

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Urgent Business Committee
<b>DATE</b>	30 June 2020
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Socio-Economic Rescue Plan 2020/2021
<b>REPORT NUMBER</b>	COM/20/098
<b>DIRECTOR</b>	
<b>CHIEF OFFICER</b>	Richard Sweetnam
<b>REPORT AUTHOR</b>	Richard Sweetnam
<b>TERMS OF REFERENCE</b>	UBC1

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### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to set out a proposal for a Socio-Economic Rescue Plan 2020/21, and Implementation Group and associated governance arrangements in response to the impact of Covid-19. It also sets out a proposal for taking forward the delivery of an Aberdeen City Council Business Charter.

### 2. RECOMMENDATIONS

That the Committee:-

- 2.1 approves the Socio-Economic Rescue Plan 2020/21 in Appendix 2 and as summarised in the report, including an Aberdeen City Council Business Charter;
- 2.2 agrees that a short life Socio-Economic Rescue Plan – Implementation Group should be established with the proposed membership and remit as set out at sections 6.6 and 6.7 and that this sits within the existing Community Planning Aberdeen structure and instructs the Chief Officer City Growth to (i) invite organisations (as listed in Table 2) to participate in the Group; and (ii) make appointments to the Group;
- 2.3 instructs the Chief Officer City Growth to update the CPA Board on 1 July 2020 on the agreed approach;
- 2.4 agrees that the Chief Officer City Growth would report back to the Community Planning Aberdeen Board and the Council's City Growth & Resources Committee with regular updates on the progress of the Socio-Economic Action Plan, via the Implementation Group, if approved;
- 2.5 instructs the Chief Officer City Growth, following consultation with the Chief Officer Customer Services, to take all actions necessary in order to implement the ACC Business Charter working with the relevant Council services and business network representatives; instructs the relevant Chief Officers to monitor performance in delivering the charter; and report back to the Council's City Growth & Resources Committee; and
- 2.6 notes the level of the response and support by the community to the crisis and instructs the Chief officer (Early Intervention and Prevention) to explore how the

present level of volunteering that has been experienced can be sustained across the city.

### **3. BACKGROUND & APPROACH**

- 3.1 The COVID-19 pandemic is having a profound effect on the overall health and wellbeing of the city, its citizens and families. It has also coincided with an unprecedented fall in hydrocarbon prices and further significant implications for the city's economy and will continue to create considerable harm for our citizens.
- 3.2 The Council is committed to supporting the city's economy and this is a key strand of the Local Outcome Improvement Plan (LOIP), and the Regional Economic Strategy and ensuring that all our citizens prosper.
- 3.3 The Covid-19 pandemic and the consequent public health crisis has fundamentally changed how the economy will respond as the city adapts to new operating models as lockdown is phased out.
- 3.4 On 6 May 2020, the Council's Urgent Business Committee instructed the Chief Officer - City Growth, in consultation with Administration Leaders, to provide the Urgent Business Committee on 30 June 2020 with a Socio-Economic Rescue Plan for 2020/2021 ('the Plan') that would consider other short term responses to the current crisis under 'business', 'people' and 'place' themes.
- 3.5 As part of the approval of the Council's budget for 2020/21, the Chief Executive was instructed to report back to the City Growth and Resources Committee on 18 June 2020 with proposals for a Corporate Business Charter. In the context of the Covid-19 pandemic, these standards will have an important role in providing corporate support to businesses and employers.
- 3.6 On 21 May 2020, the Scottish Government's Covid-19 Framework for Decision Making was published. It indicates that the response to the pandemic nationally is beginning to move from the 'rescue' stage to the 'transition' stage; that is the stage bridging 'rescue' with 'recovery'. The Framework sets out a route map against four phases through which the Scottish Government will aim to ease existing restrictions. The four phases are gradual and incremental, and each phase will be triggered following careful monitoring of the virus. The route map provides an indication of the order in which the government will seek to lift current restrictions but at this point does not specify dates for all of the different phases. Instead, every three weeks the government will review and report on whether, and to what extent, it can move from one phase to another. It may be that not everything currently listed in a single phase will happen at the same time. On 28 May 2020 it was confirmed that the country was moving to Phase 1 with the easing of restrictions taking pace with effect from 29 May 2020. At the second review on 18 June 2020, it was announced that the country was moving to Phase 2 but not all measures set out in Phase 2 of the Scottish Government's Route Map would immediately come into effect and given that a flexible approach will be taken to the easing of restrictions under the Route Map, it is not certain when specific restrictions could be lifted. The Plan will

reflect the stated, at the time of writing, implementation of the four-phased approach:

1. Phase One – Up to 18 June Review (and potentially beyond), all with physical distancing and hygiene measures in play:
  - a. Outdoor workplaces to resume;
  - b. Construction sector to implement its restart plan;
  - c. Retail, Food & Drink – drive through, garden centres, but not associated cafes;
  - d. No events/ public gatherings etc.
2. Phase Two – all with physical distancing and hygiene measures in play, no dates, includes phase 1 except for:
  - a. Working from home where possible; some workplace reopening and likely staggered start time and flexible working – ‘indoor non-office’ (eg factories, warehouse, laboratory);
  - b. Limited public transport;
  - c. Retail, Food & Drink – smaller units allowed to re-open, including outdoor markets; pubs and restaurants can open outdoor spaces;
3. Phase Three - assumption that virus will have been suppressed; all with physical distancing and hygiene measures in play, no dates.
  - a. Public transport operating full services – peak time travel discouraged;
  - b. Schools open 11 August 2020; phased returns for universities and colleges;
  - c. Remote working remains for those businesses that can; indoor offices including contact centres can reopen;
  - d. Retail, Food & Drink – larger units allowed to re-open. Pubs and restaurants can open in indoor spaces.
  - e. Relaxation of restrictions on accommodation providers (including hotels);
  - f. Museums, Galleries, cinemas can reopen; live events permitted with restricted numbers;
4. Phase Four (final phase) – virus remains suppressed; physical distancing may remain;
  - a. Public transport operating full services;
  - b. Schools, universities and colleges fully open;
  - c. Remote working remains encouraged for those businesses that can but all workplaces can re-open;
  - d. Retail, Food & Drink – all types of units allowed to re-open; shop local encouraged;
  - e. Further relaxation of live events.

## **Approach**

- 3.7 The Plan has been produced within the overarching frameworks and objectives of the Regional Economic Strategy priorities of Innovation, Inclusive Economic Growth, Investment and Internationalisation; the LOIP; the Net Zero Vision for the city and the Strategic Infrastructure Plan – Energy Transition.
- 3.8 A series of workshops and consultations under the themes of ‘Business’, ‘People’ and ‘Place’ were arranged with over 60 Council officers, from across

service areas and clusters. The content was then discussed with external partners and stakeholders so that the Plan reflected not just the Council's proposed response, but also activities delivered by other organisations. These included, VisitAberdeenshire, Aberdeen Inspired, Federation for Small Business (FSB), Aberdeen & Grampian Chamber of Commerce (AGCC), Skills Development Scotland (SDS), Aberdeen Council for Voluntary Organisations (ACVO), Business Gateway and North East of Scotland College (NESCOL). This engagement, has understandably created a focus on practical things that agencies can commit to, in order to support the economic and health recovery of the city and its citizens. For many, however, the sense of hopelessness and fear arising from the current uncertainty is not quite so easily addressed. The People Plan particularly reflects this in an effort to ensure no one is left behind within the city.

- 3.9 Officers have been updating the North East of Scotland Performs economic database with the latest data on the impacts of the current crisis to date. There is always a lag between the effects of a downturn and the corresponding release of data. Therefore a framework of more 'timely' datasets has been added, boosted by the immediately available management information data on the impact on demand for Council services to help shape the Plan.

#### **4. THE IMMEDIATE RESPONSE**

- 4.1 The Council set up an Incident Management Team on 16 March 2020 to consider how the Council responds to the crisis. At the same time, a **Business Resilience Group** was formed to coordinate and discuss issues facing businesses and the economy in the immediate build up to a full 'lockdown', and the distribution of financial assistance from the UK and Scottish Governments. This group has been meeting every week and is chaired by Chief Officer City Growth and includes Oil & Gas UK, Opportunity North East (ONE) Food & Drink, FSB, Aberdeen Hotels Association, AGCC, Aberdeen Inspired, Scottish Enterprise, SDS, Business Gateway, VisitAberdeenshire, Invest Aberdeen and Aberdeenshire Council.
- 4.2 So that businesses could access the latest information, advice and guidance as it emerged, a 'business response hub' was set up to support the Business Grants schemes being administered through the Council's Revenues and Benefits and Finance teams. This has handled a total of 1,800 enquiries to date. A specific Covid-19 page was created in the Invest Aberdeen platform to provide consistent and current information to businesses from Council, UK Government, Scottish Government and specific agencies.
- 4.3 At the time of writing, a total of £23.5m has been distributed through 1,900 awards to businesses under the scheme for £10,000 and £25,000 grants (retail, hospitality and leisure). An additional support for newly self employed people has seen smaller grants totalling £324,000 distributed through 162 awards.
- 4.4 On 20 March 2020, the Council and Aberdeen City Health and Social Care Partnership established a joint **Care for People Group** that has overseen the development and delivery of the Aberdeen City Care for People Covid-19

Response Plan to assist vulnerable people to access practical and emotional support, beyond immediate lifesaving activities which are provided by the emergency services.

- 4.5 The Group has overseen the establishment of the Council's Crisis Support Centre and a dedicated Covid-19 web page provides information with a free 24/7 crisis support line available. To date, over 10,000 calls have been received seeking assistance around food, finance, housing, temporary accommodation for homeless people or shielding.
- 4.6 On 1 May 2020, the Lord Provost's Charitable Trust Coronavirus Pandemic Hardship Fund was launched to provide much needed financial support for charities in the city. The Council has also used £800,000 of Scottish Government Funding to develop a food provision strategy, working with CFine, to provide food to people and advice on free school meals.
- 4.7 These efforts have been supported by local community groups and networks of volunteers and over 7,000 volunteers have responded to support the response by and within local communities to the pandemic.

## **5. ANALYSIS OF IMPACT OF COVID-19**

- 5.1 The precise implications of Covid-19 and the additional impact of the coinciding oil price fluctuations on the city's economy are yet to be fully understood. However, in the period since 16 March 2020, it is clear that Aberdeen is facing an even more significant economic shock than previous downturns. There tended to be a lag between these downturns and the effects being seen across economic activity indicators. However, this time we are seeing the immediate consequences on businesses, individuals, young people and a wider impact on the most vulnerable groups in the city.
- 5.2 Public policy has previously been characterised by a focus on easy to measure economic outcome measures an approach that has not accounted for harder to measure elements of what really matters to people's lives. Kindness has tended to be dismissed as irrational and sentimental but in the current situation, Covid-19 has led to spontaneous acts of kindness from individuals, communities, faith groups, private, public and third sector - providing practical help, emotional support and a sense of hope for the future for many.
- 5.3 Using a mix of immediately available management information from within the Council, more timely available economic data and Government forecasts, the impacts are described below and shaped the Plan's response. The data pack is provided in Appendix 1 to this report.

### **Macro effects**

- 5.4 GDP forecasts at a UK and a Scottish level suggest that Scottish GDP will contract by around 7%-14% in 2020. In the Jan-March 2020 period, UK GDP declined by 2%, the biggest quarterly drop in activity since 2008. UK GDP output fell by 20.4% in April 2020, the biggest shock to the economy since

records began. By way of comparison, during the financial crash in 2008/2009, the UK economy fell by no more than 1% in a single month. Covid-19 and the subsequent collapse in global oil demand have placed the North East of Scotland in one of the most vulnerable positions of any region in Europe.

- 5.5 The Scottish Government's Office of the Chief Economic Adviser (OCEA) modelled three scenarios to illustrate the impacts and recovery phases and estimate unemployment rates rising to between 12% and 15% (7% estimated in June 2020).
- 5.6 628,200 Scottish jobs had been furloughed as at 31 May 2020, and this policy could be masking a substantial level of 'effective' unemployment. Indeed the OCEA anticipates that unemployment could take three to six years to return to pre-crisis levels. It estimates that 30% of employment in the city is in more vulnerable sectors such as 'accommodation and food services, education, arts and entertainment', 'manufacturing' and 'administrative, support, health and social work,' which equates to over 50,000 jobs in the city (and 48,000 in Aberdeenshire) operating in more vulnerable sectors.

### **Business**

- 5.7 As of June 2020 approximately 9.1m jobs were furloughed in the UK as part of the UK Government's job retention scheme, around a quarter of the workforce. HMRC figures show that in Aberdeen, 27,700 workers were furloughed, and an additional 29,700 in Aberdeenshire, around a quarter of the workforce. The average net costs of businesses effectively being hibernated are significant, even with financial support available. When furlough ends, the debts incurred by business during lockdown could see actual job losses.
- 5.8 Fraser of Allander Institute's Scottish Business Monitor reports further pessimism amongst surveyed businesses in terms of survival under current levels of trading. June 2020 FSB Survey Data on businesses in the north east corroborates the Scottish picture with 20% of businesses failing or facing significant difficulties paying suppliers, 15% struggling to make property payments and 10% applying for Universal Credit. The impact is expected to intensify in the next three months and lead to a quarter of businesses making staff redundant, 4% reducing/cancelling exports and 15% selling assets.
- 5.9 A quarter have relied on additional borrowing from bank overdrafts, 8% have borrowed from friends and family and 12% have relied on credit cards, compared to the 10% that have applied to the Coronavirus Business Interruption Loan Scheme (CBILS).
- 5.10 There has been over a third fewer businesses start-ups in the city during the first four months of this year compared with the corresponding period of last year.

### **People**

- 5.11 As of May 2020, using the latest available data, there were 14,500 universal credit recipients in Aberdeen, an increase of 82% on March 2020 data – an

additional 6,500 people. Within these figures, there has been a significant increase in working age applications beyond existing priority intermediate zones within the city that has not been as apparent in previous downturns. More than 3,000 job losses have already been posted from Partnership Action for Continuous Employment (PACE), from companies operating across all sectors of the city economy. Oil and Gas UK estimate 30,000 jobs in the sector could be lost in the UK (that could equate to 8,500-10,000 losses in NE Scotland). This in turn is likely to have a disproportionate effect on the following groups:

- Young people – employees aged under 25 more likely to work in a sector that is shut down and likely to be financially vulnerable prior to COVID-19;
- Women – more likely to have care responsibilities which may make it hard to maintain employment. More likely to work in shut-down sectors such as retail, accommodation and food services, and tend to be lower earners;
- Low earners – less likely to be able to work from home and a large proportion work in the hardest hit sectors. Reductions in pay are likely to put significant pressure on household incomes;
- Lone parents – More likely to be financially vulnerable prior to COVID-19. More exposed to reductions in earnings/job losses than those with partners and less likely to be able to share childcare and to be unable to work as a result;
- BAME groups – disproportionately impacted in previous recessions, and this may be repeated, especially given a higher proportion employed in the tourism, leisure, hospitality and retail sectors;
- Disabled people – known to earn less on average than non-disabled people so a reduction in income may be particularly harmful. More likely than non-disabled people to work in areas experiencing more damaging impacts;
- 50+ years – amongst the more deprived of working age people as they often struggle to re-enter the labour market.

## **Place**

- 5.12 As would be expected, weekly city centre footfall has fallen by almost 75%, from around 450,000 pre lockdown to 100,000 in the April-May period. In the most recent week, there has been a modest increase as lockdown measures begin to ease, and reflecting the Spaces for People project.
- 5.13 This has seen hotel occupancy collapse and it is likely that cities will have to operate at a reduced capacity. A collapse in demand (both domestic and commercial), over provision and very weak short-term growth projections are all significant challenges for the sector. The implications of a reduced or '90% city' on the commercial sector will be significant and the challenge for businesses will be how to operate with similar cost bases but reduced sales.
- 5.14 In looking at the Council's visitor attractions – Museums and Art Gallery, City Events and the Beach Ballroom – officers anticipate that there will be a substitution of visitors to more local and regional markets. In the short term these attractions continue to be showcased on digital platforms and the priority will be to convert this interest to physical visits in Phase 3+. Some businesses

and city centre occupiers will not restart until the conditions for a Phase 3 or Phase 4 reopening have been met.

- 5.15 Lockdown has seen some environmental benefits as pollution and carbon in the atmosphere has reduced. Comparison of mean NO<sup>2</sup> emissions for the April-May 2020 period compared to 2019 indicate reductions at Anderson Drive (47%), Market Street (58%), Union Street (51%) and Wellington Road (59%).
- 5.16 Focussing on health and resilience, analysis of the Council's management information data indicates that over 10,000 calls have been made to the crisis line with 23% relating to financial assistance/ advice, 26% relating to food provision and 17% shielding. There has been increased applications for crisis grants (102% increase), free school meals, council tax and housing rent reliefs.
- 5.17 There were 360 Homeless Applications received in the Feb-May period and homeless services continue to see strong demand for all provision, including the Out-of-Hours service, with an upwards trend in the latter part of the monitoring period.
- 5.18 In addition to this quantitative analysis, officers have been participating in national discussions and webinars with businesses and stakeholders on the impacts of Covid-19. A number of wider effects that have been raised are noted below:
- How cities think about work and jobs – reflecting not just physical distancing, but flexible working, indoor workplaces (offices), the place of work and potential implications in terms of families, care and childcare and home vs office working;
  - The 'value' of jobs and the critical roles in response to the crisis tended to be in lower paid occupations – distribution, warehousing, care, retail etc;
  - The importance of supporting digital infrastructure has never been clearer – it has enabled people and businesses to continue to work under lockdown as well as providing vital community support and social interactions;
  - Information, advice and guidance – providing clarity and confidence to businesses and visitors to start going back into city centres;
  - Third-party/ external funding – anticipated pressures around forward funding of a number of stakeholder organisations in the city;
  - There is uncertainty amongst city centre sectors particularly on whether businesses could return while adhering to physical distancing measures. The differences between Scottish Government and UK Government approaches to a phased opening may be a concern.

## **6. ACTION PLAN**

- 6.1 The plan focuses on a short term 'rescue response' to the immediate effects of the economic crisis. From the analysis of the effects to date, there is a change in priorities and its main goals are less about growing the economy or increasing value, but thinking about health, community and ensuring that people can access employment.



- 6.2 Going beyond the 2020/21 life of this Plan, there will be a shift in focus towards medium and longer term recovery actions, and, for Aberdeen, continuing to make the case for investment in a ‘green recovery’ as highlighted in the Strategic Infrastructure Plan – Energy Transition. For the city region, investing in areas of opportunity such as the oil and gas sector that in turn will be the foundation for energy and renewables investment, will be an important part of the economic recovery plans to support the Regional Economic Strategy.
- 6.3 The quantitative and qualitative data above has informed the production of the actions in the Plan, which is provided as Appendix 2 to this report. The overall purpose is to minimise the harm and impacts of the current crisis where possible. At the same time, it provides an opportunity to anchor existing inclusive economic growth and LOIP priorities by focusing on the needs of local business and communities.
- 6.4 Specific actions have been developed under the respective ‘business’, ‘people’ and ‘place’ themes. Table 1 below summarises the plan.

**Table 1 – Socio Economic Rescue Plan 2020/21 - Summary**

<b>Theme</b>	<b>Interventions</b>	<b>Rationale</b>
<b>Business</b>	General Response – 10 actions Tourism, Leisure & Hospitality – 6 actions Job Retention/ Creation – 5 actions	Providing support to business and alleviating cashflow pressures; supporting city centre sectors to respond to new digital and local markets  Using infrastructure investment to support business growth
<b>People</b>	Supporting Young People – 7 actions Community Spaces – 2 actions Job Retention/ Creation – 4 actions Workforce Development – 9 actions Wellbeing – 14 actions	Active labour market responses essential to keep people actively engaged and earning, enabling the most at risk groups particularly to avoid longer term effects on society.  Using infrastructure investment to support employability
<b>Place</b>	Safe Zones – Physical Distancing – 7 actions Transport – 4 actions Shop, Visit, Eat, Local – 4 actions Economic Strategy/ CCMP – 5 actions	Delivery of the Spaces for People project, and the supporting activity to maximise the benefits of that programme  Emphasis on climate change and the Net Zero Vision

Theme	Interventions	Rationale
		'Buy Local' campaigns and linking Aberdeen Art Gallery and Events

- 6.4 It is proposed that the overall programme will need to be phased depending on the Scottish Government's guidance on movement from one phase to the next.
- 6.5 Early engagement with the Scottish Government, SDS, SE and the Business Gateway will be critical to developing any new approach to deliver priority actions and the financial implications of these.

### **Governance**

- 6.6 The Plan is an immediate and dynamic response to the impact of Covid19, and aligns to the LOIP strategic themes of Economy, People, Place. While it focuses on immediate actions, there is an opportunity for it to inform the scheduled refresh of the LOIP in 2021. It is therefore proposed that scrutiny and oversight of the implementation of the Plan is done through the Community Planning Aberdeen (CPA) Board.
- 6.7 As such, CPA Outcome Improvement Groups provide an established structure to drive delivery, while many of the actions will be delivered by members of Aberdeen Prospers, Integrated Children's Services, Resilient Included, Supported Group or the Sustainable City Group. However delivery will need to have input from wider stakeholders that are not currently represented within these groups. Therefore a 'short life' working group (the Socio-Economic Rescue Plan Implementation Group) is proposed to be formed from within organisations already on Aberdeen Prospers, augmented by representatives from the Business Resilience Group, in order to drive delivery of the Plan across all three themes, as indicated in Table 2 below.
- 6.8 The remit of the Group will be to provide a coordinated and collaborative approach to implementing the Plan within the CPA Outcome Improvement Groups, the Council and with external stakeholders and partners.

**Table 2 – Socio-Economic Rescue Plan – Implementation Group**

<b>Implementation Group Membership</b>
Aberdeen City Council – City Growth, Schools & Communities
Representative from the Urban Realm Task Group (Spaces for People project)
SDS
CFINE
NESCOL
SE
ACVO
Business Gateway (Elevator)
Culture Aberdeen
Aberdeen Inspired – City Centre Manager

<b>Implementation Group Membership</b>
AGCC – Policy Manager
FSB – Regional Lead
VisitAberdeenshire

6.9 It is proposed that each Action Plan programme area is assigned a Senior Responsible Officer to oversee the operational delivery and ensure that progress by other Council teams, or external partners is reported to the Group and the CPA Board. Given that the Plan is a short term response, it is recommended that the Group meets on a monthly basis, subject to review. As the Plan progresses some actions may be reflected and ‘mainstreamed’ in the refreshed LOIP, the Regional Economic Strategy and the associated governance arrangements where appropriate.

## **7. BUSINESS CHARTER**

7.1 Included in the Plan (Business Theme) is a proposal for an Aberdeen City Council Business Charter. It is provided as Appendix 3 to this report. It aims to continue to make Aberdeen an attractive place to do business and sets ‘standards’ for responsible business and developing people and skills.

7.2 To take forward the Council’s Administration priorities, the Charter sets out how the Council as a whole will support businesses through delivery of its ‘business facing’ activities and roles (for example, economic development, planning, licensing, environmental health, trading standards, procurement etc). It has also been developed to reflect the urgency with which these services need to respond to support businesses’ response to the economic downturn.

7.3 It affirms the Council’s commitment to delivering services to businesses in the city that are fast and to the highest standard. It sets out what business customers may expect from the Council, and what the Council expects from business customers. As well as covering business facing services, it also notes the value of the goods and services bought in by the Council and how its spending power through its revenue and capital budgets can support local businesses. Further, while in year savings through procurement activity are being considered within the Council’s budget reporting, any decisions will be informed by an assessment of any business risks to the local supply chain. Consideration of local market will feature in any contract redesigns in future in order to meet the objectives of the Plan.

7.4 Feedback from a small sample of businesses and representative groups has been reflected in the drafting of the Charter.

## **8. FINANCIAL IMPLICATIONS**

8.1 Covid-19 has seen an unprecedented policy response by the UK and Scottish Governments. In terms of the overall financial implications, the Fraser of Allander Institute estimates a 2020/21 deficit of between £200-£500bn. In turn this will have significant implications for public finances going forward. The

Institute estimates that there is a possibility that Scotland will be worse affected than elsewhere in the UK. The financial implications to the Council of the impact of Covid-19 are significant and a report on this is provided elsewhere on the agenda for this committee.

- 8.2 There are no financial implications on the Council's budget approved on 3 March 2020. In the immediate term, and to support delivery of the response within the People Theme, 5 fte employability key workers, fully funded by Scottish Government, will be recruited. Any other staffing implications would be considered within the Council's established procedures. Other Council resources will be aligned to the actions from across clusters in the Council.
- 8.3 Where the Plan highlights other external funding, this may include monies already secured and deployed, for example, parental employability funding. However, the Plan also highlights other potential sources of funding that could be applied for to progress any of the actions. The Council's External Funding Team will support the applications and leverage of third party funding.
- 8.4 There are no direct resource implications arising from the development of the Council's Business Charter as it is assumed that any costs will be met within existing staffing budgets.

## 9. LEGAL IMPLICATIONS

- 9.1 There are no legal implications arising from this report.

## 10. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
<b>Strategic Risk</b>	Covid-19, oil and gas downturn, and the impact of Brexit could last longer than anticipated	M	The formation of the Implementation Group and certain actions within the Plan may mitigate against these risks.
	There is a risk that Lockdown measures need to be re-introduced depending on the success of progressing across the Four Phased Approach	M	UK and Scottish Government support in progressing strategic actions.
<b>Compliance</b>	The Council is not complying with physical distancing and hygiene measures	L	Information, advice and guidance and staff training will be given when Beach Ballroom and AAGM

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
			<p>tourism assets are safe to open</p> <p>Advance information and guidance for event attendees and plan for visits.</p>
<b>Operational</b>	<p>Resources within the City Growth and supporting clusters are not sufficient to respond</p> <p>Health and Safety of staff, users and the public;</p> <p>Council premises and social distancing</p>	M	<p>Information, advice and guidance and staff training will be given when Beach Ballroom and AAGM assets are safe to open</p> <p>Home working for staff wherever possible, changes to offices to accommodate physical distancing</p>
<b>Financial</b>	<p>Budget pressures - costs of developing/ implementing actions.</p> <p>Lack of funding mechanisms to implement actions.</p>	M	<p>Repurposing of existing budgets</p> <p>Most actions have been designed to be delivered within existing staffing resources</p>
<b>Reputational</b>	<p>Failure to respond to the crisis and delaying a response</p>	L	<p>This Plan and Governance provides the Council with an opportunity to lead a coordinated city-wide response</p>

## 11. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	The proposals within this report support the delivery of following Policy Statement objectives – economy; people and place in support of the Regional Economic Strategy and the LOIP. The employability responses in particular align to existing priorities around Developing the Young Workforce. The Place

	<p>actions are all contributing to active travel and transport plans.</p> <p>The proposal to develop a Council Business Charter reflects the core vision of the Target operating model and the Guiding Principles of the Council – in particular the ‘customer first’ approach.</p>
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	The proposals aim to provide as much support to businesses in the immediate response to Covid-19 and to mitigate where possible against permanent job losses in the city. They are therefore unlikely to generate increased employment in support of the LOIP target to grow jobs by 10% in priority sectors.
Prosperous People Stretch Outcomes	The proposals aim to support health and wellbeing outcomes in the Children & Young people and Adult stretch outcomes.
Prosperous Place Stretch Outcomes	The proposals support the poverty and active travel stretch outcomes
<b>Regional and City Strategies</b>	The Socio-Economic Action Plan supports activities to support business and inclusive economic growth in the Regional Economic Strategy and Regional Skills Strategy, and the Local Development Plan ‘triple aims’ of economic sustainability, public health priorities and the LOIP.
<b>UK and Scottish Legislative and Policy Programmes</b>	The report aligns to the Scottish Government’s Covid-19 emergency legislation and the Phased Approach to post-lockdown.

## 12. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Impact Assessment</b>	Equality Impact, Fairer Scotland, and Environmental Impact Assessments attached/will be developed as part of the implementation of the Plan.
<b>Data Protection Impact Assessment</b>	Not required

### **13. BACKGROUND PAPERS**

- 13.1 [Scottish Government Coronavirus Framework for Decision Making – Scotland’s Route Map out of the crisis.](#)
- 13.2 Council Urgent Business Committee – Financial Resilience - COVID-19 - RES/20/091, 6 May 2020.
- 13.3 Council Budget - General Fund Revenue Budget and Capital Programme 2020/2021 - RES/20/065, 3 March 2020.

### **14. APPENDICES**

- 14.1 Appendix 1 – Socio-Economic Rescue Plan – Data Pack
- 14.2 Appendix 2 – Socio-Economic Rescue Plan
- 14.3 Appendix 3 – Business Charter – Aberdeen City Council

### **15. REPORT AUTHOR CONTACT DETAILS**

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