

## FINANCE AND RESOURCES COMMITTEE

### COMMITTEE BUSINESS

DECEMBER, 2010

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
1.	Resources Management Committee 29/03/07 article 44  Area Committee Central 19/11/08 article 18	<b><u>105-107 Urquhart Road</u></b>  At its meeting of 19/11/08, the Committee resolved:- to request that a Planning Brief be developed for this property, and instruct the Head of Resources, Development and Delivery to report back thereafter.	<b>Update:</b>  The Planning Brief for the site was presented as a Bulletin Report last cycle.  Officers are currently reviewing market activity.  <b>It is hoped a report will be presented next cycle.</b>	Head of Asset Management and Operations	01/02/11	28/09/10
2.	Area Committee Central 23/09/08 article 14; and 01/04/09 article 12	<b><u>Frederick Street Development Site</u></b>  At its meeting of 1/4/09, the Committee resolved:- to recommend to the Resources Management Committee that in light of the information conveyed to the Committee in relation to the timescales of NHS Grampian, including that capital receipt may not be realised until 2011/12, for officers to continue discussions with NHS Grampian.	<b>Update:</b> Discussions continue with NHS Grampian in relation to the delivery of the project and their project timescale.  Planning Permission is now in place for the development and the proposed car park.  A relocation plan for services is being developed.  <b>It is hoped a report will be presented next cycle.</b>	Head of Asset Management and Operations	<b>07/01/09</b>	02/12/10

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3.	Finance and Resources Committee 12/11/09 article 33	<b><u>Great Southern Road/Holburn Street (Disused Public Toilet and Advertising Site)</u></b>  The Committee resolved:- that the Head of Resources Development and Delivery be authorised to consider other options for the disposal of the site including, if appropriate, further negotiation with the current neighbour with a report back to the Committee at an appropriate time.	<b>Update:</b> Further discussions and a revised proposal has been presented to the interested party, following a meeting with the Head of Asset Management and Operations. A response is awaited.  <b>It is hoped a report will be presented next cycle.</b>	Head of Asset Management and Operations	<b>28/09/10</b>	02/12/10
4.	Finance and Resources Committee 12/11/09 article 35, 11/03/10 article 34, 11/05/10 article 48, 17/06/10 article 41, 28/08/10 article 4	<b><u>Leaking of Report - St Nicholas House Site</u></b>  At its meeting of 17/06/10 the Committee resolved: <b>to refer this matter to the Leadership Board for consideration, and that if there was no resolution, to refer the members in question to the Standards Commission.</b>	At its last meeting, the Committee noted that the elected members concerned had agreed to be interviewed; and requested that the Monitoring Officer provide an update next cycle to confirm that these interviews had taken place.  <b>A verbal update will be provided by the Head of Legal and Democratic Services at the meeting.</b>	Head of Legal and Democratic Services  Head of Office of Chief Executive	02/12/10	
5.	Finance and Resources Committee 12/11/09 article 40	<b><u>Non Housing Capital Project – Evaluation of Contractors’ Performance</u></b>  The Committee resolved:- to instruct the Head of Resources Development and Delivery to report back in two cycles; and in one year on the level of performance of these two contractors on Non Housing	Since the report, one of the contractors has been unsuccessful in all of the tenders that they have submitted. The second contractor referred to in the aforementioned report has carried out one minor project in the intervening period. This project was of such a minor nature that it would be	Head of Asset Management and Operations	02/12/10	

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		projects.	unreasonable to use it as an indicator as to whether they had fully addressed the previously highlighted shortcomings in their performance. As a result, the performance of both of these contractors will continue to be monitored as and when they are successful in the tender process.  <b>Recommended for removal.</b>			
6.	Finance and Resources Committee 10/12/09 article 30	<b><u>Physiotherapy Pilot</u></b>  The Committee resolved:- to approve the continuation of the project and to request that the pilot be assessed for impact, including a cost benefit analysis; and a report submitted to this Committee once this evaluation has been completed.	The Physiotherapy pilot is complete but the Head of Human Resources has asked the Occupational Health Provider, SERCO, to expand on the evaluation report in order that meaningful decisions can be taken in relation to future practice.  <b>An update is included in the information bulletin.</b>	Head of Human Resources and Organisational Development	<b>11/03/10</b>	02/12/10
7.	Finance and Resources Committee 10/12/09 article 42	<b><u>8 Alford Place</u></b>  The Committee resolved:- to instruct the Head of Resources Development and Delivery to advertise the property at 8 Alford Place for sub-lease from 1 April, 2010 until the termination date under the Council's head lease, and report further.	Ryden advise that property market for offices is currently flat with no interest currently expressed in leasing this property. If necessary a bulletin report will be prepared for next appropriate meeting.	Head of Asset Management and Operations	<b>06/05/10</b>	<b>28/09/10</b>

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8.	Finance and Resources Committee 28/01/10 article 2 & 11/03/10 article 31 & 11/05/10 article 34	<p><b><u>CAB – Debt Advice Service</u></b></p> <p>At its meeting of 11/03/10 the Committee resolved:- to request a report back at each meeting of this Committee on all matters detailed within the report and in particular until a Service Level Agreement is in place between the Council and the CAB.</p>	<p><b>Update:</b></p> <p>The Social Care and Wellbeing Service have initiated a review of Financial Inclusion Services provided as part of the Council's statutory responsibilities. This includes existing funding to the CAB.</p> <p>The aims of the review are to:</p> <ul style="list-style-type: none"> <li>• identify the specific outcomes currently achieved by all Financial Inclusion Services within the city of Aberdeen;</li> <li>• identify all monitoring arrangements in place in respect of all Financial Inclusion Services within Aberdeen which are currently commissioned and financed, in full or part, by the Council;</li> <li>• assess and identify the best financial option for the Council while achieving Best Value; and</li> <li>• identify the financial savings to be made based upon the various options identified.</li> </ul> <p>The review is scheduled for completion in December, 2010. CAB will be fully participant in the review process.</p>	Head of Adult Services	Every cycle	

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9.	Finance and Resources Committee 28/01/10 article 13	<b><u>Altens Community Centre and Dyce (Carnegie Hall) Community Centre – Remedial Works</u></b>  The Committee resolved:- that appropriate officers be requested to undertake consultation with the community groups concerned in order to ascertain whether the funding identified is actually required and to report back to the Committee thereon in due course.	At its previous meeting the Committee instructed the Director of Education, Culture and Sport to write to the Dyce Development and Amenities Committee on one further occasion, and to provide an update next cycle in this regard.  <b>A report will be presented after consultation with the Corporate Asset Management Group.</b>	Director of Education, Culture and Sport	17/06/10	
10	Finance and Resources Committee 28/01/10 article 25	<b><u>Capital Planning</u></b>  The Committee resolved:- to approve the amended Capital Prioritisation Process and instruct the Director of Enterprise, Planning and Infrastructure to commence its implementation for 2011/12, <b>and to instruct that regular reports be submitted back to this Committee.</b>		Head of Asset Management and Operations	28/09/10	
11	Finance and Resources Committee 28/01/10 article 26	<b><u>Status of Surplus Education and Other Properties</u></b>  The Committee resolved:- to authorise the Head of Resources Development and Delivery to enter into negotiations with the landlord of the site of the former Woodlands Special School, with a view to	<b>Update:</b> Discussions are underway with other interested parties in relation to a lease surrender.	Head of Asset Management and Operations	17/06/10	28/09/10

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		agreeing an appropriate exit strategy for the Council <b>and to report back to this in due course on the outcome.</b>				
12	Education, Culture and Sport Committee 18/02/10 article 25	<p><b><u>Essential Car User Scheme</u></b></p> <p>The Committee resolved:- to request that the Finance and Resources Committee look into the issue of Essential Car Users Schemes for all staff and, in particular, the issue of lump sum payments.</p>	<p>This issue was reported to the Corporate Management Team on 13 May, 2010. It was decided that the Chief Executive and Director of Corporate Governance would take the matter forward in conjunction with colleagues in HR. The position will then be reported to Committee.</p> <p>Savings in relation to essential car user allowances are part of a basket of measures currently being consulted on in relation to the incremental progression issue. As this is currently being consulted on, it was considered imprudent to report specifically on this matter at this juncture.</p> <p>It can be confirmed, however, that the allowance has been withdrawn from all Chief Officer posts.</p> <p><b>The Employment Costs report dealt with this issue – recommended for removal.</b></p>	Head of Human Resources and Organisational Development	<b>17/06/10</b>	02/12/10

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13	Finance and Resources Committee 11/03/10 article 11	<p><b><u>Common Good Budget</u></b></p> <p>The Committee resolved:- to seek a review of Council funding for all trusts in order to assess Best Value.</p>	<p>In relation to resolution (vi), a report will be submitted next cycle.</p> <p><b>Update:</b> A report will be presented to the next meeting, information on the outputs arising from funding of Trusts is currently being sought to inform the final content of the report.</p>	Head of Finance	28/09/10	02/12/10
14	Finance and Resources Committee 11/03/10 article 12	<p><b><u>Former Carden School – Dyce</u></b></p> <p>The Committee resolved:-</p> <p>(i) that the availability of the property be circulated to Service Departments and the North East Property Group;</p> <p>(ii) that failing the identification of any future public sector use, officers be authorised to undertake all other necessary investigations, including the negotiation of boundaries, with the Education, Culture and Sports Service with a view to exposing the site to the market; and</p> <p>(iii) that officers report back to a future meeting of the Committee on the outcome of the foregoing resolutions.</p>	<p><b>Update:</b> The property was included in surplus property bulletin last cycle, and will be included in future update.</p> <p><b>Recommended for removal.</b></p>	Head of Asset Management and Operations	28/09/10	

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15	Finance and Resources Committee 11/03/10 article 20	<u>Applications for Financial Assistance 2009/10</u>  The Committee resolved:- to instruct officers to bring forward a report detailing ways in which the grant application system can be streamlined especially with regard to reporting to Committee.	<b>A report will be submitted next cycle.</b>	Head of Finance	28/09/10	01/02/10
16	Finance and Resources Committee 11/03/10 article 26	<u>Corporate Asset Management System – Progress</u>  The Committee resolved:- that the Director of Corporate Governance be requested to report back on progress at every cycle, and for the reports to be presented in a format that is easily read and understood.	<b>A report is on the agenda at item 8.1.</b>	Director of Corporate Governance	Every cycle	
17	Finance and Resources Committee 11/03/10 article 28	<u>Grove Lodge</u>  The Committee resolved:- that a further report be prepared in due course advising the Committee of the outcome of the marketing exercise.	<b>Update:</b> Property included in surplus property bulletin last cycle, and will be included in future updates.	Head of Asset Management and Operations	28/09/10	



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18	Finance and Resources Committee 11/03/10 article 33	<p><b><u>Townscape Heritage Initiative</u></b></p> <p>The Committee resolved:- to request that a verbal update be provided at every meeting of this Committee on the contractual and legal issues associated with this project.</p>	<b>A verbal update will be provided at item 12.1 of the agenda.</b>	Head of Planning and Sustainable Development	Every cycle	
19	Finance and Resources Committee 11/03/10 article 38	<p><b><u>Landfill Tax Credit Funding 2010-2013</u></b></p> <p>The Committee resolved:- to approve recommendations (a), (b), (c) and option C in relation to recommendation (d) (to reject the application from Aberdeen Greenspace for funding in 2010/11 and instruct officers to seek funding opportunities for projects in Aberdeen with other Environmental Bodies for 50% of the available Landfill Tax Credits and present a further report <b>with revised recommendations to a future meeting of this Committee</b>); and to request that this report also contain details of the implications for Aberdeen Greenspace.</p>	<p><b>A report is on the agenda at item 6.11.</b></p> <p><b>Recommended for removal.</b></p>	Head of Planning and Sustainable Development	<b>28/09/10</b>	02/12/10

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20	Finance and Resources Committee 11/05/10 article 28	<p><b><u>Creation of a Human Resources Service Centre</u></b></p> <p>The Committee resolved: to instruct that the structural implications are reported to Committee as soon as is practicable, including details of the transfer of staffing posts from all five services.</p>	<p>It is planned to open the HR Service Centre in October. It was considered preferable to report on progress following the opening of the centre.</p> <p><b>An update is in the information bulletin – recommended for removal.</b></p>	Head of HR and Organisational Development	28/09/10	02/12/10
21	Finance and Resources Committee 11/05/10 article 30	<p><b><u>Leaside Hall – Future Use</u></b></p> <p>The Committee resolved: that the Head of Asset Management and Operations be authorised to arrange for the combined site to be advertised for sale on the open market and to submit a further report to the appropriate meeting of this Committee in due course, detailing the outcome of the marketing exercise and including the appropriate financial and legal advice.</p>	<p><b>Update:</b> The property is on the market,</p> <p><b>It is hoped that a report will be presented next cycle.</b></p>	Head of Asset Management and Operations	02/12/10	
22	Finance and Resources Committee 11/05/10 article 42	<p><b><u>Station House Media Unit</u></b></p> <p>The Committee resolved: that appropriate officers be instructed to report again to the Committee on the future management, maintenance and operation of the adjacent car parking area which is not to be included within the subjects leased.</p>	<p><b>Update:</b> This is currently under review.</p> <p><b>A report will be presented next cycle</b></p>	Head of Asset Management and Operations	02/12/10	

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23	Finance and Resources Committee 11/05/10 article 45	<p><b><u>Granitehill Site</u></b></p> <p>The Committee resolved: to instruct the Head of Asset Management and Operations to (i) progress preliminary design and costing of the redevelopment of the site at Granitehill for Council purpose in anticipation of submitting a bid to the Non Housing Capital Plan appraisal process for 2011/12, and (ii) maintain a watching brief on market conditions and report back as and when exposure of the site to the market might yield a favourable outcome.</p>	<p><b>Update:</b></p> <p>In terms of (i) the Heads of Environment Services and Regeneration and Housing Investment are working to progress on this remit.</p> <p>In terms of (ii) there is no present evidence that market conditions have improved so as to justify exposing the site on the open market</p>	Head of Asset Management and Operations	02/12/10	
24	Finance and Resources Committee 17/06/10 article 19	<p><b><u>Annual Housing and Council Tax Benefit Report</u></b></p> <p>The Committee resolved: to instruct that an annual report be submitted to this Committee in June each year, which should detail the previous financial year's Housing and Council Tax Benefit Service.</p>		Head of Finance	16/06/11	
25	Finance and Resources Committee 17/06/10 article 24	<p><b><u>Kinship Care Service – Business Case</u></b></p> <p>The Committee resolved:</p> <p>(i) to approve the posts as outlined above on a one year fixed term basis;</p> <p>(ii) to instruct that officers report</p>		Head of Children's Services	16/06/11	

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		back, reviewing the situation when required.				
26	Finance and Resources Committee 17/06/10 article 27	<b><u>Pay Protection Arrangements – Review</u></b>  The Committee resolved: to instruct that officers report back with an update on this policy in due course.		Head of HR and Organisational Development	01/02/11	
27	Finance and Resources Committee 17/06/10 article 33	<b><u>Review of Cash Handling Arrangements</u></b>  The Committee resolved: to instruct that a report be submitted at the meeting of 28 September, 2010, outlining progress and confirming the savings to be achieved as a result of this proposed reconfiguration.	A report will be submitted next cycle.  <b>A report is on the agenda at item 6.10.</b>  <b>Recommended for removal.</b>	Head of Finance/ Head of Customer Service and Performance	<b>28/09/10</b>	02/12/10
28	Finance and Resources Committee 17/06/10 article 49	<b><u>Queen's Links Outdoor Centre</u></b>  The Committee resolved: that in the event that the provisions referred to at (c) above come to pass (ie if Transition Extreme Sports Limited cannot either obtain appropriate loan funding or evidence its financial stability by 30 September, 2010, then the Head of Asset Management and Operations be authorised, if appropriate, to advertise the Queen's Links Outdoor Centre for lease on the open market	Transitions are in active discussion with their Funder and a decision on the award is expected in mid September 2010. If positive, Transition's Board meeting, on 20 September should be able to commit to the lease.  <b>An update will be submitted the next meeting by way of the Information Bulletin.</b>	Head of Asset Management and Operations		02/12/10

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		for any use capable of achieving planning permission), it be remitted to appropriate officers to report back to a future meeting of the Committee on the responses received to the advertising process.				
29	Finance and Resources Committee 17/06/10 article 51	<p><b><u>Staff/ Tied Houses</u></b></p> <p>The Committee resolved: to instruct, in terms of any houses affected by the 3Rs Project or the closure of adjoining Council properties, where it is agreed that there is no future requirement for a house to be included with the adjoining property for joint disposal, the Head of Asset Management and Operations consults the tenants of each house adjoining such a property without commitment, on whether (a) they would wish to purchase the house at a Market Value, or at the appropriate reduced value (should the Right to Buy apply in that case), or (b) would wish the house, and, therefore, their tenancy, to possibly transfer to the Housing Revenue Account, subject to the matter being referred to the Housing and Environment Committee at the appropriate time for its consideration; and to report back to</p>	<p><b>A report is on the agenda at item 12.5.</b></p> <p><b>Recommended for removal.</b></p>	Head of Asset Management and Operations	28/09/10	

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		this Committee with the outcome of that consultation;				
30	Finance and Resources Committee 17/06/10 article 7	<p><b><u>Employment Costs – Officers’ Declaration of Interests</u></b></p> <p>The Committee resolved: to concur with the Convener’s request to <b>instruct appropriate officers to carry out a review of the rules and regulations surrounding the declaration of interests</b> when dealing with Council specific matters such as the employment costs report, as these may become more prevalent given the present economic climate, and to report thereon to a future meeting of the Committee.</p>	<b>The Head of Legal and Democratic Services will provide a verbal update at the meeting.</b>	Head of Legal and Democratic Services		
31	Council 18/08/10 article 17	<p><b><u>Future Funding and Development of AECC</u></b></p> <p>The Committee resolved: to instruct that reports be submitted to the Enterprise, Planning and Infrastructure and/or Finance and Resources Committees <b>each cycle</b>.</p>	<b>A report is on the agenda at item 10.1.</b>	Director of Enterprise, Planning and Infrastructure/ Head of Finance	Every cycle	
32	Finance and Resources 28/09/10 article 2	<p><b><u>Transfer of Sports Services to Sport Aberdeen</u></b></p> <p>The Committee resolved: to instruct the Director of Education, Culture and Sport to report back on progress next cycle (regarding the previous resolution that Sport</p>	<b>A verbal update will be provided at the meeting.</b>	Director of Education, Culture and Sport	02/12/10	

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		Aberdeen be requested to enter into consultation with the local community and local members with a view to the provision of public swimming sessions at Northfield Swimming Pool at times when the community are most likely to want to use the pool) and further, to keep the local Councillors (the Convener, Councillor Dunbar and Councillor Graham) appraised of the situation.				
33	Finance and Resources 28/09/10 article 19	<p><b><u>Review of General Service Capital Programme 2010/11</u></b></p> <p>The Committee resolved: to instruct the Corporate Asset Management Group to review the Capital Programme for 2011/12 onwards; to ensure that it linked into the Priority Based Budgeting exercise; and to report back on this work at the next meeting of 2 December, 2010.</p>	<p><b>Update:</b> The latest update is included in the report 'Non Housing Capital Programme 2010/11 – Monitoring Report' at item 6.2 agenda.</p> <p><b>Recommended for removal.</b></p>	Head of Asset Management and Operations/ Head of Finance	02/12/10	
34	Finance and Resources 28/09/10 article 20	<p><b><u>Tax Increment Financing for the City Garden Project</u></b></p> <p>The Committee resolved: to instruct that a report be submitted to the next meeting with an update on the consultancy costs.</p>	<p><b>An update is included in the Information Bulletin.</b></p> <p><b>Recommended for removal.</b></p>	Economic and Business Development Project Director	02/12/10	
35	Finance and Resources 28/09/10 article 23	<p><b><u>Society of Personnel Directors – Annual Conference</u></b></p> <p>The Committee resolved:</p>		Head of Human Resources and Organisational Development	01/02/11	

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		to instruct officers to include a summary report on the conference in a future information bulletin.				
36	Finance and Resources 28/09/10 article 24	<p><b><u>Access from the North Proposals (Third River Don Crossing) - Compulsory Purchase Order</u></b></p> <p>The Committee resolved: to note that officers would provide regular updates to Committee in relation to progress with land acquisition against budget</p>		Head of Asset Management and Operations		
37	Finance and Resources 28/09/10 article 25	<p><b><u>Property Asset Management Plan</u></b></p> <p>The Committee resolved:</p> <p>(c) that in relation to the tenanted non residential portfolio review (TNRP), the Head of Asset Management and Operations be instructed to report to the next meeting of 2 December, 2010 on the potential disposal of Shops and Ground Lease (Shops); and</p> <p>(d) that also in respect of the TNRP review, the Head of Asset Management and Operations be instructed, in conjunction with the Head of Finance, to prepare a schedule of property reviews with a view to completing within eighteen months and to report on those reviews, to</p>	<p><b>A report is on the agenda in relation to resolution (c) at item 12.4.</b></p> <p><b>Resolution (c) recommended for removal.</b></p>	Head of Asset Management and Operations	02/12/10	



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		appropriate meetings of this Committee.				
38	Finance and Resources 28/09/10 article 33	<p><b><u>Staff/Tied Houses</u></b></p> <p>The Committee resolved: that the report recommendations be approved and that, in addition, the Director of Enterprise, Planning and Infrastructure prepare a further report with a view to ensuring that staff occupying former tied houses, following the realignment of their rents to prevailing HRA levels, would also benefit from the full range of rights currently available under a normal council house tenancy (including inheritance rights and right to buy).</p>	<p><b>A report is on the agenda at item 12.5.</b></p> <p><b>Recommended for removal.</b></p>	Head of Asset Management and Operations		
39	Finance and Resources 28/09/10 article 44	<p><b><u>Retail Rocks</u></b></p> <p>The Committee resolved: to agree to receive a progress report at the next meeting of 2 December, 2010.</p>	<p><b>Update:</b></p> <p>The report submitted to this Committee last cycle, which was subsequently remitted to the Enterprise, Planning and Infrastructure Committee, was discussed at EP&amp;I on 9 November, 2010. The EP&amp;I Committee agreed to defer any decision relating to the underwriting of private sector funding until their next cycle.</p> <p>In the meantime, the Retail Rocks competition will be launched on 12</p>	Economic and Business Development Project Director	02/12/10	

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			<p>November using existing resources. Future spend will be contained within the limits of the existing resources until such time as the private sector funding is secured or EP&amp;I Committee take a decision in relation to possible underwriting of any additional costs relating to assistance given to winners as part of their prize (the amount of which will be better known as the competition progresses and the nature of the likely winning businesses becomes clearer).</p> <p><b>Recommended for removal.</b></p>			
40	Finance and Resources 28/09/10 article 50	<p><b><u>Summerhill – Sale and Service Relocation</u></b></p> <p>The Committee resolved: that the Director of Enterprise, Planning and Infrastructure be requested to report back to the Committee in relation to the suggestions contained at recommendation (b) (ie to request that the Committee agree that a budget of £250,000 from the capital receipt is set aside for the relocation of the Mastrick Young People’s Project to the former Hillylands Centre, and that a further sum (£379,993.04) is also set aside from</p>	<p><b>A report is on the agenda at item 12.8.</b></p> <p><b>Recommended for removal.</b></p>	Head of Asset Management and Operations		

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		the capital receipt to pay off the outstanding debt on the Hillylands facility).				
41	Finance and Resources 28/09/10 article 51	<p><b><u>Pinewood/ Hazledene</u></b></p> <p>The Committee resolved: to confirm that it does not wish to follow up at this time the unsolicited offer received and to instruct the Director of Enterprise, Planning and Infrastructure to (1) finalise an agreement with the Council tenant, (2) develop a marketing strategy, (3) develop a tender evaluation strategy, (4) develop a joint working agreement with Robert Gordon's College, (5) <b>report with regard to recommendations (c)(1), (2), (3) and (4) to Committee within the next three Committee cycles for its consideration and approval.</b></p>		Head of Asset Management and Operations	21/04/11	
42	Housing and Environment Committee 26/10/10 article 14	<p><b><u>Housing and Environment Business Plan</u></b></p> <p>The Committee resolved: in relation to page 129 of the report (Customer Satisfaction with Housing Repairs Service), to request that officers be proactive in sending out bills to owners for joint repairs etc prior to the VAT increase in January; <b>and to request the Head of Finance to report to the next meeting of the</b></p>	<p><b>Update:</b> In accordance with VAT guidance it will be the rate of VAT that applies at time of the supply of the goods / services that determines the rate to be charges. Therefore if the goods / services have been supplied to the customer prior to 1 January 2011 and an invoice has to be issued after that date then the rate of 17.5% will be applied. The Council has adopted the same approach to other VAT</p>	Head of Finance	02/12/11	

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead Officer(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		<p><b>Finance and Resources Committee in this regard (in relation to all Services of the Council);</b> but further to suggest that this should in no way preclude officers in taking early action to ensure that all requests for payment are sent out timeously;</p>	<p>changes, which have happened in recent years.</p> <p>It is undoubtedly good practice and extremely important that there is as little delay in issuing invoices to customers as possible as this has a positive impact on collection.</p> <p><b>Recommend for removal.</b></p>			