increase of 31% on 2008. It also accounted for 3,530 jobs (4.5% of the Scottish total) and 815 businesses in 2021. Putting this into context, the creative sector accounted for 2% of employment in NE Scotland compared to 3% at national level. It is smaller in the region than other growth sectors such as Energy, Financial and Business Services and Tourism, but larger than Life Sciences. This employment data is reliant on PAYE data and DCMS analysis shows that approx. 32% of the creative industries workforce is made up of freelancers (including secondary employment) in comparison to the wider workforce which stands at 15%, in Aberdeen's case that would equate to potentially another 1,129 jobs on top of the recorded 3,530.

A recently produced short paper for Scottish Enterprise and Skills Development Scotland reviewed the creative sector in the region. This analysis suggested that the sector may offer greater potential than



previously thought particularly when seen through the lenses of place-based development, regeneration and the growth of a visitor economy. The strength and potential of the sector lies in its two universities - RGU and the University of Aberdeen - and in North East Scotland College. In academic year 2019/20, there were 6,669 student enrolments in creative-related courses (including Computing Science) in higher and further education in NE Scotland.

The funding environment for culture is also becoming more challenging making resilient financial planning the key priority for the sector. As both COSLA and Audit Scotland have increasingly reported, local authorities who are the primary funder for culture, are facing increased financial pressure through a combination of reductions in the Government grant and increasing inflationary costs to deliver statutory responsibilities – which in turn is leading to less money available for other services such as culture. Beyond local government support national public funding for arts and heritage in the city has been historically low. Added to this is a combination of Post-covid audience behavioural changes, inflationary cost pressures and record high energy prices creating a ‘perfect storm’ for cultural operators which has already seen the loss of several cultural institutions, including Aberdeen’s Belmont Filmhouse.

It is essential that investment in culture demonstrates great value returns and positive impacts to develop a stronger and more sustainable sector. These impacts are not limited to the economic benefits of job creation and tourism, there is a growing recognition that traditional economic metrics such as GDP and GVA need to be supplemented with wider measures to gauge ‘Wellbeing’ within the economy. This has particular relevance to Aberdeen, given some of its communities and residents have faced significant inequality of opportunities, not directly benefiting from the wealth and prosperity of the oil industry presence in the city, the Just Transition principles therefore should lead to a greening of the economy in a way that is as fair and inclusive as possible to everyone concerned, ensuring no one is left behind.

## **2. Strategic context**

At present a number of key long-term local, regional and national strategies and action plans for social and economic development are currently being refreshed and revised, taking into account the global shocks of the Pandemic, The Climate emergency, energy security and subsequent inflation pressure. Culture is no different in that respect, with Culture Aberdeen, the City’s ten year cultural strategy currently undergoing a refresh, firming up priorities and action plans.

Local Outcome Improvement Plan (LOIP) and Locality Plans are in the process of being refreshed with a final plan to be approved in 2024. Community Planning Aberdeen are currently consulting with communities through a series of engagement workshops. While culture has little reference in the current iteration of the LOIP out with the economic benefits it’s worth noting the outcomes reported in the Plans Refresh Engagement – Summary Report (27<sup>th</sup> November 2023) which highlights a high level of value being placed on Aberdeen’s range of cultural activities and facilities (People theme, Play and Recreation) and Children and Young People identifying Festivals, Music and Culture as what they wanted to see more of to improve sense of identity and belonging.

The Regional Economic Strategy was refreshed in May 2023 and is currently awaiting final ratification. It proposes four programmes and connects culture explicitly to Programme 4, ‘Strong community and cultural identity’ with a focus on creating a strong identity and cultural narrative for the north east includes ambitions to increase the number of assets held by communities through asset transfer and to increase jobs in the creative industries, offering Aberdeen a stake in what has been an economic boom area for the rest of the UK.

Subject to ratification a new Regional Economic Partnership may well come on the heels of the RES and to deliver on any future City Region Deal. This would mark a dynamic change in the place and potential for cultural and creative industries in the regional economy, with regional decision making for cultural investment.

### 3. Investment Overview

Investment in culture from Aberdeen City Council reflects the broad range of benefits and impacts arts and culture can deliver for society - from supporting a prosperous economy through job creation, talent retention and tourism income; through to transformative social impacts on education, community cohesion and place, improving experience of Aberdeen for residents and visitors alike.

The investment covers both direct provision through Council internal cultural services, facilities and venues as well as contributions to external cultural organisations to deliver services, managing venues on carry out projects through grant funding. This investment is primarily through the Council’s annual revenue budget, with some additional investment through the Aberdeen Common Good Fund.

#### Council expenditure on cultural activity for 2022/23

##### Categories

<b>Council Cultural Venues &amp; Facilities</b>	<b>£8,206,449</b>
<b>Community &amp; Education Arts Development</b>	<b>£1,756,600</b>
<b>Grants to External Cultural Organisations</b>	<b>£2,044,974</b>
<b>Total</b>	<b>£12,008,023</b>

1. Figures are based on Impact returns and verified against Aberdeen City Council 2022/23 Local Financial Returns (LFRs) and published as part of the Scottish Local Government Finance Statistics publication.
2. Figures exclude funding to sports/leisure services, non-cultural funding to community centres and tourism.
3. Figures have been adjusted to include Common Good ‘cultural’ contribution, to internal services or distributed to external organisations in the form of grant contributions.

For the purpose of this report culture is defined as those activities relating to arts, culture and heritage delivered and/or funded including:

**Council Cultural Venues** is inclusive of Aberdeen Archives, Gallery and Museum’s services, Beach Ballroom and Aberdeen City Libraries.

**Community & Education Arts Development** includes the Council’s Creative Learning programmes, Aberdeen Music Service

**Grants to External Cultural Organisations** comprises of commissioned services and contributions to key cultural organisations such as Aberdeen Performing Arts, Belmont Filmhouse (up to point of administration in 2022), Peacock Visual Arts, Citymoves Dance Agency. Events and festivals such as Spectra and Nuart as well the grant programmes such as Creative Funding Awards, This is figure is also inclusive of Common Good funding and non-Capital repair work to cultural venues.

The Council’s internal Cultural Services are split across the Functions ‘Commissioning’ and ‘Customer’, with the funding to external organisations primarily managed by Cultural Policy and Partnership within City Growth/ Place.

#### 4. Council's Internal Cultural Services

**Aberdeen City Libraries (ACL)** is the well-established library network providing an extensive range of services. through 10 Community Libraries, a self-service library at Old Aberdeen and the Central Library's 4 departments, digitally 24/7 through the Library catalogue, webpages and databases or at home through the Home Service. ACL received 403,398 visitors in 2022/23, and despite some closures this number has continued to increase by 6,419 (15%) from April -September 2023 (based on the same period in 2022), with 848 more active library members accessing libraries to borrow items within this period.

2022/23 saw 424,131 loans issued last year ACL delivered activities to 34,115 participants including author events, Lend and Mend events, children and family activities such as the much loved Bookbug sessions, part of the national Bookbug programme, encouraging parents and carers to share books with their children from as early an age as possible to inspire a love of reading in every child. ACL also houses the Local Studie hosts the Silver City Vault, the online collection of Aberdeen Local Studies providing valuable resources for anyone interested in heritage, especially local heritage or family history. At the time of this report, a consultation into the future of Aberdeen's library and information services has just been completed. The views and perspectives from the residents of Aberdeen will inform and shape provision of library services going forward.

**Aberdeen Archives, Gallery and Museums (AAGM)** manage and host the city's collection which has grown over centuries, and has been shared with the public since 1885, first through the Aberdeen Art Gallery, then the wider museums and archives services at Aberdeen City & Aberdeenshire Archives, Maritime Museum, Treasure Hub, Provost Skene's House and Tolbooth Museum. Exploring, re-interpreting and using the collection can help all of us explore our past, share our present and inspire our future, showing the best of Aberdeen to the world.

AAGM venues host a world class collection which spans Fine Art, Decorative Art, Maritime History and Archaeology to name a few. The Fine Art collections are of national and international significance, with a rich holding of 19th century French art - including outstanding examples by Monet, Renoir, Toulouse-Lautrec, Vuillard and Bonnard. The Entire Collection cared for by Aberdeen Art Gallery & Museums is a Recognised Collection of National Significance, awarded by Museums Galleries Scotland on behalf of the Scottish Government.

The crown jewel of the city's cultural venues is the Aberdeen Art Gallery, one of the city's finest granite buildings, which underwent a landmark transformation between 2015 and 2019. The Gallery is a proud winner of Andrew Doolan Best Building in Scotland Award 2021 as well as the Art Fund Museum of the Year 2020.

The Aberdeen City & Aberdeenshire Archives service is jointly funded by Aberdeen City Council and Aberdeenshire Council, collects, preserves, promotes and make publicly available the historical records of the two local authorities, alongside other significant records relating to the region. The records held by the Archive date back over 800 years, with the earliest Council Registers recognised by UNESCO as being of outstanding historical importance to the UK.

**Creative Learning** is a city-wide service, prioritising projects based on identified need and working in partnership with others using arts, culture and creativity. The service provides support to education, communities and to creative practitioners. This support is provided through a range of activities working with over 1402 participants through programmes including the Make Your Mark creative learning workshop programme and their programme for early years centres, Geronimo! a project which introduces children and their parents to creativity and risk in play.

Through the ABZWorks Programme the team delivers one-to-one and small group creative workshops, enabling and empowering young people to build on their personal and employability skills and abilities using curiosity, open-mindedness, imagination and problem-solving.

Creative Learning also provide support to creative practitioners, it administers the Visual Arts and Craft Makers Awards in partnership with Creative Scotland as well The Culture Roundup newsletter distributed to students, graduates, cultural workers and creative practitioners in Aberdeen to share and highlight opportunities to support talent retention in the city.

Instrumental music lessons have been offered to pupils in Aberdeen for over 60 years, going from just one instructor offering lessons for senior school pupils in the 1950's, through to the present day Aberdeen City **Music Service** which has over 30 instructors providing high quality music tuition experiences to children and young people. The service also runs the Aberdeen City Music Centre from Northfield Academy, comprising of different ensembles catering to pupils at different levels of development. In addition to this music instructors run extra-curricular choirs, bands and orchestras across Aberdeen City schools.

**Cultural Policy and Partnerships** has the responsibility of leading on facilitation of cultural strategy and its alignment within Council's corporate plans and policies. They also coordinate and manage the Council's external investment to cultural organisations, distributed through discrete cultural development projects, programmes and initiatives. This investment through commissioned services and open project grants, supports venues and projects to attract audiences of over 600,000 and generates a return of investment to the city of £14.4m from £2.1m subsidy, a return of £6.86 for every £1 of Council funding.

Beyond its commissioning and monitoring responsibilities the team works closely with external cultural partner organisations, leading and facilitating capacity building initiatives as well as the establishment of cultural policy and strategy, such as 'Culture Aberdeen' strategy as well as the Council's Public Art guidance and advisory panel (PAPA). The service also has a delivery role, managing the award-winning SPECTRA, Aberdeen's light festival.

## 5. External Investment Profile

ACC's external investment in culture is directed through three commissioning funding programmes: Core and Development Services, Culture Programme, Creative Funding.

The funding delivered through these strands supports a diverse range of activities, ranging from the day to day operations of large cultural organisations and venues across the city to small scale projects delivered by individual artists. The projects activated through this external investment account for many the paid artistic opportunities available in the city, supporting 246 FTE jobs and 1,356 supported freelance creatives in temporary employment. This employment metric covers temporary artistic contracts as well as creatives technicians and support employed to aide delivery.

This funding can also be used to leverage in additional public funding support from non-ACC sources such as Creative Scotland. The additional funding brought into the city by Core Partners in 2022/23 is valued at £1,526,946. All funding allocation is based on delivering upon the city's cultural Strategy and contributing to Council key priorities including the Local Outcome Improvement Plan and Regional Economic Strategy. Funding is monitored in accordance with the local code of practice for grant giving, 'Following the Public Pound'.

## Who do we fund?

### Core and Development Services: £1,132,500

- **Aberdeen Performing Arts:** The award-winning arms-length 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.
- **Jazz Scotland:** Deliver the annual Aberdeen Jazz Festival, including the Jazz on the Green free outdoor event.
- **Citymoves Dance Agency:** The regional dance agency for North East Scotland provides classes, workshops and outreach for the public as well as residences and opportunities for professionals. Citymoves also delivers DanceLive, and annual festival of contemporary dance.
- **Sound Festival:** Dedicated to the development of new music in the North East, the organisation’s work has grown from its award-winning festival to encompass year-round artists commissions, education workshops and performances.
- **Peacock Visual Arts:** A contemporary art centre, offering gallery/project space alongside printmaking and digital facilities used by renowned international artists and local artists alike. Also deliver Free Press, providing positive destination opportunities for care experienced young people.
- **Aberdeen Arts Centre:** A community performing arts venue, primarily focussed on supporting volunteer arts and delivery a programme of participatory performing arts workshops.
- **Belmont Filmhouse:** Which was operated by the Centre for the Moving Image, until it entered administration in 2022. The venue is Aberdeen’s only independent art house cinema, with a programme of high quality international and local films. Following the closure the Council commissioned a feasibility report on future operations and subsequent call for operators. This has led to a preferred operator being identified, ‘Belmont Community Cinema’ who are looking to reopen the refurbished space in 2024.

## What does this funding support?

This funding supports the day-to-day running of our Core Partner organisations. It is a central part of their business plan and can be used to leverage additional support from organisations such as Creative Scotland. Citymoves, Aberdeen Performing Arts and Peacock Visual Arts are all part of Creative Scotland’s Regular Funding portfolio, while others receive Open Project Funding from Creative Scotland.

Absent from the above list is Station House Media (SHMU), who are supported/ funded through Early Intervention and Community Empowerment. While SHMU activities are most defiantly cultural in nature they are already funded to deliver specific socioeconomic /community capacity building outcomes such as employability skills. As such SHMU activities have not been analysed in Culture Impact methodology.

### Culture Programme: £412,000

This funding programme was introduced in 2014 following on Aberdeen’s UK City of Culture bid in 2013, with a focus on strengthening the city’s cultural offer through increasing the delivery of major events and production space. This programme has supported the establishment of several of the city’s most recent and popular festivals on the events calendar including; **Granite Noir True North** and the **SPECTRA Festival of Light**. The programme also supports infrastructure and promotions activity such as Aberdeen Festivals and **Creative**

**Spaces** programme, the latter supporting start-up costs for new and refurbished creative facilities such as the Look Again Project Room and The Anatomy Rooms.

**Creative Funding :** £183,000

### **What does this funding support?**

Creative Funding is The Council's main strand of open project funding for creative activity and supports both individuals and organisation in delivering their work. Many of these projects support the development of opportunities for artists and creative practitioners, supporting the creative economy as well as delivering outreach activities within Aberdeen's Priority areas and most vulnerable communities. The funding awarded ranged from £1,000 up to £10,000 and supported activities including the GHAT Foresterhill health project, What Moves You Children's Dance and Theatre workshop programme, Polish Associations 30<sup>th</sup> anniversary as well as projects which develop new opportunities and spaces for creative through the Outer Spaces programme. The funding also supported individual's professional development to support new productions, writing, exhibitions and more. In 2022/23 this funding supported 32 projects generating over 593 events, workshops and activities, 170 artist's opportunities to an audience of 50,083.

Beyond these funding programmes a range of other cultural events, festivals and activities have been supported by Aberdeen City Council through the Common Good fund (administered by the Council), including NuArt Aberdeen Festival (£125,000) delivered by Aberdeen Inspired and the Aberdeen Mela.

## **6. Introduction to the Impact Methodology**

### **EKOSGEN Toolkit introduction - detail assumptions and methodology.**

Ekosgen was commissioned by Aberdeen City Council in October 2017 to undertake an impact study of the Council's external investment in cultural and creative organisations between 2013/14 and 2016/17. The aim of the study was to estimate the economic and social value of The Council's external investment in culture and to develop a toolkit that can be used for future impact assessments, standardising the approach used on an annual basis.

The purpose of this toolkit is to set out a consistent approach to measuring the economic and social impact of ACC investment that can be used in future years. It also sets out ways in which current limitations in terms of data can be addressed. In doing so it sets out areas for future consideration and provides a practical guide for supported organisations and projects, as well as Council Officers, to follow.

To date the toolkit has been rolled out to core and development service partners operating in Aberdeen, enabling them to report data relevant to measuring social and economic impact. The aspiration is to use the toolkit to record data linked to all the Council's cultural funding, thus providing an overview of the impact of that funding. The toolkit is designed to record data for cultural venues, events and time-limited projects, outputting the impact as a value for Gross Value Added (GVA) and Full-Time Equivalent (FTE) roles. Additionally, the toolkit has been designed to calculate a Social Impact with a cash value and linked to wellbeing, education and cultural engagement. These formula's are based on metrics established by the DCMS and applied regularly in monitoring arts in health settings.

The Council uses this data to inform decision making and to highlight the impact of culture within our society, economically and socially.

## 7. Economic Impacts – Prosperous Economy

The following economic assessment primarily covers the funding allocated to external organisations to specifically operate venues, deliver cultural events and festivals as well as deliver projects through Creative Funding. It is based on the most comprehensive and robust data available at this time using the Cultural Impact toolkit and information and figures provided thorough external reports.

Investment in infrastructure, small capital improvements and business development support have been excluded (as has TECA). The figures have also discounted, where possible, event and festivals audiences/visitor spend which may be captured within the ‘external venues’ figures, in order to avoid duplication and double-counting (festivals such Granite Noir for example).

	Venues	Events	Creative Funding	Totals
<b>ACC Cultural Funding</b>	£1,384,250.00	£482,000.00	£178,724.00	£2,044,974.00
<b>Other Public Funding</b>	£840,542.00	£686,404.00	£0.00	£1,526,946.00
<b>Other income/trading</b>	£11,050,868.00	£507,835.00	£385,012.00	£11,943,715.00
<b>Total</b>	<b>£13,275,660.00</b>	<b>£1,676,239.00</b>	<b>£563,736.00</b>	<b>£15,515,635.00</b>

Council investment continues to play a vital role in leveraging additional public funding to the region, the above figures indicates that every £1 of ACC has been matched by £0.74 of other public funding money such as Creative Scotland grants. This is an area where there is scope for improvement given the region’s historically low levels of investment from national funders but it should be noted these bodies will also be facing budget pressures. It is also important to note the significant income generated through these activities, for example the Council funding to Aberdeen Performing Arts represents around 10% of their total income in 2022/23.

### Employment and GVA Impacts

Supported cultural organisations collective employment which equates to 166 direct full-time equivalents (FTE) jobs. This has a headcount of 266 jobs in total which are a mix of full and part-time permanent employment within either micro (under 10) or small businesses (10 –49), with the exception being Aberdeen Performing Arts as medium to large organisation. The direct employment generated £3.7m GVA per annum. The GVA impact is based on average level of GVA per FTE in Creative, Arts and entertainment activities sector in Aberdeen (£22,483) according to Scottish Government Business Statistics( Growth Sectors).

FTE’s	Venues	Events	Totals	GVA Impact
<b>Direct</b>	148.2	18.2	166.4	£3,756,603.20
<b>Indirect</b>	48.1	5.9	54.1	£1,834,891.70
<b>Induced</b>	23.1	2.8	25.9	£1,364,671.02
<b>Total</b>	<b>219.4</b>	<b>27.0</b>	<b>246.4</b>	<b>£6,956,165.92</b>

The organisations’ direct employment and GVA impact will multiply through induced and indirect impacts generated by their significant annual expenditure on wages and suppliers, a large proportion of which will be captured in Aberdeen City and Shire (reflecting the catchment area for employees and location of suppliers) and/or in Scotland. Indirect impacts relate to the spend of supported organisations on suppliers, whilst

induced impacts relate to the effects of additional spend in the economy by those employed by supported organisations. The wages received by employees and supply chain expenditure will re-circulate in the economy as result of expenditure by employees and supply chain companies, supporting further jobs. These jobs will also generate GVA. Creative Funding has been excluded from these calculations due to the scheme's criteria explicitly supporting temporary projects and prohibiting funding being used towards permanent employment.

### Supporting Artists

In addition to the permanent headcount, external organisations also support temporary employment such as artists and operational staff who are employed over an event/performance period. While the data available is currently limited, it does suggest that there is potential for the scale of temporary employment to be very significant. The table below shows that approximately 1,356 artists have been supported in 2022/23. It is important to note not all the artists supported are 'professionals' and classed as temporary employees; a proportion are non-professional or amateur artists involved in delivery activity.

Temporary Employment	Venues	Events	Creative Funding	Totals
Number of artists	695	431	320	<b>1,356</b>

### Visitor Economy Impacts

#### Audience

Audience figures are based on information supplied by venues and organisations as per their reporting commitments. Numbers for venues is primarily based on captured ticket numbers and or booking, although approaches vary depending on venue type. Aberdeen Performing Arts venues account for a significant amount of the overall audiences with 354,871 across its venues. Events and Creative Funding are more reliant on a mixture of tickets, booking and footfall capture depending on the location and type of activity. It is important to stress the numbers do not reflect online audiences.

	Venues	Events	Creative Funding	Totals
<b>Total Audiences</b>	397,947	150,993	55,036	<b>603,976</b>
<b>Est. Day Audiences</b>	362,132	137,404	50,083	<b>549,618</b>
<b>Est. Overnight Audiences</b>	35,815	13,589	4,953	<b>54,358</b>

### Gross Visitor Expenditure

The nature of visits, and specifically whether a visit is a day trip or an overnight stay, is a critical factor in determining the additional expenditure levels of the audiences of venues and events operated and delivered by Core & Development funded organisations.

Based on evaluation data for cultural events in Aberdeen, it is estimated that day trips to Aberdeen cultural attractions will generate an estimated £33.39 of expenditure outside the venue, on average. Overnight visits will on average generate an estimated spend of £105.13, including both accommodation and non-accommodation costs, e.g. food and drink, shopping, transport, and the average overnight stay is estimated to be for 3 nights (based on Aberdeen visitor insight, International Passenger Survey) This expenditure does



not include spend at venues, including ticket purchase; this forms part of the organisational turnover, and the associated impacts, in terms of employment and GVA, are captured through the organisational impact assessment.

Gross Visitor Spend	Venues	Events	Creative Funding	Totals
Day	£12,091,579.80	£2,085,406.84	£760,108.66	£14,937,095.30
Overnight	£11,291,947.00	£1,948,061.91	£698,213.76	£13,938,222.67
<b>Total</b>	<b>£23,383,526.80</b>	<b>£4,033,468.76</b>	<b>£1,458,322.42</b>	<b>£28,875,317.97</b>

### Gross Additional Visitor Expenditure

The level of expenditure to funded cultural venues and events is considerable, **£28.8m**. However, it is important to recognise that a proportion of this expenditure is not additional to the economy. Rather, some is potentially generated by displacing expenditure that would have occurred elsewhere in the local economy anyway.

The industry standard methodology to deduce ‘additional spend’ is to remove the expenditure by those living in the local area. As might be expected, day visits by those from Aberdeen city or Aberdeenshire are estimated to make up a considerable proportion of visits each year – around 91%. Those from outside the local area account for the majority of overnight visits, and around 7% of total visits.

	Totals
Day	£496,502.62
Overnight	£10,688,636.99
<b>Total</b>	<b>£11,185,139.61</b>

### Net Additional Visitor Expenditure

In order to estimate the total net impact across all of the external funded organisations, two adjustment factors are required. The first is to account for potential double counting of audience numbers across the venues, with a number likely to go to two or more attractions. This is likely to be high given the relatively compact nature of Aberdeen citycentre, and the use of venues for events and festivals or other co-productions and presentations. The second is to take account of members of the audience who are in Aberdeen primarily for another purpose, such as a sports events or a business conference and then partake in a cultural activity whilst there meaning that the visit spend is not driven by or attributable to culture.

It is assumed that overall expenditure will be reduced by some 50% when multiple visits to supported cultural attractions are considered and by a further 30% when account is taken of another primary reason or purpose for the visit. These deductions result in a net visitor expenditure of **£3.9million** in 2022/23.

Total Gross Additional Expenditure	£11,185,139.61
Discounted for visiting multiple venues as part of same trip	£5,592,569.81
Discounted to take account of visits for another primary purpose	<b>£3,914,798.86</b>

## Employment and GVA impact Supported by Visitor Spend

The net additional tourism expenditure attributable to cultural venues and events further increases the economic contribution to Aberdeen's economy supporting jobs and GVA in the wider visitor economy. Applying benchmarks on the level of turnover required to support an FTE job in the visitor economy, it is estimated that the spend supports 70 additional FTE jobs and further £2.6 million additional GVA in 2022/23

	<b>FTE's</b>	<b>GVA</b>
<b>Direct</b>	50.7	£1,697,754.62
<b>Indirect</b>	12.5	£534,598.64
<b>Induced</b>	6.8	£461,985.12
<b>Total Impact</b>	<b>70.0</b>	<b>£2,694,338.37</b>

## 8. Social Impacts

### Volunteer Impacts

The benefits of volunteering on health and wellbeing are also well documented. It can particularly help overcome loneliness and social isolation, providing individuals with a chance to get together with others in their community, helping them to feel part of wider society. Volunteering isn't a substitute for paid work although volunteering can help individuals to learn new skills often providing a route to gaining experience and opening up opportunities for employment. With 155 recorded volunteers active in the regularly supported organisations and further 170 through creative funding projects, they make a valuable contribution to sector, with many festivals, venues and programmes only deliverable with that support.

### Earning Equivalent and wellbeing impacts

	<b>Venues</b>	<b>Events</b>	<b>Creative Funding</b>	<b>Totals</b>
<b>Total Unique Volunteers</b>	60	95	170	325
<b>Total Volunteer hours</b>	1,900	1253	6,590	9,743
<b>Total earning equivalent impacts</b>	£24,811.40	£21,539.07	£80,200.30	£126,550.77
<b>Total Volunteer wellbeing impacts</b>	£371,812.00	£455,280.00	£1,566,922.00	<b>£2,394,014.00</b>

### Wellbeing Impacts

While participating and engaging in arts and culture has long been recognised as a key outcome benefit it has historically been more difficult to apply a robust methodology to translate this value into a financial return or universally recognised metrics. There has however been some movement on this front with the considerable amount of research that has been undertaken to deduce the financial value of cultural activity as a measure to reduce demand on public health services.

Research conducted on behalf of the Department for Culture, Media and Sport (DCMS) has determined that engagement in culture and the arts can bring a range of health and education benefits, which in turn generate

a financial return in terms of savings to the public purse and personal financial gains. These benefits may be realised through:

- A reduction in accessing health services such as GPs or mental health support; and/or
- Increased likelihood of attending further/higher education.

These benefits are translated into a set of benchmarks, as follows:

- Estimated per person annual NHS cost savings

£5.07 for those who engage with the arts as an audience member, due to predicted reductions in GP visits

£6.84 for those who engage with the arts as an audience member, due to predicted reductions in psychotherapy usage

One in five patients visit a GP for a problem that needs a social solution, not a medical solution. These problems include loneliness, confidence issues, housing worries and debt. These visits cost the equivalent of 3,750 doctors' salaries every year.

- Estimated per person lifetime benefits as a result of increased likelihood of attending further/higher education as a result of actively participating in arts (distinct from being an audience member)

£2,380 private benefit, in terms of increased wages for the individual

£791 public benefit, in terms of increased tax receipts

These benchmarks can be applied to known audience and participation figures across ACC-supported activity, applying the following assumptions:

- 'Engagement' translates to two visits as an audience member, or two instances of participation, to realise a benefit;
- A lifetime benefit assumes an average working life of 49 years, and assumes two instances of participation per year to realise a benefit; and
- Only half of audience members and participants will realise benefits.

Applying this methodology to the audience and participant figures of the supported external cultural organisations generates an audience wellbeing impact to the value of £1.7m. Health and Wellbeing impacts from participation is also significant, £213,734 net benefit per an annum, £20.9m when extended over a lifetime.

### Audience Wellbeing Impacts

	Venues	Events	Creative Funding	Totals
<b>Total gross savings</b>	£2,369,774.39	£899,163.32	£246,608.46	£3,515,546.16
<b>Total net savings, after discount</b>	<b>£1,184,887.19</b>	<b>£449,581.66</b>	<b>£123,304.23</b>	<b>£1,757,773.08</b>

## Participant Impacts

<b>Total Participant beneficiaries</b>	19,078
<b>Total gross lifetime benefits</b>	£20,945,936.58
<b>Total net lifetime benefits, after discounting</b>	£10,472,968.29
<b>Total net benefits annualised</b>	<b>£213,734.05</b>

## 10. Aberdeen City Council Cultural Services

Due to the Council services not operating as cultural enterprises, with the exception of the Beach Ballroom, the majority of services and opportunities are free to access with a focus more on participants than ticketed audiences. The Ekosgen toolkit methodology therefore has limited application in some areas such as funding and volunteering but still provides some insight in regards to employment, GVA and Participant/visitor health benefits. To avoid double counting Cultural Policy is excluded from these findings.

### Funding, Employment and GVA

The combined services have a core funding budget of £9,963,049, leveraging in a further £2,572,728 of external funding and revenue, with the Music Service being particularly successful attracting £769,499 in external grant funding. Council cultural service's direct employment of 215 FTEs with GVA impact multiplying through induced and indirect impacts generated by their significant annual expenditure on wages and suppliers. Direct employment is estimated to generate an additional 103 indirect/induced jobs creating GVA of over £9m. In addition to this 127 temporary employment opportunities were created for artists and creatives.

Jobs	FTEs	GVA Impacts
Direct	215	£4,832,945.68
Indirect	70.1	£2,398,590.01
Induced	33.6	£1,798,642.99
<b>Total</b>	<b>318.6</b>	<b>£9,030,178.68</b>

### Visitor Economy GVA

Council cultural venues attracted 359,212 visitors in 2022/23, this does not include the 403,398 visitors to Aberdeen City Libraries as their users will attend for a variety of reasons and the economic impact formulas are not applicable. The figure of 359,212 is provided by the services and includes museum/venue visitors, events and concerts. Applying the toolkit formula provides a Gross visitor expenditure of over £20m.

<b>Gross visitor expenditure</b>	
<b>Day</b>	<b>£10,914,620.70</b>
<b>Overnight</b>	<b>£10,025,853.88</b>
<b>Total</b>	<b>£20,940,474.58</b>

Estimating the total net impact requires two further adjustment factors, discounting for visits to multiple venues on the same day/trip and taking into account attendance is not the only primary purpose for visiting the city. These deductions bring net additional visitor expenditure to £2,855,198.

## Social Impacts

Where Council cultural service demonstrate a particular strength is in respect to social impact returns. Applying the toolkit formulas identifies audience health impacts with gross savings of £4,541,342 to health services by reducing GP visits and mental health service usage though attending cultural activities.

### Audience and Participant Health Impact

Audience/visitor impacts	
Total audience/visitors	762,610
Saving due to reduced GP visits	£1,933,216.35
Saving due to reduced mental health service use	£2,608,126.20
Total gross savings	£4,541,342.55
Total net savings, after discounting	£2,270,671.28

Participant impacts are also significant, producing gross lifetime benefits of over £68m which when deducted and annualised comes to a net benefit of £703,703.

<b>Participant impacts</b>	
Total participants	<b>43,496</b>
Benefit - wage increase due to increased likelihood of attending FE/HE	<b>£51,760,240.00</b>
Benefit - tax receipt increase due to increased likelihood of attending FE/HE	<b>£17,202,668.00</b>
Total gross lifetime benefits	<b>£68,962,908.00</b>
Total net lifetime benefits, after discounting	<b>£34,481,454.00</b>
Total net benefits, annualised	<b>£703,703.14</b>

### Benchmarks and assumptions used from standard datasets

Data	Variable/definition/assumption	Source	Date	Update frequency	Notes
Proportion of full-time employment	Cultural Creative industries (Scottish Growth Sector definition)	BRES	2022	Annually	<a href="http://www.nomisweb.co.uk/">http://www.nomisweb.co.uk/</a>
GVA per head	SIC 90 Creative services	Scottish Annual Business Statistics	2021	Annually (2-year time lag)	<a href="http://www.gov.scot/Topics/Statistics/Browse/Business/SABS">http://www.gov.scot/Topics/Statistics/Browse/Business/SABS</a>

Total employment	SIC 90 Creative services	Scottish Annual Business Statistics	2021	Annually (2-year time lag)	<a href="http://www.gov.scot/Topics/Statistics/Browse/Business/SABS">http://www.gov.scot/Topics/Statistics/Browse/Business/SABS</a>
Employment multipliers, Type I & II	SIC 90 Creative services	Scottish Input-Output Tables	2021	Annually	<a href="http://www.gov.scot/Topics/Statistics/Browse/Economy/Input-Output">http://www.gov.scot/Topics/Statistics/Browse/Economy/Input-Output</a>
GVA multipliers, Type I & II	SIC 90 Creative services	Scottish Input-Output Tables	2021	Annually	<a href="http://www.gov.scot/Topics/Statistics/Browse/Economy/Input-Output">http://www.gov.scot/Topics/Statistics/Browse/Economy/Input-Output</a>
GVA per head	SIC 55-56 Accommodation and food service activities	Scottish Annual Business Statistics	2021	Annually (2-year time lag)	<a href="http://www.gov.scot/Topics/Statistics/Browse/Business/SABS">http://www.gov.scot/Topics/Statistics/Browse/Business/SABS</a>
Total employment	SIC 55-56 Accommodation and food service activities	Scottish Annual Business Statistics	2021	Annually (2-year time lag)	<a href="http://www.gov.scot/Topics/Statistics/Browse/Business/SABS">http://www.gov.scot/Topics/Statistics/Browse/Business/SABS</a>
GVA per head	SIC 90-93 Arts, entertainment and recreation	Scottish Annual Business Statistics	2021	Annually (2-year time lag)	<a href="http://www.gov.scot/Topics/Statistics/Browse/Business/SABS">http://www.gov.scot/Topics/Statistics/Browse/Business/SABS</a>
Total employment	SIC 90-93 Arts, entertainment and recreation	Scottish Annual Business Statistics	2021	Annually (2-year time lag)	<a href="http://www.gov.scot/Topics/Statistics/Browse/Business/SABS">http://www.gov.scot/Topics/Statistics/Browse/Business/SABS</a>
Audience numbers	Discounting for audience members making visits to other attractions	n/a	n/a	n/a	Assumed 50%
Audience numbers	Discounting for audience members coming to Aberdeen for other non-cultural reason	n/a	n/a	n/a	Assumed 30%
Average (median) hourly wage	Aberdeen	Annual Survey of Hours and Earnings	2022	Annually	<a href="http://www.nomisweb.co.uk/">http://www.nomisweb.co.uk/</a>
Value of volunteering	Value of volunteering to volunteers that work regularly	Social Value Lab Research	2019	n/a	<a href="http://www.globalvaluexchange.org/">http://www.globalvaluexchange.org/</a>
Volunteers	Discounting to estimate number of	n/a	n/a	n/a	Assumed 50%

	volunteers that work regularly				
Health & wellbeing impacts	Savings on reduction in GP visits	DCMS/Simetrica	2015	n/a	DCMS/SIMETRICA (2015) Further analysis to value the health and educational benefits of sport and culture
Health & wellbeing impacts	Savings on reduction in accessing mental health services	DCMS/Simetrica	2015	n/a	DCMS/SIMETRICA (2015)
Education benefits	Wage increase as a result of increased likelihood of attending FE/HE	DCMS/Simetrica	2015	n/a	DCMS/SIMETRICA (2015)
Education benefits	Tax receipt increase as a result of increased likelihood of attending FE/HE	DCMS/Simetrica	2015	n/a	DCMS/SIMETRICA (2015)

## Accreditations

Spectra Festival 2023 Image credit: Ian Georgeson.

Thanks to all cultural partners and services for providing information and data to complete this report.

This report was produced by the Cultural Policy and Partnerships team, Aberdeen City Council

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## ABERDEEN CITY COUNCIL

<b>COMMITTEE</b>	Council
<b>DATE</b>	7 February 2024
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Treasury Management Policy
<b>REPORT NUMBER</b>	RES/24/034
<b>DIRECTOR</b>	Steven Whyte
<b>CHIEF OFFICER</b>	Jonathan Belford
<b>REPORT AUTHOR</b>	Neil Stewart
<b>TERMS OF REFERENCE</b>	5 and 6

### 1. PURPOSE OF REPORT

- 1.1 To outline the Council's Treasury Management Policy for 2024/25 to 2026/27, for approval.

### 2. RECOMMENDATION

That Council: -

- 2.1 Approve the Council's Treasury Management Policy, including the Treasury Management Policy Statement, Borrowing Policy, Investment Policy and Counterparty list, for 2024/25 to 2026/27 as detailed at Appendix 1.

### 3. CURRENT SITUATION

#### Introduction

- 3.1 The Council approved a Treasury Management Policy for the financial years 2023/24 to 2025/26 on 22 February 2023. Part of this policy is to report annually on a policy which covers future financial years. A final report reviewing Treasury Management activities for the year, as well as a mid-year review report, will also be presented to full Council, in due course.
- 3.2 Councils are required by the Local Government Capital Expenditure Limits (Scotland) Regulations 2004 to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Finance in Local Authorities ("the Code") when carrying out their duties under part 7 of the Local Government in Scotland Act 2003.
- 3.3 It is a requirement of this Code that Treasury Management is carried out in accordance with good professional practice. The Code requires compliance with the CIPFA "Code of Practice for Treasury Management in the Public Services", which this Council does. The CIPFA Code of Practice states that Treasury Management reports must be approved by full Council.

- 3.4 Historically, the Council's annual programme of capital investment has been funded by Treasury Management activities, such as additional long-term borrowing.

#### **Treasury Management Policy 2024/25 to 2026/27**

- 3.5 The proposed Treasury Management Policy for 2024/25 to 2026/27 is set out in detail at Appendix 1 and is subject to annual review. The policy has been slightly revised to align with the latest versions of both the CIPFA Code of Practice for Treasury Management in the Public Services, and the Prudential Code for Capital Finance in Local Authorities.

#### **Treasury Management Policy Statement 2024/25 to 2026/27**

- 3.6 The proposed Treasury Management Policy Statement for 2024/25 to 2026/27 is set out in detail in Appendix 1, Section 5.1, for approval. The Policy Statement uses a form of words as recommended by CIPFA in its Code of Practice for Treasury Management in the Public Services.

#### **Borrowing and Investment Policies 2024/25 to 2026/27**

- 3.7 There are no key changes within either the Council's Borrowing or Investment Policies for 2024/25 to 2026/27.
- 3.8 The Council's proposed Borrowing Policy for 2024/25 to 2026/27 is set out in detail at Appendix 1, Section 5.2 for approval. The Council's proposed Investment Policy for 2024/25 to 2026/27 is set out in detail at Appendix 1, Section 5.4 for approval.
- 3.9 The process of setting these policies takes account of the pre-existing structure of the Council's debt and investment portfolios. The limits on fixed rate debt and variable rate debt within this Treasury Management policy may be subject to further change, in line with market conditions. However, any such change to these limits would be reported to Council.
- 3.10 One of the key areas of the Local Government Investments (Scotland) Regulations 2010 (the "investment regulations") is permitted investments. Under the regulations and the associated Finance Circular 5/2010, local authorities are required to set out in their policy the types of investment that they will permit in the financial year. These are known as permitted investments. The Council is required to set a limit to the amounts that may be held in such investment types at any time in the year, although some types of investment may be classed as unlimited, e.g., Bank deposits (subject to individual Counterparty list limits).
- 3.11 Permitted Investment instruments identified for use in the financial years 2024/25 to 2026/27 are listed in Appendix 1, Section 5.5.

The Investment Policy is also required to identify: -

- the different types of risk that each permitted type of investment is exposed to;

- the objectives for each type of permitted investment;
- details of the maximum value and maximum period for which funds may prudently be invested; and
- procedures for reviewing the holding of longer-term investments

### **Counterparty List**

- 3.12 The Council, as part of its Treasury Management Policy, has an approved listing of banks and other financial institutions (the Counterparty list) with which it can undertake short-term money investments.
- 3.13 The Council's Counterparty list is compiled using credit rating information supplied by the major credit rating agencies to Link Asset Services, the Council's appointed Treasury Management advisors.
- 3.14 The Counterparty list was last updated on 22 February 2023, and is attached at Appendix 1, Section 5.7, for approval.

### **CIPFA Code of Practice for Treasury Management in the Public Services**

- 3.15 A revised version of the Treasury Management Code of Practice was issued by CIPFA in December 2021, which took effect from 1<sup>st</sup> April 2023. The latest revision includes some slight changes to practices. Most of the changes to the Code were around borrowing for purely commercial purposes, which this Council does not do.

### **The Prudential Code for Finance in Local Authorities**

- 3.16 Similarly a revised version of the Prudential Code was issued by CIPFA in December 2021. Again, this revision features some changes to prudential indicator reporting with effect from 1<sup>st</sup> April 2023
- 3.17 The Council's Capital Strategy will demonstrate that the Council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The Capital Strategy will also set out the long-term context in which capital expenditure and investment decisions are made and give due consideration to both risk and reward and impact on the achievement of priority outcomes.
- 3.18 The Capital Strategy will be developed, reported for approval and implemented in due course.
- 3.19 The ability for the Council to set the scope and size of its capital plans remains unrestricted, but the prudential system processes have been strengthened to set out greater consideration of prudence, with sustainability and risk reporting to be improved through governance procedures.
- 3.20 The Council remains required to comply with the requirements of the Prudential Code. This includes the setting of several Prudential Indicators.

- 3.21 Included within these indicators are several Treasury Management Indicators for External Debt boundaries. The Code does state “It will probably not be significant if the operational boundary is breached temporarily on occasions due to variations in cash flow. However, a sustained or regular trend above the operational boundary would be significant and should lead to further investigation and action as appropriate”.
- 3.22 The Council has in place an early warning system to highlight when these indicators are likely to be breached. No indicators were breached during the previous year.
- 3.23 The Prudential Indicators 2024/25 to 2028/29 will be considered and approved by Council at its budget meeting on 6<sup>th</sup> March 2024.

### **National Limit on Local Authority Borrowing**

- 3.24 HM Treasury has a reserve power to limit local authority borrowing for 'national economic reasons'. The UK Local Government Act 2003 specifies that any such 'National Limit' would be used to protect the country's economic interest if local borrowing under the Prudential Code, albeit prudent locally, were unaffordable nationally.
- 3.25 In principle, a national limit could be set at any point during any financial year. Any such national limit would be implemented, based on local authorities outstanding borrowing with all future borrowing being reduced proportionately. There are no known plans for the introduction of a national limit.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 Treasury Management activities influence the loans pool interest rates and aims to minimise the cost of borrowing. This directly impacts on costs chargeable to the Council's revenue budgets through the interest rates that are applied to capital financing costs. Whilst the level of borrowing a Council can undertake is now devolved from the Scottish Government to individual Councils, it will still be constrained by the requirement for capital investment to be affordable, sustainable and prudent. The main test of affordability will be whether the capital financing costs can be contained within the revenue budgets.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no direct legal implications arising from the recommendations of this report, however it should be noted that the issuance of the Bonds requires the Council to comply with the UK Market Abuse Regulation, the Disclosure and Transparency Rules, the Listing Rules and ongoing obligations as set out in the London Stock Exchange Admission and Disclosure Standards.

## **6. ENVIRONMENTAL IMPLICATIONS**

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

## 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	No significant risks identified			
<b>Compliance</b>	No significant risks identified			
<b>Operational</b>	No significant risks identified			
<b>Financial</b>	Loss of deposit in a failed bank or financial institution	The Council has strict lending criteria, only financial institutions with the highest credit ratings are included on the Council's Counterparty list. The list is compiled in conjunction with the Council's Treasury	L	<b>Yes</b>
<b>Reputational</b>	No significant risks identified			
<b>Environment / Climate</b>	No significant risks identified			

## 8. OUTCOMES

8.1 The proposals in this report have no impact on the Council Delivery Plan

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Impact Assessment</b>	It is confirmed by Chief Officer - Finance that no Integrated Impact Assessment is required
<b>Data Protection Impact Assessment</b>	Not Required

## 10. BACKGROUND PAPERS

- 10.1 CIPFA "Code of Practice for Treasury Management in the Public Services ";  
CIPFA "The Prudential Code for Capital Finance in Local Authorities";  
Link Asset Services "Treasury Management Annual Investment Strategy";  
Scottish Government "The Investment of Money by Scottish Local Authorities".

## 11. APPENDICES

- 11.1 Appendix 1 - Treasury Management Policy for 2024/25 to 2026/27

## 12. REPORT AUTHOR CONTACT DETAILS

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# Treasury Management Policy: Borrowing and Investment

Approved by Council on XX

## Document Control

<b>Approval Date</b>	Submitted for approval on 7 February 2024
<b>Implementation Date</b>	01/04/2024
<b>Policy Number</b>	-
<b>Policy Author(s) and Owner</b>	Neil Stewart, Jonathan Belford
<b>Approval Authority</b>	Council
<b>Scheduled Review</b>	Annually
<b>Changes</b>	No significant changes



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## 1. Purpose Statement

- 1.1 This policy outlines the Council's approach to its Treasury Management activities, including Borrowings and Investments, for financial years 2024/25 to 2026/27. The policy is subject to an annual review.
- 1.2 The policy statement uses a form of words as recommended by CIPFA in its Code of Practice for Treasury Management in the Public Services.

## 2. Application and Scope Statement

- 2.1 The policy sets out the framework that which the Council's Borrowing and Investment strategies will work within.
- 2.2 Treasury Management activities influence the loans pool interest rates and aims to minimise the cost of borrowing. This directly impacts on costs chargeable to the Council's revenue budgets through the interest rates that are applied to capital financing costs.

## 3. Responsibilities

- 3.1 It shall be the responsibility of the Chief Officer - Finance, or designated officer, to ensure that this policy is kept up to date and is monitored for its effectiveness. The policy shall be reviewed annually to take account of changes in regulations, statute or professional guidance.
- 3.2 The Chief Officer - Finance, as the "Proper Officer", in terms of Section 95 of the Local Government (Scotland) Act 1973, shall be the adviser on financial matters to the Council and all its Committees. S/he shall be responsible for the proper administration of the Council's financial affairs.
- 3.3 The policy is implemented and applied on a day-to-day basis by the Accountant (Treasury).

## 4. Supporting Procedures & Documentation

- 4.1 The Council is required by the Local Government Capital Expenditure Limits (Scotland) Regulations 2004 to have regard to the Prudential Code for Capital Finance in Local Authorities ("the Code") when carrying out its duties under part 7 of the Local Government in Scotland Act 2003.
- 4.2 It is a requirement of this Code that Treasury Management is carried out in accordance with good professional practice. The Code requires compliance with the CIPFA "Code of Practice for Treasury Management in the Public Services", which the Council does. The CIPFA Code of Practice states that Treasury Management Strategy reports must be approved by full Council.

4.3 The latest version of the Treasury Management Code of Practice was issued by CIPFA in December 2021. The Treasury Management Policy Statement, Borrowing and Investment Strategy documents contained within this report have been prepared in line with this.

4.4 CIPFA's Code of Practice recommends that Treasury Management policy should be reported to full Council at least annually. A year-end report reviewing Treasury Management activities for the year, and a mid-year review, are also presented to full Council, as per CIPFA's recommendations.

## 5. Policy Statement

### 5.1 TREASURY MANAGEMENT POLICY STATEMENT FOR 2024/25 TO 2026/27

Aberdeen City Council will adopt the CIPFA Treasury Management in the Public Services Code of Practice. The Council will also have regard to the Local Government Investment (Scotland) Regulations 2010.

The Council defines its treasury management activities as:

*The management of the organisation's borrowings, investments and cash flows, including its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks.*

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organization and any financial instruments entered into to manage these risks.

The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

The Council's appointed Treasury Advisors are Link Asset Services. Their expertise will continue to be used by the Council in making Treasury decisions in areas such as debt rescheduling, interest rate forecasts, market conditions, advice on new types of financial instruments and compiling the Council's Counterparty list.

### 5.2 BORROWING POLICY FOR 2024/25 TO 2026/27

Under the Prudential Code previous borrowing restrictions linked to consents no longer apply. With Public Works Loans Board (PWLB) rates at historic low levels in periods from 40 to 50 years, our policy would be to borrow, if required, in these periods to take advantage of those rates. Rates are monitored on an on-going basis to determine the

optimum time to undertake any necessary borrowing. When decisions on new borrowing are being made, due consideration must also be given to the Council's Debt Maturity Profile.

Approximately 55% of the Council's long-term borrowing is long-term fixed rate PWLB loans. Whilst there is no immediate intention to reschedule these debts, if opportunities arise to do so that will result in a decrease in the Council's cost of borrowing then these will be fully examined to determine whether this represents Best Value. Due care and attention to IFRS 9 will be examined prior to entering any such commitment.

It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2024/25, 2025/26 and 2026/27 of 100% of its net outstanding principal sums.

It is further recommended that the Council sets an upper limit on its variable interest rate exposures for 2024/25, 2025/26 and 2026/27 of 30% of its net outstanding principal sums. This means that the Chief Officer - Finance will manage fixed interest rate exposures within the range 30% to 100% and variable interest rate exposures within the range 0% to 30%.

It is recommended that the Council sets upper and lower limits for the maturity structure of its borrowing as follows:

Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate:

	<u>Upper limit</u>	<u>Lower limit</u>
Under 12 months	20%	0%
12 months and within 24 months	20%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	75%	0%
10 years and above	90%	25%

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

### 5.3 STATUTORY REPAYMENT OF LOANS FUND ADVANCES

The Council is required to set out its policy for the statutory repayment of loans fund advances prior to the start of the financial year. The repayment of loans fund advances ensures that the Council makes a prudent provision each year to pay off an element of the accumulated loans fund advances made in previous financial years.

For Loans Fund balances outstanding as at 1 April 2019, the policy will be to adopt a simplified prudent approach that uses an average Loans Fund repayment period of 40 years, applying an annuity method. The interest rate used for the annual repayment will

be 5%, with this being the average consolidated rate on the Councils external borrowing for the period 2003/04 to 2018/19.

The average life and average interest rate will be kept under review each year to ensure they remain prudent.

The policy is subject to the following details:

- An average Asset life for the year's total advances will normally be used. There will not be separate schedules for the components of a building (e.g. plant, roof etc).
- The Average Asset Life will be determined by the Chief Officer - Finance.
- The interest rate used in the annuity calculation will be determined by the Chief Officer - Finance.
- Loans Fund Repayments will commence in the year following the year in which capital expenditure financed from borrowing is incurred, except for assets under construction where repayments will be deferred until the year after the asset becomes operational.
- Other methods to provide for debt repayment may occasionally be used in individual cases where this is consistent with the statutory duty to be prudent, as justified by the circumstances of the case, at the discretion of the Chief Officer - Finance.
- If appropriate, shorter repayment periods (i.e. less than the asset life) may be used for some or all new borrowing.
- The policy will aim to support the maintenance of a balanced and sustainable HRA business plan.
- Where revenue contributions or specific grants are received from government or other sources that can be associated with the debt financing costs of capital investment, then the repayments will be profiled in line with the income profile (e.g. TIF, City Deal). These will be kept under review to ensure the provision for repayment remains prudent.
- The Council may make additional voluntary debt repayment provision from revenue or capital resources. In this case, the Chief Officer - Finance may make an appropriate reduction in later years' levels of Loans Fund Repayments.

The policy was previously approved by the City Growth & Resources Committee on 25 April 2019 and can be viewed via the following link:

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=618&MId=6191&Ver=4>

#### 5.4 INVESTMENT POLICY FOR 2024/25 TO 2026/27

The Council's investment priorities are: -

- (a) the security of capital and
- (b) the liquidity of its investments.

The policy is designed to ensure that the Council complies with all applicable legislation and regulation relating to the management of portfolio liquidity risk and has robust controls in place to protect the financial soundness of this Council.

The policy must be read in conjunction with all applicable operational policies. The policy is aligned with the low risk appetite of this Council and fundamentally with the two key

principles of preservation of capital and guarantee of liquidity of the investments. The policy has also been designed to provide the Council with the flexibility to obtain an adequate return on its investments in line with predefined levels of security and liquidity.

The Council's approved counterparty list will be adhered to when making short-term investments and reviewed as necessary. This ensures that only those counterparties with the highest credit ratings are used within the maximum limits set. If it is considered necessary to make any changes to the list Committee approval will be sought.

Prior to the introduction of the current investment regulations, investments made by Scottish local authorities were limited to one year. This restriction was removed from 1st April 2010 and the Council accordingly has used these powers when such investing is both appropriate and attractive, while respecting the key principles of preservation of capital and guaranteeing the liquidity of the investments.

Rates offered by approved counterparties are to be monitored on an on-going basis to determine the optimum time to undertake any investments. When decisions on new investments are being made, due consideration must also be given to the Council's projected cashflow position.

The Local Authority investment market may develop new investment products, in line with current investment regulations. In order to protect against any possible loss of income, the power to add a new investment instrument to the list of Permitted Investments, should be delegated to the Chief Officer - Finance. Any such approval would be reported at the next full Council meeting.

Liquidity of its investments is a key priority of the Council. To ensure good availability of liquidity for cashflow purposes, no more than 50% of the Council's available investments should be placed in longer-term, fixed rate investments. The remainder will be kept in highly liquid investments and invested on a short-term basis, using either Bank deposits or "Aaa"/"AAA" rated Money Market Funds.

Any change in the level of liquidity held will require approval from the Chief Officer - Finance and will be reported at the next full Council meeting.

The level of liquidity required at any given time will be based on several factors, including:

- (a) the Council's cashflow requirements over the months ahead. This would include any known payments to third parties, loan repayments etc.
- (b) the level of surplus funds administered on behalf other bodies such as the Pension Fund, ALEOs and Trusts, as these funds may be called back at any time by the bodies.
- (c) any payment with regards to capital projects which may require financing at short notice.

## ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) CONSIDERATIONS

At this time, the Council considers the advice of its financial advisors when compiling its Counterparty list. Our financial advisors are informed by credit ratings agencies whom supply such ratings on potential counterparties. These ratings incorporate ESG risks alongside more traditional financial risk metrics, therefore ESG considerations are already incorporated in our Counterparty list to an extent.

The Council will continue to work with and follow the advice of its financial advisors when looking at ways in which to incorporate further ESG factors into their own assessment service.

### 5.5 LIST OF PERMITTED INVESTMENTS

This Council approves the following forms of investment instrument for use as permitted investments: -

#### DEPOSITS - Unlimited (subject to individual Counterparty list limits)

- Debt Management Agency Deposit Facility
- Term deposits – local authorities (as per Counterparty list)
- Call accounts – banks and building societies (as per Counterparty list)
- Term deposits – banks and building societies (as per Counterparty list)
- Fixed term deposits with variable rate/maturities (Structured deposits, as per Counterparty list)

#### COLLECTIVE INVESTMENT SCHEMES - £250m

- Government Liquidity Funds
- Money Market Funds (subject to individual Counterparty list limits)
- Enhanced cash funds
- Gilt Funds
- Bond Funds
- Multi-Asset Funds

#### GOVERNMENT SECURITIES - £100m

- Treasury Bills
- UK Government Gilts
- Bond issuance (from financial institution guaranteed by UK Government)
- Bonds issued by multi-lateral development banks

#### CORPORATE SECURITIES - £10m

- Certificates of deposit (as per Counterparty list)

#### PERMITTED INVESTMENTS - NON-TREASURY INVESTMENTS

- The Council can also invest in the following areas, which are out with the Treasury Management scope and would be subject to separate committee approval: -
  - a) All shareholding, unit holding and bond holding, including those in a local authority owned company;

- b) Investments for service purposes. This includes loans to a local authority company or other entity formed by a local authority to deliver public services, including Joint Venture entities;
- c) Loans made to third parties;
- d) Investment properties.

## 5.6 OBJECTIVES OF PERMITTED INVESTMENTS

DEPOSITS - The following forms of 'investments' are more accurately called deposits as cash is deposited in an account until an agreed maturity date or is held at call.

- Debt Management Agency Deposit Facility (DMADF) – This offers the lowest risk form of investment available to local authorities as it is effectively an investment placed with the Government. As it is low risk it also earns low rates of interest. The longest period for a term deposit with the DMADF is 6 months.
- Term Deposits – This is the most widely used form of investing used by local authorities. It offers a much higher rate of return than the DMADF. In addition, longer term deposits offer an opportunity to increase investments returns by locking in high rates ahead of an expected fall in the level of interest rates.
- Call accounts – The objectives are as for Term Deposits, but with instant access to recalling cash deposited. This generally means accepting a lower rate of interest than that which could be earned from the same institution by making a term deposit. Use of call accounts is highly desirable to ensure that the authority has ready access to cash for liquidity purposes.
- Fixed term deposits with variable rate/maturities – This encompasses all types of structured deposits. There has been considerable change in the types of structured deposits brought to the market over the last few years, some of which are already no longer available. In view of the fluid nature of this area, this section allows flexibility to adopt new instruments as and when they are brought to the market.
- Deposits with Counterparties currently in receipt of government support/ownership – These banks offer another dimension of creditworthiness in terms of Government backing through either partial or full direct ownership. The view of this authority is that such backing makes these banks attractive institutions with whom to place deposits.

## COLLECTIVE INVESTMENT SCHEMES -

- Money Market Fund (MMF) – By definition, MMFs are AAA rated and are widely diversified, using many forms of money market securities including types which this authority does not currently have the expertise or capabilities to hold directly. Money Market Funds can have either a constant net asset value (CNAV) or a low volatility net asset value (LVNAV).

Due to the high level of expertise of the fund managers and the huge amounts of money invested in MMFs, and the fact that the weighted average maturity (WAM)



cannot exceed 60 days, MMFs offer a combination of high security, instant access to funds, high diversification and good rates of return compared to equivalent instant access facilities. They are particularly advantageous in falling interest rate environments as their 60-day WAM means they have locked in investments earning higher rates of interest than are currently available in the market.

MMFs also help an authority to diversify its own portfolio and offer an effective way of minimising risk exposure while still getting much better rates of return than available through the DMADF.

- Government Liquidity Funds – These are the same as money market funds (see above) but only invest in government debt issuance with highly rated governments. Due to the higher quality of underlying investments, they offer a lower rate of return than MMFs. However, their net return is typically on a par with the DMADF, but with instant access.
- Enhanced cash funds – These funds are similar to MMFs, can still be AAA rated but have variable net asset values (VNAV). They aim to achieve a higher yield and to do this either take more credit risk or invest out for longer periods of time, which means they are more volatile.

These funds can have WAMs and Weighted Average Life (WALs) of 90 – 365 days or even longer. Their primary objective is yield and capital preservation is second. They therefore are a higher risk than MMFs and correspondingly have the potential to earn higher returns than MMFs.

- Gilt Funds – These are funds which invest only in UK Government gilts. They offer a lower rate of return than bond funds but are highly rated both as a fund and through investing only in highly rated government securities. They offer a higher rate of return than investing in DMADF, but they do have an exposure to movements in market prices of assets held.
- Bond Funds – These can invest in both government and corporate bonds. This therefore entails a higher level of risk exposure than gilt funds and the aim is to achieve a higher rate of return than normally available from gilt funds by trading in non-government bonds.
- Multi-Asset Funds – These funds contain a combination of asset classes (such as cash, equity or bonds) and therefore increase the diversification of an investment. This reduces risk/volatility but can also impact upon potential returns. Funds can be tailored to suit an investors tolerance of risk.

GOVERNMENT SECURITIES – The following types of investments are where a local authority directly purchases a particular investment instrument - a security. It has a market price when purchased and that value can change during the period the instrument is held until it matures or is sold. The annual earnings on a security is called a yield - it is

normally the interest paid by the issuer divided by the price paid, unless the security is initially issued at a discount (e.g. treasury bills).

- Treasury Bills – These are short term bills (up to 12 months, although none have ever been issued for this maturity) issued by the Government and so are backed by the sovereign rating of the UK. The yield is higher than the rate of interest paid by the DMADF and another advantage compared to a time deposit in the DMADF is that they can be sold if there is a need for access to cash at any point in time. However, there is a spread between purchase and sale prices so early sales could incur a net cost during the period of ownership.
- UK Government Gilts – These are longer term debt issuance by the UK Government and are backed by the sovereign rating of the UK. The yield is higher than the rate of interest paid by the DMADF and another advantage compared to a time deposit in the DMADF is that they can be sold if there is a need for access to cash at any point in time. However, there is a spread between purchase and sale prices so early sales may incur a net cost. Market movements that occur between purchase and sale may also have an adverse impact on proceeds. The advantage over Treasury bills is that they generally offer higher yields the longer it is to maturity, if the yield curve is positive.
- Bond issuance (from financial institution guaranteed by UK Government) – This is similar to a gilt due to the Government guarantee.
- Bonds issued by multi-lateral development banks (MLDBs) – These are similar to both gilts and bond issuance but are issued by MLDBs which are typically guaranteed by a group of sovereign states e.g. European Bank for Reconstruction and Development.

**CORPORATE SECURITIES** – The following types of investments are where a local authority directly purchases a particular investment instrument – a security. It has a market price when purchased and that value can change during the period it is held until it is sold. The annual earnings on a security is called a yield – the interest paid by the issuer divided by the price paid. These are similar to government securities although they generally have a higher risk than government debt and as such earn higher yields.

- Certificates of deposit (CDs) – These are shorter term securities issued by deposit taking institutions (mainly financial institutions). They are negotiable instruments, so can be sold ahead of maturity and purchased after they have been issued. However, that liquidity can come at a price, where the yield could be marginally less than placing a deposit with the same bank as the issuing bank.

#### **PERMITTED INVESTMENTS - NON-TREASURY INVESTMENTS**

- The Council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries/ALEOs, and investment property portfolios.

## 5.7 COUNTERPARTY LIST

### **Deposits up to 12 months**

All the banks listed in this category have a suggested duration of 12 months from our treasury advisors, Link Asset Services credit rating list – i.e. the highest rated

#### UK Nationalised and Part Nationalised Banks - £30m limit

The Royal Bank of Scotland Group plc

(includes Royal Bank of Scotland plc, National Westminster Bank plc)

(actual rating overridden by the significant UK Govt. Ownership, i.e. >20%)

#### UK Banks - £30m limit

HSBC Bank plc

Handelsbanken PLC

#### Other Banks - £20m limit

Countries with a minimum of AA+ Sovereign rating and Banks with a suggested duration of 12 months from LAS credit rating list – i.e. the highest rated

#### Australia - AAA

Australia and New Zealand Banking Group Ltd.

Commonwealth Bank of Australia

National Australia Bank Ltd.

Westpac Banking Corp.

#### Canada – AA+

Bank of Montreal

Bank of Nova Scotia

Canadian Imperial Bank of Commerce

Royal Bank of Canada

Toronto-Dominion Bank

#### Finland – AA+

Nordea Bank ABP

#### Germany - AAA

DZ BANK AG Deutsche Zentral-Genossenschaftsbank

Landwirtschaftliche Rentenbank

NRW.BANK

#### Netherlands - AAA

Bank Nederlandse Gemeenten N.V.

Cooperatieve Rabobank U.A.

ING Bank N.V.

Singapore - AAA

DBS Bank Ltd.

Oversea-Chinese Banking Corp. Ltd.

United Overseas Bank Ltd

Sweden - AAA

Skandinaviska Enskilda Banken AB (SEB)

Svenska Handelsbanken AB

Swedbank AB

Switzerland - AAA

UBS AG

UK Local Authorities (including Police Authorities) – £20m limit  
(per authority)

**Deposits up to 6 months**

UK Banks - £20m limit

Barclays Bank PLC

Close Brothers Ltd

Goldman Sachs International Bank

Lloyds Banking Group (includes Bank of Scotland)

Santander UK PLC

Standard Chartered Bank

UK Building Societies - £10m limit

Coventry Building Society

Nationwide Building Society

Skipton Building Society

**Deposits up to 3 months**

Council's Bankers - £30m limit

Clydesdale Bank plc (trading as Virgin Money)

UK Building Societies - £10m limit

Leeds Building Society

Yorkshire Building Society

## **Collective Investment Schemes**

### Money Market Funds - £30m limit

Aberdeen Liquidity Fund – Sterling

Deutsche Managed Sterling Fund

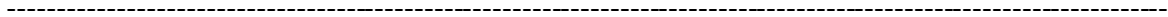
Federated Short Term Sterling Prime Fund

HSBC Sterling Liquidity Fund

Insight Liquidity Fund

Morgan Stanley Sterling Liquidity Fund

State Street Global Advisors GBP Liquidity Fund



## 6. Definitions

### 6.1 CIPFA Treasury Management in the Public Services Code of Practice

This is the CIPFA guidance document that all local authorities must follow for their treasury management activities.

### 6.2 Counterparty list

This is an approved listing of banks and other financial institutions with which the Council can undertake short-term money investments. The list is compiled using credit rating information supplied by the major credit rating agencies to Link Asset Services, the Council's appointed Treasury Management advisors.

### 6.3 Prudential Code

A CIPFA produced framework to support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Code are to ensure that the capital investment plans of local authorities are affordable and proportionate, and external long-term borrowing is prudent and sustainable. Risks associated with investments for service purposes are proportionate to their financial capacity, and treasury management and investment decisions are taken in accordance with professional good practice.

### 6.4 Public Works Loan Board

Operated by the UK Debt Management Office (DMO) on behalf of HM Treasury, to provide loans to local authorities from the National Loans Fund to support capital projects.

### 6.5 Debt Maturity Profile

A list/chart of loans/debt expressed in the order of their principal repayment dates.

### 6.6 Loans Fund Advances

The mechanism used to distribute both principal and interest costs for external borrowing, to the appropriate internal Council departmental budgets.

### 6.7 Money Market Funds

These funds collective investment schemes which are AAA rated. These fund portfolios are widely diversified, using many forms of investment types in order to produce a sustainable level of return to investors.

### 6.8 Liquidity

The availability of liquid assets/cash on hand, in order for the Council to meet its financial obligations.

## 7. Risk

### 7.1 TREASURY RISKS AND CONTROLS

All treasury borrowing and investments are subject to the following risks: -

7.2 Credit and counterparty risk: this is the risk of failure by a counterparty (bank or building society) to meet its contractual obligations to the organisation particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or current (revenue) resources. There are no counterparties where this risk is zero although AAA rated organisations have the highest, relative, level of creditworthiness.

Control: This authority has set minimum credit criteria to determine which counterparties and countries are of sufficiently high creditworthiness to be considered for investment purposes.

7.3 Liquidity risk: this is the risk that cash will not be available when it is needed. While it could be said that all counterparties are subject to at least a very small level of liquidity risk, as credit risk can never be zero. In this document, liquidity risk has been treated as whether instant access to cash can be obtained from each form of investment instrument. However, it has to be pointed out that while some forms of investment e.g. gilts, Certificates of Deposit, corporate bonds can usually be liquidated at short notice if the need arises, there are two caveats: - a) cash may not be available until a settlement date up to three days after the sale, b) there is an implied assumption that markets will not freeze up and so the instrument in question will find a ready buyer.

Control: This authority has a cash flow forecasting system to enable it to determine how long investments can be made for and how much can be invested. This authority operates with a liquidity policy that at least 50% of its external investments will be liquid (i.e. accessible in 35 days or less).

7.4 Interest rate risk: this is the risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately. This authority has set limits for its fixed and variable rate exposure in its Treasury Indicators in this report. All types of investment instrument have interest rate risk except for instruments with a variable rate of interest.

Control: This authority manages this risk by having a view of the future course of interest rates and then formulating a treasury management strategy accordingly which seeks to minimise borrowing costs.

7.5 Market risk: this is the risk that, through adverse market fluctuations in the value of the principal sums an organisation borrows and invests, its stated treasury management policies and objectives are compromised, against which effects it has failed to protect itself adequately. However, some cash rich local authorities may positively want exposure

to market risk e.g. those investing in investment instruments with a view to obtaining a long-term increase in value.

Control: This authority does not purchase investment instruments which are subject to market risk in terms of fluctuation in their value.

7.6 Legal and regulatory risk: this is the risk that the organisation itself, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly.

Control: This authority will not undertake any form of investing until it has ensured that it has all the necessary powers and complied with all regulations.

## 8. Policy Performance

8.1 Loans Fund Pool Rate – The Council maintains a Consolidated Loans Fund (CLF) under the powers contained in the Local Government (Scotland) Act 1975. All loans raised by the Council are paid into the Fund and all advances to finance capital expenditure are made from the Fund, except projects financed directly from Revenue Accounts.

In essence, the Loans Fund acts as a bank to the Council's Services. The Loans Fund finances the daily cashflow of Services (and either pays or charges interest) as well as deciding the amount of borrowing to undertake to finance capital expenditure. The Treasury section pro-actively manages the Council's debt and investment portfolios with the goal of reducing the overall cost of debt servicing to the Council.

All loans and investment interest and expenses for the year, as well as interest on historic outstanding borrowing, are reflected within the Council's average Loans Pool Rate. The projected pool rate is monitored against an estimate throughout the year, and any adverse movements in this would be reported to the Chief Officer – Finance.

The Loans Pool Rate is the key financial indicator of the effectiveness of Treasury Management Policy. The final rate is reported to full Council as part of the annual Treasury Management Year-End Review report.

8.2 The Council remains required to comply with the requirements of the Prudential Code. This includes the setting of several Prudential Indicators. Included within these indicators are several Treasury Management Indicators for External Debt boundaries.

The Code does state "It will probably not be significant if the operational boundary is breached temporarily on occasions due to variations in cash flow. However, a sustained or regular trend above the operational boundary would be significant and should lead to further investigation and action as appropriate".



The Council has in place an early warning system to highlight when these indicators are likely to be breached. No indicators were breached during the previous year.

## 9. Design and Delivery

9.1 This policy has taken into consideration organisational design and governance principles of Aberdeen City Council's Operating Model.

9.2 This policy has been designed to allow scope for the use of emerging products, financial instruments and/or services which would improve the effectiveness of the Council's Treasury Management function.

## 10. Housekeeping and Maintenance

10.1 This policy is constantly monitored throughout the year. In line with CIPFA recommendations, Treasury Management matters are reported to full Council at least 3 times annually: -

- Annual Policy and Strategy Review
- Year End Summary
- Mid-Year Review

Should an urgent matter arise outwith the timing of these reports (e.g. a new Counterparty to be added), then a separate report can be made to full Council for approval.

## 11. Communication and Distribution

11.1 Although this policy is not published separately, the policy would be available as part of the relevant Council report, and therefore would be accessible through the Committee Reporting section of the Council's website and the Council's Intranet. The policy will be shared with users and stakeholders, such as Internal Audit.

## 12. Information Management

12.1 Information generated by the application of the policy will be managed in accordance with the Council's Corporate Information Policy and supporting Procedures.

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The Lead Petitioner is Jonathan Russell, Chair of CND North East Scotland, and the petition statement is as follows:-

**“We the undersigned call upon Aberdeen City Council to support efforts to rid the world of nuclear weapons by endorsing the United Nations treaty To Prohibit Nuclear Weapons (TPNW). We request that the Council join ‘Nuclear Free Local Authorities’ whose aim is to tackle in practical ways and within their powers the problems caused by civil and military nuclear hazards.”**

The petition has attracted at least 100 valid signatures, which have been verified against the electoral register.

#### **Standing Order 15 relates to Petitions:-**

##### 15. Petitions

15.1 A petition complying with the agreed criteria and having received at least 100 valid signatures will be placed on the agenda for consideration at the relevant committee.

15.2 The petitioner will be invited to explain their petition at the relevant committee and will have a maximum of ten minutes to present their case, following which Members will be given the opportunity to ask questions of the petitioner for a maximum of ten minutes.

15.3 The petitioner can be supported by up to two other individuals but the ten minute limit will be the same.

15.4 A Council officer will then have the opportunity to present their case for a maximum of ten minutes, following which Members will be given the opportunity to ask questions of the officer for a maximum of ten minutes.

15.5 There are three options for the committee to consider.

15.5.1 Take no action and advise the lead petitioner of the Committee’s reasoning.

15.5.2 Agree that the matter be the subject of a report to the relevant Committee(s).

15.5.3 Refer the matter to a relevant organisation with or without a recommendation.

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## Amended Committee Places

Committee	Partnership	Labour	Conservative	Independent (x4)	Total
Anti-Poverty and Inequality	5	2	2	0	9
Audit, Risk and Scrutiny	5	2	2	0	9
Communities, Housing and Public Protection	5	2	1	1	9
Education and Children's Services	7	3	2	1	13
Finance and Resources	5	2	2	0	9
Licensing Committee	5	2	1	1	9
Net Zero, Environment and Transport	5	2	1	1	9
Pensions	5	2	1	1	9
Planning Development Management	5	2	1	1	9
Staff Governance	5	2	1	1	9
Urgent Business	4	2	1	0	7
Integration Joint Board	3 (plus 2 subs)	1 (plus 1 sub)	0 (plus 1 sub)	0	4 (plus 4 subs)
<b>Total:</b>	59 (plus 2 subs)	24 (plus 1 subs)	15 (plus 1 sub)	7	105 (plus 4 subs)

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Exempt information as described in paragraph(s) 6, 11 of Schedule 7A of the Local Government (Scotland) Act 1973.

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Exempt information as described in paragraph(s) 4, 9 of Schedule 7A of the Local Government (Scotland) Act 1973.

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