

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	UBC
<b>DATE</b>	30 June 2020
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Financial Resilience Recovery Plan
<b>REPORT NUMBER</b>	RES/20/101
<b>DIRECTOR</b>	Steve Whyte
<b>CHIEF OFFICER</b>	Jonathan Belford
<b>REPORT AUTHOR</b>	Steve Whyte & Jonathan Belford
<b>TERMS OF REFERENCE</b>	UBC 1

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### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide the Committee with a proposed recovery plan to the current financial challenges the Council faces in maintaining a balanced budget position for the financial year 2020/21 and the actions that will be required to achieve this position.

### 2. RECOMMENDATION(S)

That the Committee :-

- 2.1 Notes the Updated financial position contained within the report;
- 2.2 Notes the requirement of the Council to make arrangements for the proper administration of its financial affairs, including the maintenance of a balanced budget;
- 2.3 Agrees that using uncommitted usable General Fund reserves is not an appropriate solution to the immediate costs highlighted in the report, and that the Council must maintain its uncommitted reserves to meet future costs that are unknown, the likes of which have been highlighted by the World Health Organisations, detailed in Appendix 9;
- 2.4 Agrees that Capital Receipts receivable continue to be set aside to fund Voluntary Severance / Early Retirement costs in line with the permissions granted by Scottish Government that end on 31 March 2021;
- 2.5 Agrees that the initial estimate for the impact of the Covid-19 pandemic on the Council's capital financing requirement offers no opportunity to borrow for revenue purposes, even where permission has been granted by the Scottish Government;
- 2.6 Agrees, in light of the removal of the statutory obligation to deliver 1,140 hours of early learning and childcare from August 2020, the Council takes steps to

offset Covid-19 related costs to the value of £8m to support children and families by using the flexibility in the ELC Expansion specific grant funding;

- 2.7 Having regard to the equality and human rights impact assessments, incorporating the Fairer Scotland Duty, as set out in background papers, approves the revised commissioning intentions and service standards as described in Appendix 6, the related proposals at Appendix 7 and the revision to fees and charges set out in Appendix 8, to address the financial outturn position for 2020/21 and maintain a balanced budget, as summarised in paragraph 3.53;
- 2.8 Agrees to the balance (£6.6m) of uncommitted ELC Expansion specific grant being held as a contingency against further Covid-19 related costs the Council is financially exposed to during the remainder of the financial year, and that the use of this contingency is delegated to the Chief Officer – Finance, following consultation with the Chief Executive and Convener of City Growth and Resources Committee;
- 2.9 Agree that in the event of future costs exceeding £6.6m and no further funding being receivable by the Council to cover those costs then instruct the Chief Officer – Finance to report the situation to the City Growth & Resources Committee or an Urgent Business Committee if required;
- 2.10 Notes the current position of the IJB and instructs the Chief Officer - Finance to report the details of the IJB recovery plan to the City Growth & Resources Committee on 28 October 2020;
- 2.11 Notes the financial risk at Section 6 and acknowledges that the decision on 20 March 2020 to defer and limit collection and recovery action by the Council for Council debts cannot continue indefinitely, and agrees to recommence collection and recovery processes for all debts, with effect from 1 July 2020, and to continue to consider situations of hardship on a case by case basis;
- 2.12 Agrees, in light of the financial situations presented by the Covid-19 pandemic described in the report, that in line with terms and conditions, the Council will not make any refunds for services altered as a result of its response to the pandemic;
- 2.13 Notes the initial financial impact assessment on the General Fund Capital Programme for financial years 2020/21 to 2024/25, as set out in paragraph 3.115 and agrees to receive the reprofiled capital programmes as part of the Quarter 2 financial reporting;
- 2.14 Agrees that the next scheduled report on financial performance will be the Quarter 2 report to City Growth & Resources Committee on 28 October 2020, with an earlier meeting of the Committee being requested by the Chief Officer – Finance, to present an interim report, if the circumstances require it;
- 2.15 Notes the forecast outturn for the 2020/21 Housing Revenue Account as set out in Appendix 10; and

2.16 Notes the forecast outturn for the 2020/21 Common Good as set out in Appendix 11.

### **3. BACKGROUND**

3.1 On 20 March 2020, the Urgent Business Committee had before it a financial resilience plan, prepared in light of the emerging magnitude of the response to the global Covid-19 pandemic. That report highlighted the steps the Council had put in place to maintain financial resilience and this included the early identification of financial impact for 2020/21.

3.2 The Urgent Business Committee, on 6 May 2020, considered a further report on a fuller assessment of the financial impact of the pandemic on the Council and the financial position for 2020/21. The report provided the potential scenarios arising from the pandemic that the Council could face based on the position at that time. It should be noted that there was a great deal of uncertainty at that point in terms of how long the “lockdown” would remain in force and how long it may take to return to a “new norm”.

3.3 This report builds on that fuller assessment to provide the Committee with the latest estimated position for the financial year 2020/21 and the actions that are recommended to ensure the Council continues to maintain a balanced budget.

3.4 Through the powers delegated to the Chief Executive and the Duty Emergency Response Coordinator, the Council has made decisions to secure the safety and wellbeing of staff and customers in accordance with government guidance and legislation. At the same time as incurring additional costs, the anticipated levels of income across the Council and its group of ALEO's has reduced.

3.5 The Local Government Finance Act 1992 provides that the Council must set its Council Tax amount by 11 March each year for the next financial year. The amount set must be sufficient to meet total estimated expenditures. This means that having taken account of expenditure, agreed savings and income from other sources, the level of Council Tax must ensure that a balanced budget is set by the Council. Aberdeen City Council set the Council Tax for 2020/21 on 3 March 2020 to ensure a balanced budget for year ahead, in accordance with its statutory duty. As a result of the Covid-19 pandemic, the council is no longer in financial balance.

3.6 In order to control expenditure in line with the organisation's approved budget, the Council's Financial Regulations states that no expenditure is permitted unless it can be met from an approved budget. However, as outlined at the meeting of the Urgent Business Committee meetings on 20 March 2020 and 6 May 2020, the impact of the coronavirus pandemic on local government in Scotland is significant with the Council incurring unprecedented financial pressure. The impact on the Council at its budget setting meeting on 3 March 2020 prior to the declaration of a pandemic was unforeseen.

3.7 Under section 95 of the Local Government (Scotland) Act 1973, each local authority must continue to make arrangements for the proper administration of its financial affairs. The Council has appointed the Chief Officer – Finance to

oversee these arrangements. In accordance with CIPFA guidance, the Council's Chief Officer – Finance must exercise a professional responsibility to intervene in spending plans in order to maintain the balance of resources so that the authority remains in sound financial health.

- 3.8 On 6 May 2020 the Urgent Business Committee, in accordance with the Council's duties under section 95, instructed the Chief Officer – Finance to report back again to the meeting of this Urgent Business Committee with proposals to ensure the Council maintained a balanced budget position in line with its statutory duty. This report addresses the Committee's instruction and contains proposals that, if taken, will help ensure the Council maintains a balanced budget for 2020/21 based on the information known at this time.
- 3.9 We continue to oscillate between the stages of rescue, transition and recovery as the Council continues to respond to the impact of the Covid-19 pandemic. Much remains uncertain and ambiguous. However, in light of the duties facing the Council, this report attempts to set out the financial position across a spectrum of certainty to complete uncertainty. This is an exceptional position for local government to be in and it is clear from the emerging position of Councils across Scotland, Aberdeen City is not alone in having to address it. As the council's Chief Financial Officer, I have attempted to ensure as much reliability and rigour to the financial data presented but I must caveat the presentation of these numbers given the huge uncertainty that remains.
- 3.10 Should the Council fail to take steps to ensure a balanced budget for 2020/21 based on the information available at this time, the Chief Officer – Finance may report the matter to the Monitoring Officer. The Monitoring Officer under section 5 of the Local Government and Housing Act 1989 must prepare a report to the Council if it appears to them that any decision by the authority would give rise to a breach of a statutory duty. Any decision which is subject to such a report is suspended until the Council has considered the report. The authority is under a duty to take no steps to implement any such decision whilst it is suspended.

### **Government Phasing Plan**

- 3.11 On 21 May 2020 Scottish Government's Covid-19 Framework for Decision Making was published. This Framework 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. The First Minister confirmed on 28 May 2020 that the country was moving to Phase 1 with the easing of restrictions taking place with effect from 29 May 2020. At the second review on 18 June 2020, the First Minister announced that the country was moving to Phase 2. At the second

review, the First Minister indicated that not all measures set out in Phase 2 of the Scottish Government's Route Map would come into effect immediately. This demonstrates that a flexible approach will be taken to the easing of restrictions against the Route Map and that there is no absolute certainty on when specific restrictions will be lifted. The next review date will be on 9 July 2020 (when the country may move to Phase 3) followed by another review on 30 July (when the country may move to Phase 4).

- 3.12 As part of the Council's Covid19 response during the 'rescue' stage, work was already underway to plan for a range of foreseeable scenarios, across a number of workstreams, as set out below.

Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 4
<b>Virus Contained</b>		<b>Virus Re-occurs</b>	<b>Pandemic Escalation</b>	
Lockdown relaxed / ends May 2020	Lockdown relaxed / ends June to September 2020	Lockdown ends, but is recommenced following one or more waves	Lockdown persists beyond September 2020	Lockdown persists beyond March 2021

- 3.13 At the time of writing this report, Scenario 2 has been activated and Council services have been reinstated, or are being prepared for reinstatement, within a new operating environment, and in line with the Scottish Government's 4 Phase Route Map.

- 3.14 By definition, Scenario 3 remains possible (i.e. a recurrence of the virus and a return to lockdown restrictions). This brings unavoidable uncertainty, however plans are in place in the event of this becoming a reality. Assuming Scenario 2 remains current, whilst the application of the 4 Phase Route Map brings clarity to the sequencing and nature of restrictions being lifted, uncertainty remains in terms of the timing of the phases, which has not been defined and is subject to set criteria being met, and the conditions under which services may be reinstated.

- 3.15 The 4 Phase Route Map gives details of proposed lifting of restrictions under 9 themes, these are set out below alongside a high level analysis of their impact for local authorities. *Note: even when in phase 4 and beyond the end of the route map, some public health precautions and adjustments are likely to remain in place, with implications for local authorities.*

Scottish Government Route Map Theme	Impact on Councils	Detail
Seeing family and friends	Low	Maintenance of parks and other public spaces
Getting around	Low	Supporting remote working for the workforce and enabling traffic flow
Schools, childcare and other educational settings	High	Education to be delivered in a blended model and following public health guidelines.

		Childcare increasingly available, subject to public health measures, prioritised to support key worker childcare, early learning and childcare entitlement and children in need.
Working or running a business	High	Outdoor and, subsequently, indoor workplaces, including local authority workplaces, will be subject to physical distancing and other public health restrictions, with implications for construction, asset management and remote working.
Shopping, eating and drinking out	Medium	Retail and catering facilities can be opened in Phase 3, but will be subject to physical distancing until Phase 4, with implications for income.
Sport, culture and leisure activities	High	Live events are permitted and museums, galleries, libraries and indoor sports facilities can be opened in Phase 3, but will be subject to physical distancing until Phase 4, with implications for income.
Community and public services	High	The reinstatement of specific public services has not yet been specified (beyond a very small number e.g. household waste recycling services), but will be scaled up over all phases in line with public health advice, with modifications and changes to service design, the costs of which are difficult to quantify.
Gatherings and occasions	High	All mass gatherings will be subject to public health advice. Over Phases 2 to 4, restrictions on ceremonies (marriages, civil ceremonies, funerals) will be eased, subject to social distancing.
Health and social care	High	Easing measures include increased home visits to shielded people; managed visits to care homes; greater use of technology.

3.16 Specific government guidance has been provided, or is anticipated, for a number of key areas which will assist detailed planning and anticipation of further costs and / or loss of income. In addition to the service specific implications, across each Route Map Theme local authorities will require to support the transition through all 4 phases with:

- Enforcement of some restrictions, and customer advice and communications;

- Adjustments to service designs and working practices to allow for social distancing and other public health measures to be applied; and
- Supporting vulnerable people, including those subject to track and trace measures.

### Section 1 – Covid-19 Response Cost (Our Known Financial Position)

3.17 The first stage in trying to establish our known financial position, as reported to May UBC, was to assess the financial impact through a systematic review of the Council's budget from:

1. Reviewing the deliverability of budget decisions made in March;
2. Understanding cost pressures being experienced due to Covid; and
3. Estimating the likely impact on income streams.

3.18 Based on the planning assumptions and the financial estimates prepared, the forecast of the financial pressure that the Council faced as at May 2020 was summarised as follows:

<b>May 2020</b>	<b>General Fund</b>	<b>HRA</b>	<b>External Financial Risk</b>
<b>Estimated Impact of:</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Mobilisation	5,629	5,714	0
Lost Income	30,152	0	8,000
Cost Reduction	(8,375)	(4,500)	(4,000)
<b>Net</b>	<b>27,406</b>	<b>1,214</b>	<b>4,000</b>

Note:

Figures included in the table above EXCLUDE the additional funding for local government announced by the Scottish Government specifically for Covid-19 response. More detail on these is provided below at paragraph 3.20.

3.19 Since that report, at the start of May 2020, the position and impact has continually been updated and refined. The figures for the General Fund have been detailed in the appendices as noted in the table below.

<b>June 2020</b>	<b>General Fund</b>	<b>HRA</b>	<b>External Financial Risk</b>
<b>Estimated Impact of:</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Mobilisation (Appendix 1)	4,237	0	-
Lost Income (Appendix 2 & 10)	22,082	1,309	3,750
Savings at Risk (Appendix 3)	4,679	0	-
<b>Gross</b>	<b>30,998</b>	<b>1,309</b>	<b>-</b>
Cost Reduction (Appendix 7 & 10)	(5,179)	(1,309)	-
<b>Net</b>	<b>25,819</b>	<b>0</b>	<b>3,750</b>

Note:

Figures included in the table above for the General Fund EXCLUDE the additional funding for local government announced by the Scottish Government specifically for Covid-19 response. More detail on these is provided below at paragraphs 3.20

The Housing Revenue Account (HRA) is referred to in more detail in paragraphs 3.98 to 3.101.

External Financial Risk refers to the potential exposure the Council has to the IJB and Tier 1 Arm's Length External Organisations if government funding and cost mitigation by the organisations does not enable them to balance their budgets for this financial year.

## Section 2 – Confirmed Funding for the Covid-19 Response

3.20 The second phase of the review of the financial position is to look at the income streams that the Council has been awarded through the Grant Aided Expenditure distribution mechanism from Government.

<b>Scottish Government Funding:</b>	<b>£m</b>
Hardship Fund	(1.758)
Food Fund	(0.802)
£155m Consequentials	(5.448)
Free School Meals (Estimated)	(0.275)
<b>Total Funding Awarded</b>	<b>(8.283)</b>

3.21 On 16 June 2020, the Scottish Government announced funding for free school meals during the summer holidays. Maintaining free school meals provision had been planned by the Council and is included in the cost pressures described in section 1, above. The award of funding to the Council, at time of writing, is not yet known so the estimated distribution of grant has now been included in the table above.

3.22 On top of the funding above directly awarded to mitigate against the impact on the Council's financial position each local authority has been asked to administer a number of "grants" on behalf of the Scottish Government. These are summarised in Appendix 4. The Scottish Government has provided the funding to support the actual payments to businesses and newly self-employed individuals, however no additional funding has been provided to cover the cost of administering them. There has, however, been a cost to the Council as a range of staff have been diverted from their normal roles to support the payment processes. This has meant that other work has not progressed, such as the billing of non-domestic rates in the city – now planned for early July. Recently CoSLA has agreed to seek removal of conditions on all specific grants and this is referred to in paragraph 3.84.

3.23 In addition to the grant funding allocated to the Council the Scottish Government has advised that it will allow Councils a degree of flexibility on ring fenced grants, namely:

- Pupil Equity Funding and Challenge Authority and Schools' Programme funding (all part of the Scottish Attainment Challenge);
- Early Learning and Childcare Expansion multi-year funding agreement; and
- Funding for Regional Improvement Collaboratives.

3.24 For Aberdeen City Council the value of funding that this provides flexibility to is:



<b>Funding Stream</b>	<b>Flexibility</b>	<b>Funding</b>
Pupil Equity Fund	Guidance provided 15 May 2020.	Uncommitted sums 2020/21 £0.3m
Early Learning & Childcare Expansion	Guidance provided 15 May 2020.	Uncommitted sums: 2019/20 £8.1m 2020/21 £6.5m

3.25 Further details on the flexibility being offered is included in Appendix 5. Having reviewed the details of the flexibility, based on the known position described in paragraphs above, it is reasonable to assume that £8 million could be used to offset the forecast impact.

### **Section 3 – Consolidated Position**

3.26 Taking the position from Sections 1 and 2 above we can see that the current unabridged position on those elements of income and expenditure that we currently know (and understand) can be summarised below:

<b>Consolidated Position:</b>	<b>£m</b>
Section 1 – Net Cost	25.819
Section 2 – Grant Funding	(8.283)
Section 2 – Grant Flexibility	(8.000)
<b>Known Net Deficit</b>	<b>9.536</b>

### **Section 4 – Intentions and Service Standards**

3.27 When the Council approved its budget for the financial year 2020/21, it also approved a set of commissioning intentions and service standards. The presentation of our stated outcomes and service standards along with the proposed budget, enabled the Council to take a more strategic approach to its resource allocation. To present a revised budget, based on the amending those outcomes, commissioning intentions and services standard, enables the Council to describe the impact of shifting resources to deliver services within a reduced budget limit.

3.28 At its meeting on 3 March 2020 the Council approved the Delivery Plan to set the Council's commitments for the year through:-

- Implementation of the Council's Policy Statement;
- Commissioning intentions which support the delivery of the Local Outcome Improvement Plan; and
- A transformation portfolio to develop the organisational capabilities envisaged by the Target Operating Model.

3.29 In addition, in agreeing the 2020/21 budget, the Council also approved:

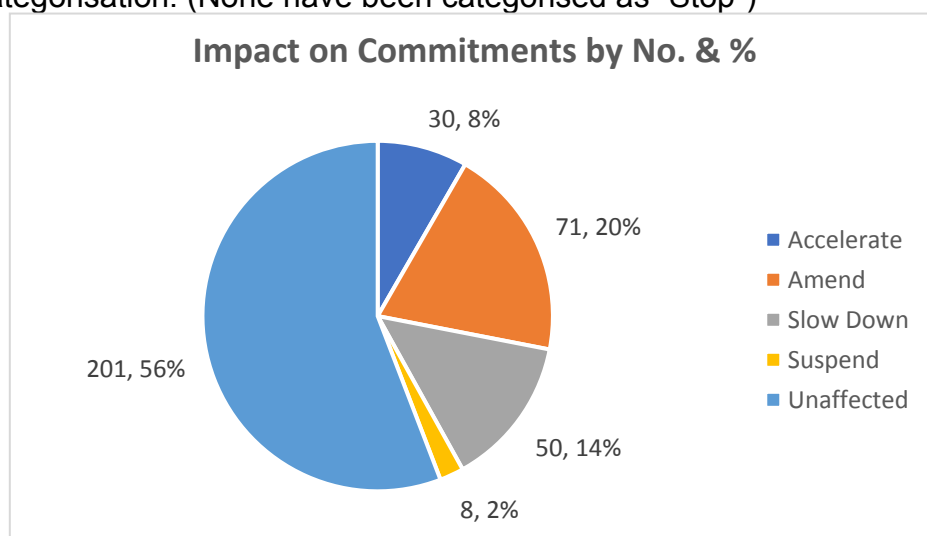
- a suite of service standards, specifying the level of service to be delivered; and
- a number of specific instructions to officers relating to both the Council Delivery Plan and the 2020/21 budget.

3.30 When the scale of the Covid19 crisis, and its impact on the Council, became apparent and it was clear that there was going to be material impact on the Council finances, officers completed an assessment of how the unfolding situation was likely to affect the organisation's listed commitments. This assessment categorised each commitment as either:

Unaffected	Accelerate	Amend	Slow Down	Suspend	Stop
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3.31 Appendix 6 shows this assessment, for those that do not contribute to financial savings, Appendix 7 shows those where there will be a financial impact. Where a commitment is proposed to be changed (whether accelerated, amended, slowed down, suspended or stopped) there may be different drivers in each case. These include changes to legislation or national policy and guidance; support for vulnerable groups; the restrictions of lockdown / social distancing; and affordability.

3.32 The figure below summarises the proportion of commitments in each categorisation. (None have been categorised as "Stop")



3.33 Calculating the financial impact of making those changes for the financial year was then undertaken to capture the change that could be achieved to offset the impact of the pandemic. This means that officers have presented the financial consequence that if these commissioning intentions and service standards were adopted going forward then this will assist the Council to balance the budget. Added income options, along with savings achieved in the first quarter from a range of operational budgets and those efficiencies continuing, provide the means by which the Council can control future expenditure and bring the budget back into balance.

## Section 5 – Local Options to Close Known Net Deficit Position

3.34 The third phase of reviewing the council's financial position, required officers to identify a range of deliverable options in order to get council back in financial balance by the year end.

### Revenue Budgets

3.35 Appendix 7 provides the detail of which commissioning intentions, services standards and other changes that will have the impact on financial year 2020/21. These are summarised in the table below.

	£'000	£'000
<b>Revenue Budgets</b>		
Commission Intentions	(40)	
Service Standards and Efficiencies	(5,955)	
2020/21 Budget Instruction	(100)	
Income	(1,175)	
Transformation	(20)	
Reduced corporate provision	(983)	
<b>Total Revenue Budgets</b>		<b>(8,273)</b>

### Tax Raising Powers

3.36 As stated at paragraph 3.5 above the Council, in preparing its annual budget must set a Council Tax for the year ahead. This the Council did on 3 March 2020, being a 4% increase on the previous year.

3.37 Scottish Government conditions of grant funding include a limit on the value of any increase, 3% in real terms, and for 2020/21 this converted to 4.84% in cash terms.

3.38 Officers have considered the potential for increasing Council Tax during the year, particularly recognising the head-room between the approved increase of 4% and the cash maximum of 4.84%. A maximum sum of £1m could be potentially generated from this option.

3.39 Legal advice provided indicates that increasing Council Tax again, in year is not possible, the Council having already satisfied its s93 duty to set Council Tax for the financial year. Officers have therefore removed this as an option for balancing the budget.

### Balance Sheet - Reserves

3.40 The requirement for financial reserves is acknowledged in statute. Section 93 of the Local Government Finance Act 1992 requires Scottish authorities, in calculating the council tax, to take into account 'any means by which those expenses may otherwise be met or provided for'. This includes reserves. The Council has an approved Reserves Policy, 3 March 2020, the purpose of which is to explain why reserves are retained and to quantify the value of reserves that the Council should retain. The objective of the policy is to provide a framework that the Council should measure itself against when setting the budget to satisfy itself that the retention and holding of reserves is appropriate to the operating environment and risks the Council faces.

3.41 The operating environment has changed significantly in the face of the global pandemic. The level of risk has increased with the level of uncertainty having increased. Reference to the Reserves Policy shows that the uncommitted sum that the Council should maintain is in the range of £12m to £28m. The value of uncommitted usable reserves in the draft Annual Accounts for 2019/20 is £12m,

the minimum, and amounts to c.1.5% of the Council's Gross General Fund Budget.

- 3.42 The change in the environment signals the need for greater reserves. To take on board that the immediate financial implications are not the only implications that the Council will face in the future and to avoid doubling the problem (by having to rebuild useable reserves) my advice is to address the budget gap by using the time that we have left in the financial year to make choices about the use of Council resources and not to rely on reserves at this time.
- 3.43 As highlighted in the report above there are still many unknown aspects of the pandemic and its impact on the Council and its finances. There remains nine months of the financial year, winter and the potential risk that this places on the city, to get to the fourth quarter and not having reserves available leaves no time to make adjustment to Council plans. With the draft 2019/20 annual accounts having been prepared a review of the General Fund usable reserves has been carried out and is included at Appendix 9.
- 3.44 The review indicates a high proportion of the value of reserves is for statutory and policy commitments. There is limited scope to release sums already earmarked (£119k), and as stated above, there should be no reduction in the value of uncommitted reserves – reference the ongoing scenario planning of the World Health Organisation shown in Appendix 9.

#### Capital Receipts

- 3.45 Capital receipts (money received from the sale of land / property) would not normally be a feature of the revenue budget however for the last 3 years, they have been extremely important income stream to cover the costs of the Voluntary Severance and Early Retirement (VSER) scheme. The use is permitted under guidance issued by Scottish Ministers. Last year the Council had VSER costs of over £4m.
- 3.46 The use of capital receipts has enabled the Council to set aside the costs, of the voluntary severance scheme, from the revenue budget and provide the assurance that provision does not need to be made as part of the annual Revenue Budget. This is particularly helpful as the costs are a one-off cost that delivers year on year savings. Similarly, expenditure to fund transformation is also permitted.
- 3.47 In 2020/21 the Council has already accepted applications with costs totalling approximately £1.5m, and this will have to be met by Provisions created at the end of 2019/20 (£1.1m) and Capital Receipts.
- 3.48 To date the Council has settled two transactions, with General Fund receipts amounting to approximately £2.5m. There is uncertainty over the completion of any other sales in 2020/21 and therefore at the time of writing the only funding steam to rely on to fund any other VSER applications this year is the balance of the remaining capital receipts that have settled. This provides scope for the Council to continue to offer the scheme, incentivise applications, to facilitate the ongoing need to reduce the workforce overall.

3.49 The calculations for the full year include an estimate of savings from posts where applications for the VSER scheme have not yet been received. The assumption is that £1.6m of the capital receipts will be needed this year to fund the further VSER applications, this provides the opportunity to use £0.5m for transformation expenditure. Any additional capital receipts should be retained to support the VSER scheme.

#### Common Good

3.50 The Common Good has provided funding to support the city and its citizens for centuries and continues annually to provide support of around £3m. The forecast for the year is included later in this report but provides opportunity for the Council to choose how some of its services are funded in the current year, on a one-off basis.

3.51 The outturn shows an underspend of £0.162m, not using it for one purpose can release it to be use for another, such as to fund an Aberdeen charity as it has done in the past or continues to.

3.52 The Common Good also holds cash balances and these are slightly ahead of the recommended levels (£0.397m), with a capital receipt of £4m received this year. The capital receipt needs to compensate for lost annual income therefore a proportion of the receipt needs to be set aside (£3.853m) as part of the recommended cash balances. Based on the positive cash position of the Common Good at the start of the year and improved by the capital receipt, the amount of available Common Good funding that could be used once is £0.544m.

#### Summary

3.53 The table below shows a summary of the local options available to the Council.

<b>Local Options:</b>		<b>£'000</b>
<b>Known Net Deficit</b>		9,536
Revenue Budget options	(8,273)	
Tax Raising options	0	
Balance Sheet options	(119)	
Capital Receipts options	(500)	
Common Good options	(706)	
		(9,598)
<b>Projected Full Year Position</b>		<b>(62)</b>

### **Section 6 – Further Unknown Costs Scottish Government Route Map (Phase 2-4)**

3.54 The financial position set out in section 3 still contains a degree of uncertainty and ambiguity. However, as the council's Chief Financial Officer, I must accept a level of tolerance for error in the estimates. I recommend Council accepts this tolerance for error in order that it takes proactive steps to meet the Council's statutory duty to get the budget in balance.

3.55 Given we are now moving through the "transition" phase out of lockdown, in front of us are further unknown costs associated with the phases in the Scottish

Government Route Map (moving from phase 2 to 4) and there is no certainty that any further government funding will be forthcoming.

- 3.56 In the section that follows, I have attempted to provide an assessment of these unknown costs.

#### **Within the Council Group structure**

- 3.57 The aforementioned narrative focuses on the core impact on the Council itself. The Council has an extended group structure which includes the IJB and a number of Arm's Length External Organisations (ALEOs). We therefore have to consider the impact of Covid-19 on our group structure and we may need to make provision to support our group structure.

#### *Aberdeen City Health and Social Care Partnership Integration Joint Board (IJB)*

- 3.58 In the last report to the Committee, the planning assumption around the IJB was that the Scottish Government would fully fund the impact of Covid-19 on Health and Social Care systems. Following the meeting of the IJB on 9 June 2020, it is clear there remains a risk in terms of the financial contribution that the Council may have to make to balance their financial position. The controls and escalation of that risk are included in the Integration Scheme.
- 3.59 The report to the IJB recommends the Chief Officer and Chief Financial Officer report options to address any shortfall after the Quarter 1 figures are available and the Scottish Government has confirmed funding levels to be distributed.
- 3.60 The Integration Scheme for the IJB indicates that should the Chief Officer and Chief Finance Officer be unable to implement corrective actions to recover the financial position, that a recovery plan should be developed. Given the implications and timing the Board, on 9 June, agreed to have a recovery plan presented to them at a meeting the second week in August 2020.
- 3.61 If an overspend still remains at the end of the financial year, then once reserves have been used, the likelihood is that the overspend would be split between the NHS and the Council based on the amount of funding they initially transferred to the IJB. For indicative purposes, it is estimated that Aberdeen City Council would be required to fund approximately 35% of any overspend, with the remaining 65% being funded by NHS Grampian. For illustration purposes the table below estimates the level of financial exposure should, for example, the full value of IJB's indirect costs (budgeted savings not being achieved in-year as a result of response activity; as compared to direct costs, additional expenditure incurred in responding to the pandemic and continuing thereafter) not be recovered from the Scottish Government:

	<b>Low Range Scenario</b>	<b>Medium Range Scenario</b>	<b>High Range Scenario</b>
	<b>Up to £m</b>	<b>Up to £m</b>	<b>Up to £m</b>
Aberdeen City Council	0.7	1.75	3.5
NHS Grampian	1.3	3.25	6.5
<b>Total Indirect Costs</b>	<b>2.0</b>	<b>5.0</b>	<b>10.0</b>

3.62 At this point, it is recommended that the Council relies on the Cabinet Secretary commitment to fund the costs included in the IJB mobilisation plans which were approved – the Aberdeen City IJB plan was formally approved. In the event that this funding is not forthcoming and the IJB officers are unable to identify a recovery plan by August, this position will have to be revisited.

Arm's Length External Organisations (ALEO)

3.63 The Council has a number of Tier 1 ALEOs that it relies on to deliver services and activities to fulfil the ambition and objectives of the Council and the Community Planning Partnership. They are:

- Bon Accord Care / Support Services
- Sport Aberdeen
- Aberdeen Sports Village (ASV)
- Aberdeen Performing Arts (APA)

3.64 Their reliance to a greater or lesser extent on external income and on the lockdown measures has created an enormous adverse impact on them. Apart from Bon Accord Care / Support Services, all have taken advantage of the Government backed furlough scheme and have sought to reduce all non-essential expenditure.

3.65 The unknown aspects of the Route Map (Phases 2-4) present different risks to the Council in terms of the funding already committed to them but beyond this the 'sharing' of furlough funding with employers for example creates a material difference between cost and income when the venues and centres that generate the income may have to remain shut. The unknown impact of social distancing and capacity in venues, customer behaviour and overall demand for different types of culture and sport is yet to become clear. The timing for when facilities and venues can open makes this a complex and very uncertain position for the ALEOs.

3.66 The Council had originally estimated that the ALEOs presented a potential risk of approximately £4m if lockdown were to continue until June. Working to establish the impact on each of the organisations the table below records the Council's risk assessment of the potential for financial exposure based on information available at the end of May 2020.

<b>Tier 1 ALEO</b>	<b>Accessed Government Funding Schemes</b>	<b>Operating within Current Council Grant</b>	<b>Level of Risk to Council</b>	<b>Value of Risk (Low – High)</b>
Bon Accord	No	No	Low – through costs included as part of IJB mobilisation costs; total cost included in IJB budget, already assessed	Low risk £0m
Sport Aberdeen	Yes – Furlough funding	Yes, but relying on reserves	Medium – reserves limited, started	Medium risk £1m

			to open services (golf), unclear about customer behaviour and timing of centre based activities	
ASV	Yes – Furlough funding	Yes, but relying on reserves	Low – reserves resilience is strong; unclear about customer behaviour and timing of reopening	Low risk £0m
APA	Yes – Furlough funding; 3 <sup>rd</sup> Sector Resilience Grant; Pivotal Resilience funding.	No	High – very low reserves, venues are large and subject to phase 4 trigger, prolonged delay to opening	High risk £1m

- 3.67 The conclusion for the ALEOs described above is that they present a risk to the Council, but funding continues to be made available by the Council to support all of their activities, despite the extremely limited (excluding Bon Accord Care / Support Services) service delivery that has so far been possible. The Council continues to provide the funding and will look to reschedule payment to support cashflow requirements but is not in a position to increase funding levels beyond those already approved in March 2020.
- 3.68 The unknown nature of the final outturn and actions that each can continue to take to mitigate costs means the Council should continue to monitor the situation and work with each to secure appropriate external funding as appropriate.

### **Physical Distancing - Schools**

- 3.69 The Scottish Governments Route Map for moving Scotland out of lockdown includes information on the approach to reopening schools on a phased basis as detailed in *A Strategic framework for reopening schools, early learning and childcare provision in Scotland*.
- 3.70 The framework and associated guidance documents trigger a need for Local Authorities to start considering the local arrangements required to implement Phase 1, 2 and 3 of the Route Map to support a safe, phased reopening of schools. The supporting documents promote broad national consistency by stipulating what ‘should’ be done whilst ensuring appropriate local flexibility for education authorities, schools and staff to adapt approaches that best suit their communities’ needs. Locally agreed approaches are to be detailed in a Local Delivery Phasing Plan. These Local Authority Plans inform the development of individual school plans.



- 3.71 The cost associated with the reopening of schools is assessed to be potentially significant, with costs likely in the areas of cleaning and protective equipment, transport as well as ongoing emergency childcare and increased services to support children's mental health and wellbeing. Early indications of associated costs are in the region of £5m. This estimate will continue to be refined as officers complete the development of school and transport plans for every single establishment in the city.
- 3.72 Funding these additional costs will only be possible from the further flexibility to use the uncommitted Early Learning and Childcare expansion monies, referred to in paragraphs 3.23 to 3.25. This provides a degree of flexibility that significantly impacts on the delivery of the 1,140 hours expansion plans during 2020/21 but will maintain critical and core Council services to children and families and continue to meet our current legal requirements.
- 3.73 It is clear that the basis for these costs has been on current phasing plan (33% in-school contact) and the statement on 15 June 2020 that closer to 50% in-school contact is expected brings a significantly larger cost. The Council has already indicated to the Scottish Government that funding is needed – along with the availability of resources to deliver services - to implement plans at this level.
- 3.74 In conclusion the level of flexibility in the Early Learning and Childcare Expansion funding should be relied on to support the reopening of schools, acknowledging that there are limitations to this and to increase beyond the current LDPP will require further funding from Scottish Government.

#### Test and Protect

- 3.75 In stepping down the response structures and moving to a degree of normality, the Council will also have to account for the demands placed on the organisation to support the long-term recovery from the pandemic. For example, at the end of May, the Scottish Government published their Test and Protect process which is a key aspect of this next phase in Covid-19 testing.
- 3.76 This allows for the testing of people in the community who have symptoms consistent with Covid-19 and use contact tracing, a well-established public health intervention, to identify the close contacts of those cases, who may have had the disease transmitted to them. Test and Protect commenced on 28th May 2020.
- 3.77 Test and Protect is critical to the country's ability to move through the four phases into long term recovery. CoSLA recently approved a role for local government to support the 'isolate' and 'support' aspects of the approach. At the time of writing, further guidance is anticipated from the government on the role of local government.
- 3.78 On 5 June 2020, the Director of Shielding – Clinically Highest Risk, at the Scottish Government wrote to CoSLA and said that in relation to resources and the impact on Councils "...I want to reassure you that Ministers are actively considering the resource implications of this decision both in terms of grocery packages through the national programme, but also the valuable role that local

authorities play in supplementing this support and ensuring that individuals can shield successfully.”

- 3.79 At this stage, no further clarity has been given on any financial support that may be available to support local government. However, it is anticipated that the ‘Test and Protect’ initiative will be in place for 24 months. This could significantly increase demand on the Council’s resources, including its finances and our staff, at a time when the organisation is managing the delicate task of recovery.
- 3.80 If additional funding to meet these additional costs was not forthcoming then the Council needs to consider the availability of resources at the time considering its duties to respond under Civil Contingencies legislation. If the financial pressure cannot be met within the resources and flexibility available to the Council at the time, an urgent business committee may be required.

### Summary

- 3.81 It remains difficult to anticipate the full and precise impact on the Council of any of these unknown factors. For this reason, the need to maintain a strong level of reserves and financial resilience is essential to remain prepared to respond to what lies ahead.
- 3.82 By their very nature summarising the cost of the unknown factors is very difficult and the level of variability is far from certain, the information provided above however is clear the financial risk remains but the assumptions of how this can be managed by the Council are reasonable in my opinion.

### **Section 8 – Unknown Funding**

- 3.83 In my report to UBC in May, I indicated that there were a range of fiscal options available to the Scottish Government to help alleviate the financial impact on councils as a result of Covid-19 and I committed to providing an update on whether these options were being progressed.
- 3.84 In addition to these updates it should be noted that CoSLA, on 12 June 2020, agreed to seek agreement from the Scottish Government that Local Authorities are given maximum flexibility in allocation of their resources by the removal of all ring-fencing restrictions, potentially opening up the possibility of funding from emerging underspends on those restrictions to be used. As at the date of writing this report, no indication has been received from Scottish Government in terms of removal of restrictions.

### Financial Injection

- 3.85 The provision of grant funding to support anticipated funding / cost shortfalls has changed since the last meeting of the Committee and specifically concern the distribution of the £155m of Barnett consequentials arising from additional funding from the UK Government to English local authorities.
- 3.86 The funding distribution was confirmed by the Cabinet Secretary, Kate Forbes, in a letter to CoSLA dated 26 May 2020. She stated that “Now that the [CoSLA’s] cost collection exercise has concluded, I am therefore pleased to confirm that, in

line with Leaders' views, the allocation of the remaining local government consequentials will be based on the normal distribution formula Grant Aided Expenditure (GAE) plus Special Islands Needs Allowance (SINA). Details of the allocations, which will be added to the General Revenue Grants payments to local authorities as soon as possible, are set out in the Annex to this letter."

- 3.87 The value of funding for Aberdeen City Council is £5.448m and this is being paid to Councils during June in 4 weekly instalments.
- 3.88 Any funding beyond this sum is extremely uncertain as the Cabinet Secretary continued in her letter "I note that COSLA view the cost collection exercise as an ongoing process. While having a full picture of the overall costs to local government will undoubtedly be helpful, I would stress again the points I made to Cllr Macgregor in our meeting on 7th May, that, we have now allocated all the additional consequentials at our disposal and more."
- 3.89 The "points" referred to, include the additional flexibility that has been offered in relation to the early learning and childcare expansion and attainment funding, which has been described earlier in the report.
- 3.90 The expectation of increased funding from Scottish Government is therefore low and the Council should be prepared to address costs it faces.

#### Borrowing for Revenue Purposes

- 3.91 As strongly advised in the 6 May 2020 report this is not a desirable approach to resolving a revenue shortfall. That said, there is precedent where the scale of a financial challenge presents a fundamental threat to the financial viability of councils, for example equal pay. In the Cabinet Secretary's letter to CoSLA President there was no indication on whether the government is actively considering this option.
- 3.92 Analysis on capital borrowing limits, described in paragraph 3.115 below, indicate that there is an increased borrowing requirement because of the impact of Covid-19, through delays, additional costs expected from social distancing and other changes required during and after the Route Map easing of restrictions. This means there is no head-room for revenue borrowing to be funded, or to be affordable within the financial constraints the Council has.
- 3.93 The additional borrowing requirement from the current General Fund Capital Programme over the next 5 years is estimated at approximately £24m, the annual cost of this, once drawn down is approximately £1.2m per annum and will add to the forecast revenue gap in future years. Providing the flexibility to borrow for revenue purposes is neither an appropriate financial solution nor a sustainable solution for the Council.

#### Conclusion – Unknown Costs and Funding Uncertainty

- 3.94 The previous two sections present the Council with a significant potential for costs that are not yet known or have not yet crystallised, and a funding situation where the prospect of additional funding coming to the Council is very low.
- 3.95 The Council has one immediate potential mechanism to address the unknown:

- a. Further flexibility in the Early Learning and Childcare funding that is uncommitted. This amounts to approximately £6.6m and this would be available to cover the further costs of supporting children and families, as described earlier in the report.
- 3.96 It should be noted for completeness, that there are many other unknown events and costs that may be faced, and the revenue budget maintains a corporate contingency that amounts to £3m that acts as the Council's in-year financial resilience fund. This is vital to provide the assurance that general cost pressures particularly in the event of adverse winter weather and to support emergency funding prior to accessing the Bellwin Scheme has to be met.
- 3.97 Through the quarterly financial performance reports, starting Quarter 2, I will provide the Council with the regular updates required to maintain the financial management arrangements in the Council.

## **Section 9 – Housing Revenue Account**

- 3.98 In the report to the Committee on 6 May 2020, the estimated impact of the pandemic on the HRA was described as £1.214m, this being the potential loss of income from increased non-collection of rent and the higher level of arrears experienced from universal credit claimants. This was mitigated by reduced costs and in particular the management of the cost of capital and repair and maintenance works.
- 3.99 An area where guidance has been sought from Audit Scotland is the continued charging for works by building services, for staff who have been unable to carry out work during the lockdown. This is in line with other government guidance on supporting businesses through the pandemic. Audit Scotland has expressed a need to be reasonable and proportionate and to respond to local conditions. The work that has continued in Aberdeen has been of an emergency nature and as such is being charged at higher rates than normal maintenance works. The Council intends to review the recovery rates for work during the year, and as restriction ease in line with the Route Map, will ensure that a fair and proportionate charging regime in place for the year.
- 3.100 Taking all of the latest analysis together it shows that the Council should expect a number of variances but that due to the overall impact on the capital programme for the year the level of funding required from revenue to support this will be much lower.
- 3.101 The overall impact is that a balanced budget for the HRA is expected over the course of the year. The financial position for this financial year is shown in detail in Appendix 10

## **Section 10 – Capital**

- 3.102 Given the current requirement to temporarily stop capital projects a review of both capital programmes (Housing and Non-Housing) has been undertaken with a refresh of the overall programmes.

- 3.103 The Housing capital programme primarily addresses the capital upgrading of properties through a series of rolling programmes (for areas such as bathroom, kitchen, window and roof replacement) which have all been suspended. This will lead to a reduction in the overall spend for the year and officers are currently working through a revised future years programme to take account of the level of slippage which is likely to have occurred during the lockdown.
- 3.104 The Non-Housing programme has been broken down into different elements to review the programme

#### Initial Closure of Sites

- 3.105 Following Scottish Government guidance effectively ceasing construction work through the publication of the Coronavirus (Covid-19): Construction Sector Guidance note issued on 6 April 2020 all council construction projects were closed once they were made safe and secure.
- 3.106 During this period representatives from both the contractor and the council have carried out regular site visits and inspections to ensure they remain safe and secure throughout the closure period.
- 3.107 Taking cognisance of the wider view across all parameters resulting from the period of shutdown it is inevitable this has introduced time and cost pressures on all parties. In accordance with the contract requirements the majority of contractors have notified the Council of their irrecoverable costs for the period of the shutdown.
- 3.108 It should be noted that contractors have worked with the Council on an open book basis to transparently demonstrate the costs they have continued to incur and also where they have mitigated some costs (for example, through such methods as applying the furlough scheme).
- 3.109 Following the announcement on 28 May 2020 by the Scottish Government that, among other things, there would be a phased return to construction works a phased approach would be adopted to begin re-opening site in line with the government guidance (developed in conjunction with the industry) as follows:
- Phase 1: Covid-19 Pre-start preparation;
  - Phase 2: "Soft start" to site works (only where physical distancing can be maintained);
  - Phase 3: Steady State Operation (only where physical distancing can be maintained);
  - Phase 4: Steady State Operation (only where physical distancing can be maintained and/or with PPE use);
  - Phase 5: Increasing density/productivity with experience.
- 3.110 The above phases will not necessarily correlate with the governments national "Phased" approach to coming out of lockdown (so for example several of the above phases may well occur during, say Phase 2, of the Scottish Government's Route Map). The above relates to the sectoral guidance which the government is providing.

3.111 In discussing the above approach with contractors, it is evident that new working practices are likely to result in longer delivery times and anticipated additional costs for each of the projects. This is extremely difficult to quantify at this time but clearly will need to be factored in as and when contractors are able to begin work back on-site and will therefore mean during the next financial quarter costs will be further refined.

3.112 In summary:

- Most projects will be delayed;
- It is difficult to predict when each project will be delivered;
- The contracting parties continue to discuss how to apportion additional costs incurred during the shutdown period with contractors; and
- Project costs are likely to increase following construction re-start (for example, demobilisation, remobilisation, security, PPE, etc.).

3.113 The work to reprofile the figures is indicative and therefore for the reasons explained above these will likely have to be updated. There are no immediate or direct material implications to the revenue account because of this.

3.114 The approach was to review the programme based on the categories which elected members will be familiar with:

- Rolling Programmes: these will experience a significant reduction in spend this financial year because of works being ceased, delays within the supply chain (for example, vehicle replacement) and seasonal works being unable to progress (for example roads works);
- Legally Committed Projects: this has been covered above and re-profiling is ongoing at present but indicative budgets are shown. Consideration was given to stopping these projects but the revenue implications would prove to be inhibitive with large costs being incurred and no asset at the end;
- Partially Legally Committed Projects: These are projects that have some level of commitment against them but still have significant scope to not be progressed;
- Projects with indicative budgets: These are projects that are currently in their infancy in terms of total spend and the level of commitment for the Council to progress.

3.115 The initial assessment of the impact of the Covid-19 pandemic on the existing General Fund Capital Programme has been estimated to be approximately £24m and for the Housing Capital Programme has been estimated to reduce by approximately £20m. Until contractors have been able to determine their revised work programmes and working practices these movements in both programmes should be seen as indicative at the present time and will continue to be reported to the relevant committee as detailed information is received.

## **Section 11 – Common Good**

3.116 In line with regular financial performance reporting the Council will consider all the budgets approved for the financial year. This report therefore has incorporated the initial forecasts in relation to the Common Good, given the first indication of any impact on the financial commitments funded by the Common Good.

3.117 In Appendix 11 the forecast outturn for the year shows that an underspend against budget is estimated. This is substantially driven by expenditure that will no longer arise, following the cancellation of events. The underspend that is forecast is £162,000.

3.118 As the country moves through the Route Map and timing of the easing of restrictions becomes clearer, the certainty around other events that have yet to take place will be monitored and incorporated into overall impact for the Common Good and will be reported as part of the quarterly reporting cycle, commencing Quarter 2.

## **Supporting the Economy**

3.119 The Socio-Economic Rescue Plan report, also on the agenda, using data and analysis brings into sharp focus the impact being felt beyond the Council, and describes a range of actions that together with Partners the Council can facilitate. This stretches our activity further than the support we've been delivering through our response, and continue today, including the awarding grant funding to businesses and the self employed.

3.120 There are a range of financial implications from that report that will have to be managed in light of the resource constraints and funding will be drawn from existing resources in the Council budgets or from external funding.

## **4. FINANCIAL IMPLICATIONS**

4.1 These have been included in section 3 of the report and support the recommendations to update and amend the 2020/21 budgets in light of the unprecedented financial impact of the Covid-19 pandemic.

## **5. LEGAL IMPLICATIONS**

5.1 The Council is required to deliver a balanced budget. Given the potential impact of the Covid-19 pandemic, the Council will need to take action to ensure that it returns a balanced budget during the course of 2020/21. In developing proposals, consideration has been given to those services that the Council must provide by law, its duty to secure best value and its public sector equality and fairer Scotland duties. Account has also been given to the added flexibility provided by the coronavirus legislation passed through both the UK and Scottish Parliaments which have been designed to help public bodies, including local authorities, manage the response to the pandemic.

## **6. MANAGEMENT OF RISK**

<b>Category</b>	<b>Risk</b>	<b>Low (L) Medium (M) High (H)</b>	<b>Mitigation</b>

<b>Financial</b>	<p>Loss of income to support the Council budget position. Cashflow / liquidity position of the Council insufficient to meet obligations if additional burdens are placed on the Council or agreed by the Council. Adverse impact on Council credit rating of not managing liquidity and financial position.</p>	H	<p>Actions proposed and being taken contained in a Financial resilience plan.</p> <p>Recommendation in this report to reinstate collection arrangements across all Council accounts, including Council Tax, Housing Rent, Sundry debts. In addition, in light of the unprecedented financial circumstance, no refunds for services that were altered, in line with terms and conditions during the pandemic, will be offered.</p>
<b>Legal</b>	<p>Financial support conflicts with State Aid regulations.</p> <p>Non-compliance with the public sector equality and Fairer Scotland Duties</p>	<p>L</p> <p>L</p>	<p>European Commission has adopted temporary framework to enable further support to the economy to be possible during the Covid-19 pandemic. Scottish Government guidance on State Aid has and continues to be taken account of.</p> <p>Pre-screening forms have been completed for each cluster with Integrated Impact Assessments completed for those proposals having a medium or high impact. Members must have regard to this information when considering the recommendations.</p>
<b>Employee</b>	<p>Not being responsive to the situation could lead to changes in availability of staff and delivery of services</p>	H	<p>Workstreams in place to monitor and business continuity arrangements activated appropriately</p>
<b>Customer</b>	<p>Service Standards change</p>	H	<p>Ongoing review of critical services by Council and Partners</p>
<b>Environment</b>	<p>No direct implications</p>		



<b>Technology</b>	Failure to maintain the digital infrastructure could lead to service changes	M	Active management by Digital & Technology of the changing situation and work from home arrangements.
<b>Reputational</b>	Failure to make the necessary changes in the face of such a high profile situation could present a reputational risk to the Council.	M	The recommended proposals have been developed in accordance with UK and Scottish Government guidance.

## 7. OUTCOMES

<b><u>COUNCIL DELIVERY PLAN</u></b>	
	<b>Impact of Report</b>
<b>Aberdeen City Council Policy Statement</b>	This is an unprecedented position and the Council continues to work within the policy statement wherever possible taking into account UK and Scottish Government guidance.
<b>Commissioning Intentions</b>	Officers have completed an assessment of how the unfolding situation has, and is likely to, affect the organisation's listed commissioning intentions and proposed amendments are set out in this report for consideration.

<b>Local Outcome Improvement Plan Themes</b>	
	<b>Impact of Report</b>
<b>Prosperous Economy</b>	Report supports the economy by recommending actions that the Council can take in the current climate and will implement the government backed schemes as directed by legislation and guidance.
<b>Prosperous People</b>	Report supports our citizens by prioritising the services that are critical and continues to respond to the ongoing pandemic, making appropriate choices to focus on the most vulnerable in our society as services continue to change and are reinstated in line with the financial constraints and Scottish Government Route Map.
<b>Prosperous Place</b>	Report supports the place by deploying resources to support the public health of the City and use grant

	funding by making changes to support spaces for people.
<b>Regional and City Strategies</b>	Highly likely the financial position will impact on these strategies including the position of the overall economy.
<b>UK and Scottish Legislative and Policy Programmes</b>	Government guidance and policy is continually being updated and the Council continues to comply with these updates.

## 8. IMPACT ASSESSMENTS

Assessment	Outcome
<b>Equality &amp; Human Rights Impact Assessment</b>	The Council must have due regard to protected characteristics under the Equality Act 2010. Each cluster has completed pre-screening forms in respect of their proposals. Integrated Impact Assessments have been completed for those proposals having a medium or high impact. A link to the assessments is included in Section 9 of this report.
<b>Data Protection Impact Assessment</b>	Not required.
<b>Fairer Scotland Duty</b>	The Council must have due regard to the Fairer Scotland Duty. Proposals presented in this report have been subject to consideration against the Fairer Scotland Duty as part of the pre-screening process and integrated impact assessments set out above. A link to the assessments is included in Section 9 of this report.

## 9. BACKGROUND PAPERS

[Pre-Screening Assessments](#)

## 10. APPENDICES

- Appendix 1: ACC Covid-19 Mobilisation Impact
- Appendix 2: ACC Loss of Income assessment
- Appendix 3: ACC Assessment of savings in 2020/21 at risk
- Appendix 4: Scottish Government funding summary
- Appendix 5: Specific Grant flexibility information
- Appendix 6: All Council Commitments – updated position statement
- Appendix 7: Changes to Commitments – delivering savings for 2020/21
- Appendix 8: Revision to Fees and Charges 2020/21
- Appendix 9: General Fund Reserves review
- Appendix 10: Housing Revenue Account – forecast outturn 2020/21

## 11. REPORT AUTHOR CONTACT DETAILS

**Name** Steve Whyte  
**Title** Director of Resources  
**Email Address** [swhyte@aberdeencity.gov.uk](mailto:swhyte@aberdeencity.gov.uk)  
**Tel** 01224 523566

**Name** Jonathan Belford  
**Title** Chief Officer - Finance  
**Email Address** [Jbelford@aberdeencity.gov.uk](mailto:Jbelford@aberdeencity.gov.uk)  
**Tel** 01224 523127

## Aberdeen City Council

Estimated Covid-19 Mobilisation Cost impact – Full year, based on return to Cosla 15 May 2020.

<b>Social Care Costs Outwith Remit of IJBs</b>			
<b>Issues and Risk Area</b>	<b>Description of Cost</b>	<b>Estimated Total Cost</b>	
		<b>£'000</b>	
		<b>Recurring</b>	<b>One-off</b>
<b>Children's Services (non delegated) and ELC</b>			
Residential care (independent)	Requirement to find additional placements as units close/cannot support children due to sickness and self-isolating	60	
ELC provision to key workers	Potential additional cost of funding spaces for children of key workers	765	
Support to care leavers		5	
<b>TOTAL</b>		<b>830</b>	<b>-</b>
<b>Housing and Support to Vulnerable Communities</b>			
<b>Issues and Risk Area</b>	<b>Description of Cost</b>	<b>Estimated Cost</b>	
		<b>£'000</b>	
		<b>Recurring</b>	<b>One-off</b>
Provision of support to people with NRPF	Block booking hotel/other accommodation	168	-

Ongoing provision of Free School Meals	Delivery Contract for daily FSM to eligible pupils	1,585	-
Cost of provision of local food security initiatives	Operational and food supplies cost	45	40
<b>TOTAL</b>		<b>1,798</b>	<b>40</b>
<b>Workforce Costs (excl IJB workforce)</b>			
Issues and Risk Area	Description of Cost	Estimated Cost	
		£'000	
		Recurring	One-off
Staff Pay as a result of workforce changes	Overtime pay - immediate	143	-
	Additional Cost Payment to Supply Teachers as per cosla agreement	532	-
	Additional Cost Payment to Casual Staff as per cosla agreement	555	-
	Staff pay - additional agency use	17	-
Staff costs - excl PPE	Staff kit - WFH - licenses, network upgrade	9	128
	Increased demand for cleaning supplies	76	-
<b>TOTAL</b>		<b>1,332</b>	<b>128</b>
<b>Non-Workforce Costs</b>			
Issues and Risk Area	Description of Cost	Estimated Cost	

		£'000	
		Recurring	One-off
COVID-19 Business Grants	Additional staffing for processing apps and payment	51	-
Scottish Welfare Fund - additional money for COVID-19	Additional cost of administering and staffing fund	36	-
Contracts	Costs of maintaining transport business contracts and re-deploying drivers and resources elsewhere	20	-
LA COVID Contingency Planning Co-ord.	ACC share of cost	-	2
<b>TOTAL</b>		<b>107</b>	<b>2</b>
<b>Total Covid-19 Cost Pressures</b>			<b>4,237</b>

## Aberdeen City Council

Estimated Covid-19 Lost income and other costs impact – Full year, based on Forecast Outturn and cost capture exercise carried out and reported to Cosla 15 May 2020 (adjusted to exclude financial risk around Arm's Length External Organisations).

Loss of Income, Closures, Unintended consequences			
Issues and Risk Area	Description of Cost	Estimated Cost	
		£'000	
		Recurring	One-off
<i>Closures</i>			
Closure of leisure and sport and other Council buildings and services, ALEOs	Loss of 'other' income due to Council closures, such as library fees, café purchases, etc.	34	-
	Loss of income due to cultural and conference centre closures (full year)	-	7,992
	Loss of income due to cancellation of school letting hire of facilities	187	-
School facilities and activities	Cost of underwriting existing loss if school trip not insured (particularly domestic trips)	-	139
Lost income relating to schools' closure	Lost income school food and drinks	1,280	-
	Lost income due to cancellation of breakfast and out-of-school clubs	438	-
Impact on the local tourism sector and a significant reduction in tourism numbers	Cost of major event cancellations	-	33
<b>SUB-TOTAL</b>		<b>1,939</b>	<b>8,164</b>
<i>Fees and Charges</i>			

Non-payment – lost income	Waste collection incl special uplift income	465	-
	Parking fines	1,167	164
Behaviour change – lost income	Parking fees – less traffic	3,645	-
	Blue Badge income	20	-
	Roads construction consent fees	460	-
	Licensing fees	72	-
	Planning fees	654	-
	Investment Properties	-	240
	Roads Services	-	642
	Capital Services	-	1,853
	Environmental Protection	444	-
	Environmental Services	133	-
	Music Service/School	270	-
<b>SUB-TOTAL</b>		<b>7,330</b>	<b>2,899</b>



Council Tax			
<b>SUB-TOTAL</b>	<b>Increased bad debt</b>	<b>1,750</b>	<b>0</b>
<b>TOTAL</b>		<b>11,019</b>	<b>11,063</b>
<b>Total Lost Income / Other Costs</b>			<b>22,082</b>

## Review of 2020/21 Approved Budget Savings

### List of Savings where there is a risk of savings not being delivered:

Function	Cluster	Activity	Option Reference	Action	£'000	Reason
Operations	Integrated Children's & Family Services	Early Years	<b>ICFS02</b>	Income generation - sell additional available hours of Early Learning and Childcare to families	<b>300</b>	Income not achievable
Operations	Integrated Children's & Family Services	Early Years	<b>ICFS06</b>	Align education and Children's Social Work early years services	<b>500</b>	Response activity prioritised
Operations	Integrated Children's & Family Services	Children's Social Work and education	<b>ICFS07</b>	Shared commissioning of services across Integrated Children's and Family Service	<b>150</b>	Response activity prioritised
Operations	Integrated Children's & Family Services	Children's Social Work and education	<b>ICFS17</b>	Reduce spend on out of authority placements	<b>1,000</b>	Response activity prioritised
Operations	Integrated Children's & Family Services	Children's Social Work and education	<b>ICFS19</b>	Integrate looked after children and mental health services across Integrated Children's and Family Service (including reducing the number of buildings and management)	<b>200</b>	Response activity prioritised
Operations	Integrated Children's & Family Services	Children's Social Work	<b>ICFS20</b>	Service re-design across Children's Social Work	<b>600</b>	Response activity prioritised
Operations	Integrated Children's & Family Services	Children's Social Work	<b>ICFS23</b>	Shared commissioning across Social Work	<b>195</b>	Response activity prioritised

Operations	Integrated Children's & Family Services	Children's Social Work and education	<b>ICFS25</b>	Shared commissioning	<b>100</b>	Response activity prioritised
Operations	Operations and Protective Services	Protective Services	<b>OPPS06</b>	Increase in fees for Theatre and Cinema Licences to cover the cost of inspections	<b>8</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS07</b>	Increase the fees for Public Entertainment Licences applications to cover the cost of inspections	<b>7</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS08</b>	Increase fees for Animal Health and Welfare Licences	<b>1</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS09</b>	Increase fees for Business advice provided by Environmental Health	<b>1</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS10</b>	New charge for Food Hygiene Information Scheme premises revisits	<b>4</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS11</b>	Increase commercial team fees and charges by 20% (exception - Export Health Certificates and Ship Sanitation Certificates)	<b>4</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS12</b>	Increase ASSL (Labs) charges by 3% (inflation)	<b>33</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS13</b>	Increase Environmental Protection charges by 3% (inflation)	<b>8</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS14</b>	Increase Fees for Ship Sanitation Certification	<b>18</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS15</b>	Reprofile current Laboratory income	<b>25</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS17</b>	Laboratory - sub-contracting low value work	<b>16</b>	Service suspended

Operations	Operations and Protective Services	Protective Services	<b>OPPS20</b>	Applicant charging on pre-planning (new charge)	<b>2</b>	Service suspended
Operations	Operations and Protective Services	Protective Services	<b>OPPS21</b>	New Charge - Charge for assessing noise management plans for Public Entertainment Licensing	<b>3</b>	Service suspended
Operations	Operations and Protective Services	Environmental Services	<b>OPES01</b>	Increase fees and charges - Allotments by 3%	<b>1</b>	Service suspended
Operations	Operations and Protective Services	Environmental Services	<b>OPES10</b>	Environment fees and charges	<b>105</b>	Service suspended
Operations	Operations and Protective Services	Roads Services	<b>OPRS03</b>	Business parking permits (£8k) *	-	Restriction of movement of people
Operations	Operations and Protective Services	Roads Services	<b>OPRS04</b>	Contractor parking permits (£4k) *	-	Restriction of movement of people
Operations	Operations and Protective Services	Roads Services	<b>OPRS05</b>	Off street parking charges - Short Stay (£170k) *	-	Restriction of movement of people
Operations	Operations and Protective Services	Roads Services	<b>OPRS06</b>	Off street parking charges - Long Stay (£170k) *	-	Restriction of movement of people
Operations	Operations and Protective Services	Roads Services	<b>OPRS07</b>	On street parking charge - across all zones (£200k) *	-	Restriction of movement of people
Operations	Operations and Protective Services	Roads Services	<b>OPRS13</b>	Street works charges (£19k) *	-	Restriction of movement of people
Operations	Operations and Protective Services	Roads Services	<b>NEW</b>	Income : Third Parking Permit for Outer Zones (£5k) *	-	Restriction of movement of people
Operations	Operations and Protective Services	Waste Services	<b>OPWS02</b>	Increase recycling rates from communal recycling	<b>90</b>	Restriction of movement of people

Operations	Operations and Protective Services	Waste Services	<b>OPWS04</b>	Fees and Charges - Trade Waste Service (£25k) *	-	Restriction of movement of people
Operations	Operations and Protective Services	Waste Services	<b>OPWS05</b>	Fees and Charges - Garden Waste Service -Permit for 3rd Bin	<b>33</b>	Service suspended
Operations	Operations and Protective Services	Waste Services	<b>OPWS07</b>	Fees and Charges - Special Uplifts Service (£10k) *	-	Service suspended
Customer	Customer Experience	Registrars	<b>CUST02</b>	Amendments to existing fees and charges schedule	<b>6</b>	Service suspended
Customer	Early Intervention & Community Empowerment	Library & Information Services	<b>CUST05</b>	Relocate libraries to within other community buildings	<b>40</b>	Service suspended
Customer	Early Intervention & Community Empowerment	Library & Information Services	<b>CUST06</b>	Reduce spend on hardcopy resources such as books, newspapers etc	<b>100</b>	Service suspended
Customer	Early Intervention & Community Empowerment	Housing Access and Support	<b>CUST13</b>	Bed and breakfast reduction from 30 places to 6	<b>39</b>	Service changed, part year saving
Customer	Early Intervention & Community Empowerment	Housing Access and Support	<b>CUST14</b>	Stop the use of Private Sector Leasing from 150 units to 0	<b>385</b>	Service changed, part year saving.
Resources	People & Organisation	Income	<b>RESR02</b>	Increase of income through employee benefits schemes	<b>116</b>	Service changed
Resources	Corporate Landlord	Income	<b>RESR07</b>	Increase in property rental income	<b>204</b>	Business lockdown, restrictions
Resources	Corporate Landlord	Depot	<b>RESR12</b>	Closure of front part of Kittybrewster Depot - part year saving only.	<b>75</b>	Service changed, prioritisation
Governance	Governance	Training and income	<b>GOVR08</b>	Increased Health & Safety income	<b>55</b>	Service changed

Place	Strategic Place Planning	Charging	<b>PLAC04</b>	Review and increase charges for copy documents and plans	<b>30</b>	Business lockdown, restrictions
Place	City Growth	BB & Townhouse services	<b>PLAC07</b>	Combined reducing costs and increasing income	<b>100</b>	Service suspended
Place	City Growth	Tour of Britain	<b>NEW</b>	Transfer to be funded by Common Good	<b>125</b>	Cancellation, no income will apply as no cost to be recovered
<b>Total Savings at Risk 2020/21</b>					<b>4,679</b>	

## Scottish Government Funding Summary

### What this means for Aberdeen City Council as at 16 June 2020

Title	Implemented?	Funding Pot	Funding for ACC	Progress
Business Grants	Yes, in progress. Announced that this scheme will close on 10 July 2020.	£1.2bn, only £0.95bn initially distributed	Est. £33.7m Allocated 80%; Rec'd £26.9m	As at 16/6/20 Paid out £22.3m to 1,792 businesses
Business Grants - Expansion	Announced 15/4, in progress	£110.8m	Not yet allocated, cashflow based on above grant funding.	As at 16/6/20 Paid out £0.9m to 86 businesses
Business Grants – Phase 3 – Non-NDR ratepaying tenants	Announced 1/6, in progress from 8/6	To be funded from Business Grants £1.2bn	n/a	As at 16/6/20 Paid out £0.2m to 22 businesses
Business Relief Scheme	No, legislation received, billing to be completed with reliefs applied.	£1.0bn	General Revenue Grant increased by £86m – paid through year.	Weekly grant payments increased. Estimate bills issued in July 2020.
Self-employed	Announced 15/4, draft guidance, received, implementation in progress.	£34m	Est. £1.9m Allocated 60%; Rec'd £1.1m	As at 16/6/20 Paid out £0.3m to 162 newly self employed people.
Hardship Fund	Supporting Covid-19 additional spend	£50m	Allocated £1.758m	Funding additional cost/lost income as a General Revenue Grant
Scottish Welfare Fund	Yes, in progress.	£45m, only £22m distributed	Allocated extra £0.6m bringing total for ACC in 2020/21 to £1.6m (ex admin)	13% increase in awards; 22% more spent between 1/4/20 and 31/5/20 than in 2019; spend to 31/5/20 £219k
Social Security Benefits / Council Tax Reduction	This will be used to fund the CTR scheme if demand exceeds the current £351 million provided, and to fund increased demand for Scottish social security benefits if needed.	£50m	Not yet announced	Increased number of applications and caseload of awards. April 2020, 42% increase in actioned cases compared to April 2019; 6% increase in the amount awarded for the year by May 2020, compared to May 2019.

Food Fund	Yes, in progress.	£70m, only £30m distributed	Allocated £0.802m	Spend to 31/5/20 £338k
£155m Consequentials	Supporting Covid-19 additional spend and lost income impact	£155m	Allocated £5.448m	Funding additional cost/lost income as a General Revenue Grant 4 x weekly instalments being paid during June, £2.7m received with General Revenue Grant, see below.
Sustrans Scotland– Spaces for People	Application made and awarded for changes needed to address the public health needs of easing of restrictions under the Route Map.		Allocated £1.8m	Implementation of roads and pavement infrastructure ongoing.
Crown Estate	Information received, assessing.	£7.2m	Uncommitted sums: 2019/20 £17k 2020/21 £30k	As at 16/6/20 £nil received for 2020/21.
Connecting Scotland	Chromebook / Ipad rollout  Focus on people shielding and those on low incomes who are at greater risk of isolation due to coronavirus. The programme aims to provide: •Access to kit –an appropriate internet enabled device (Chromebook or iPad) •Access to connectivity –a mobile hotspot and 12 months of data •Support to develop skills and confidence online	Phase 1 9,000 Devices	Allocation of 240 devices	Working with SCVO, Aberdeen City Council are working with partners in the city to deliver the necessary support. A new Digital Group has been set up to jointly identify those in need, agree the distribution and deliver the digital support and learning.
General Cashflow	SG issued revised funding schedules with assumption of no NDR collection for first 3 months.		Agreement to frontload General Revenue Grant payments in May, June and July.	Payment received in line with Scottish Government profiles. As at 9/6/20



				Total grant received £79.0m
Free School Meals	Announcement about funding to support free school meals during the summer holidays	£12.6m	Estimated £0.3m	Working on options to support free school meal provision.

**Scottish Government - Specific Grant Flexibility**

In the report to the Urgent Business Committee on 20 March 2020 it was stated that:

“Further flexibility for the Local Authorities was announced yesterday by the Scottish Government in relation to schools and early learning and childcare providers, and includes:

- Relaxing current guidance on Pupil Equity Funding in order that headteachers and local authorities can support the most vulnerable children;
- Applying the same flexibility to school and local authorities in receipt of Challenge Authority and Schools’ Programme funding; and
- Relaxing grant conditions in respect of funding for Regional Improvement Collaboratives, allowing resource linked to this initiative to be diverted to the Covid-19 response.”

Guidance was provided on 15 May 2020 on what this means locally.

**Principles supporting flexible use of education and early learning and childcare funding streams**

In exercising the flexibility available from these funding streams, Local Authorities are asked to take into account the following overarching principles:

- i. That funding can be redeployed to best support the education and care of children and young people during the response to the coronavirus pandemic;
- ii. That Local Authorities must continue to provide targeted support for the most vulnerable children and families;
- iii. That Local Authorities must provide critical childcare and learning for the children of key workers;
- iv. That where Local Authorities make a critical childcare offer to key worker families and vulnerable families, this should be free at the point of access during the emergency response period;
- v. That Local Authorities should pay sustainable rates to funded providers in the private or voluntary sectors, including childminders, for the delivery of critical childcare on behalf of the authority, to ensure that these providers are able to deliver services that are free at the point of access during the emergency response period;
- vi. That the principle of equity in education must remain a key factor in Local Authorities’ responses to Covid-19;
- vii. That reporting requirements across the identified funding streams will be adjusted to reflect the exceptional circumstances, with specific arrangements for each agreed bilaterally between the Scottish Government and local government; these will be proportionate and placed within the context of the wider collection of data from local government;

- viii. That both the Scottish Government and Local Government recognise the pandemic response means that previous priorities and commitments made under these grants will need to be reviewed and reset once the immediate emergency response is complete, and commit to working collaboratively. The recently established Covid-19 Education Recovery Group and ELC Joint Delivery Board will be key to this.

In using these funding streams flexibly, Local Authorities should be able to act to set up (or further develop) alternative arrangements for the delivery of critical childcare, provision of food, digital access, connectivity or devices, education and support for the children and families of key workers and education and support for vulnerable children and families for the duration of early learning and childcare setting and school closures. This list of potential uses of the funding is not exhaustive and decision-making on need will be made at Local Authority/school level, taking account of current commitments across funding streams.

In addition to these high-level principles, there are a number of specific considerations that determine the flexibility that can be exercised for each of the specific funding streams.

### **Flexibility - Aberdeen City Council**

The Council receives Early Learning and Childcare expansion funding, Pupil Equity funding and Challenge School funding. All these are included in the flexibility described above and all are subject to specific grant funding conditions.

The guidance on 15 May provided flexibility in the conditions of those grants and confirmed that allocated funding would continue to be paid to Councils.

### **Scottish Attainment Challenge Funding**

Limited flexibility due to commitments already made, including supporting digital and technology needs for those most vulnerable.

<b>Funding Stream</b>	<b>Flexibility</b>	<b>Funding</b>
Pupil Equity Fund	Guidance provided 15 May 2020.	2019/20 £0.9m (c/f) 2020/21 £3.1m
Total funding of £4m available is substantially committed to the staff and supporting contracts that address assessed needs. To support the technology needs of pupils £900k has recently been committed to purchase additional computers to support the blended education provision that is planned going forward.		
Total uncommitted / unplanned funds available £0.3m and are subject to Head Teacher decisions through school planning & will support children's additional needs in line with guidance as needs emerges during academic year 2020/21.		

<b>Funding Stream</b>	<b>Flexibility</b>	<b>Funding</b>
Challenge Schools	Guidance provided 15 May 2020.	2020/21 £0.6m

Total funding of £0.6m available is fully committed to the staff and supporting contracts that address assessed needs.

Total uncommitted / unplanned funds available £nil

## Early Learning and Childcare Expansion Funding

The Scottish Government has removed the duty on local authorities to make available 1,140 hours of ELC per annum to all eligible 2-year olds and all 3 and 4-year-old children from August 2020.

The planned work to deliver 1,140 hours has been disrupted due to the coronavirus (Covid-19) restrictions and the ongoing response to the pandemic.

The Scottish Government has indicated that legislation will be brought back to the Scottish Parliament to secure the 1,140 hour entitlement, but as yet they are unable to provide a revised timeline. Local authorities have been asked to review their own expansion plans in order to assess the impact of the current restrictions on the ELC expansion programme.

The delivery programme in Aberdeen recognises the funding that has been secured to deliver the introduction of the 1,140 hours but has also had to take account of the mainstreaming of this grant, due to take place from April 2022 (after the first full year of implementation), when the specific grant value will be incorporated into the General Revenue Grant that the Council receives. The impact of this change is that the annual funding that Aberdeen City will receive is estimated to reduce by c. £5m-6m from the full year value of £25m.

This estimated reduction has shaped the delivery of the programme and the Council has been aware of the need to work within the sustainable funding levels, while using the specific grant funding to deliver the programme and meet the original statutory requirements.

The removal of the duty on local authorities to make available 1,140 hours per annum from August 2020 enables it Council to redirect the uncommitted grant funding to support children and families as described in the Scottish Government guidance.

Early Learning & Childcare Expansion	Guidance provided 15 May 2020.	Uncommitted sums: 2019/20 £8.1m 2020/21 £6.5m
Total funding of £14.6m available following deduction of programme costs for 2020/21 and decisions by the Early Learning and Childcare Expansion Board to slow decision making on significant contracts in order to offer as much flexibility as possible to support children and families more widely through the response and recovery.		
Based on the known costs described in the report a sum of £8m is initially allocated to support emergency childcare provision, vulnerable hubs that have been set up and to support partner providers.		

Total uncommitted / unplanned funds available £6.6m to potentially support the unknown costs described in the report.

## Council Commitments, excluding those driving savings that are included in Appendix 7

Cluster	Strategic Area	Commitment	Option	Commentary
Data & Insights	Service Standard	Access to advice for data protection issues will be available 09:00 to 17:00 during weekdays.	Unaffected	
Data & Insights	Service Standard	Requests for advice for reported data breaches and other serious data protection risks will receive an initial response within 24 hours (weekdays)	Unaffected	
Data & Insights	Service Standard	We will make relevant and up to date data, information and insights permanently available to stakeholders through our online Aberdeen Outcomes Framework, Aberdeen City Data Observatory; Aberdeen City Council's Public Performance Reporting arrangements; and internal performance portals and dashboards.	Unaffected	
Data & Insights	Transformation	Integration of prevention; return on investment; demand management; and resource allocation within annual planning and budgeting cycle	Accelerate	Whilst the overall critical path is unaffected, some elements have been accelerated to inform 2020/21 in year review report for UBC June 2020.
Data & Insights	Transformation	Information and data	Unaffected	
Capital	Policy Statement	2000 houses	Amend	The overall strategy would be to continue to deliver this capital financed programme of projects for new council housing on both Council and Developer led sites. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.

Cluster	Strategic Area	Commitment	Option	Commentary
Capital	Policy Statement	AECC, including digestion plant	Amend	The overall strategy would be to continue to deliver this capital financed project to support the viability of the larger AECC project. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Capital	Policy Statement	Delivery of 4 new primary schools: Tillydrone; Torry; Countesswells Primary School; and Milltimber	Amend	The overall strategy would be to continue to deliver the 4 No. capital financed projects. One tender is undergoing assessment, two others planning to reach financial close in late May /early June 2020, remaining one to go out to tender in lat May 2020. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Capital	Policy Statement	Provost Skene House	Amend	The overall strategy would be to continue to deliver this capital financed project to support the wider CCMP. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Capital	Policy Statement	TECA site	Amend	The overall strategy would be to continue to deliver this capital financed project. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Capital	Policy Statement	Union Terrace Gardens	Amend	The overall strategy would be to continue to deliver this capital financed project to support the wider CCMP. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.

Cluster	Strategic Area	Commitment	Option	Commentary
Capital	Commissioning Intention	Deliver South College Street and Berryden corridor capital projects	Amend	The overall strategy would be to continue to deliver this capital financed project. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Capital	Policy Statement	Energy From Waste & ESCO & Torry Heat Network	Amend	The overall strategy would be to continue to deliver this capital financed project which is support funded by two other Councils (Aberdeenshire & Moray) to support the wider waste strategy (no more waste disposal by landfill). In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Capital	Policy Statement	Queen Street	Amend	The overall strategy would be to continue to deliver this capital financed project to support the wider development strategy (includes the need for a new mortuary). In lieu of the COVID-19 impact there is a timeline delay risk when specific projects will be completed.
Capital	Commissioning Intention	Construct the new Ness Energy facility (energy from waste) for north east Scotland	Amend	The overall strategy would be to continue to deliver this capital financed project which is support funded by two other Councils (Aberdeenshire & Moray) to support the wider waste strategy (no more waste disposal by landfill). In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Capital	Commissioning Intention	Commissioning construction of Torry Heat network	Amend	The overall strategy would be to continue to deliver this capital financed project. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.



Cluster	Strategic Area	Commitment	Option	Commentary
Commercial & Procurement	2020/21 Budget Instruction	Instructs the Chief Officer Commercial and Procurement to notify Sport Aberdeen that their funding is contingent to them providing their staff with the same pay award as Council staff, as per SJC negotiated pay awards	Unaffected	Complete
Commercial & Procurement	2020/21 Budget Instruction	Instructs the Head of Commercial and Procurement, following consultation with the Chief Officer Health and Social Care, to report back to the Strategic Commissioning Committee on 11 June 2020 on future operational delivery models for Bon Accord Care and Sport Aberdeen	Amend	Proposed this be submitted to Strategic Commissioning Committee in August 2020.
Commercial & Procurement	2020/21 Budget Instruction	Instructs the Head of Commercial and Procurement Services to incorporate community benefit clauses into new contracts let during 2020/21 that increase the contribution of the Council to the Local Outcomes Improvement Plan (LOIP) outcomes, and submit a year-end report to Strategic Commissioning Committee	Unaffected	On track for current timescale.
Commercial & Procurement	2020/21 Budget Instruction	Introduce a climate friendly weighting for contracts the Council will procure and report back to the Strategic Commissioning Committee on the outcomes achieved annually	Unaffected	On track for current timescale.
Commercial & Procurement	Policy Statement	Maximise community benefit from major developments	Unaffected	Has been built into current documentation.
Commercial & Procurement	Service Standard	The annual Audits on internal control systems for procurement processes and systems, including delegated procurement and financial authority do not identify major rated issues.	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Commercial & Procurement	Service Standard	Demand management is embedded for all contracts above £50K contracts at strategy stage and throughout life of contract to ensure that the quantity and specification of goods and services match, but do not exceed, the actual needs of the Council.	Unaffected	Has been built into current documentation and process.
Commercial & Procurement	Service Standard	We will enable access to all internal procedural procurement information online.	Slow Down	Other priorities due to Covid-19.
Commercial & Procurement	Service Standard	We will publish annual contract pipelines for each financial year online after the Council Budget is set.	Unaffected	
Commercial & Procurement	Service Standard	We will ensure that all contracts above £50K in value can be tracked to show community, local economic and environmental benefits.	Unaffected	
Commercial & Procurement	Service Standard	We will ensure that all contracts above £50K have standard clauses to require providers to demonstrate commitments towards carbon reduction and efficiency.	Unaffected	
Commercial & Procurement	Transformation	Social Enterprise Delivery Models	Accelerate	Some elements have been stepped up to contribute to the 2020/21 budget options.
Commercial & Procurement	Transformation	Corporate Marketing	Accelerate	Some elements have been stepped up to contribute to the 2020/21 budget options.
Commercial & Procurement	Transformation	Outcome Based Commissioning	Accelerate	Some elements have been stepped up to contribute to the 2020/21 budget options.
Corporate Landlord	2020/21 Budget Instruction	Instruct the Chief Officer Corporate Landlord to take forward the proposals for a campus model for future school provision to the Education Operational Delivery Committee on 26 November 2020	Amend	On track to provide updates within current timescale. Full feasibility will likely come later. Officers to consider full extent of budget required to deliver project.

Cluster	Strategic Area	Commitment	Option	Commentary
Corporate Landlord	2020/21 Budget Instruction	Instruct the Chief Officer Corporate Landlord to take forward the proposals for the future anticipated school roll increase at Bucksburn Academy to the Education Operational Delivery Committee on 26 November 2020	Unaffected	On track to provide updates within current timescale.
Corporate Landlord	2020/21 Budget Instruction	Instruct the Chief Officer Corporate Landlord to take forward the proposals for investment for works at Riverbank School to accommodate the relocation of St. Peter's School once Riverbank School relocates to the City Growth and Resources Committee on 28 October 2020 with an indicative programme	Unaffected	On track to provide update on proposals within the timescale.
Corporate Landlord	Policy Statement	Completion of School Estate Review (P1) And development of Estate Strategy for Next 5-10 years (P2)	Slow Down	Report available in draft but should be re-considered in light of impact of Covid-19 on learning.
Corporate Landlord	Policy Statement	Grenfell Tower recommendations	Unaffected	Formal guidance awaited - may now be delayed. No financial commitment at this stage.
Corporate Landlord	Commissioning Intention	Increase the energy efficiency of council housing stock	Unaffected	
Corporate Landlord	Service Standard	We will complete cyclical maintenance works on council houses in accordance with agreed programme	Unaffected	Works will require to continue. Funded by HRA.
Corporate Landlord	Service Standard	We will provide Asset Valuations within reported timescale	Amend	Valuation in 2020/21 is for HRA properties. This would normally start in June and is likely to be delayed due to access to properties requiring a higher resource input later in the year. Ongoing resource review from service re-design proposals.
Corporate Landlord	Transformation	Holistic Approach to Localities	Accelerate	Ongoing review to build on joint and partnership working during Covid19 and the impact on customers, costs and estate.

Cluster	Strategic Area	Commitment	Option	Commentary
Corporate Landlord	Transformation	Asset Acquisition and Development	Amend	There are risk issues to sales process driven by market uncertainty and resource which will require to be diverted to asset valuation later in 2020.
Customer Experience	Service Standard	We will respond to Stage 1 complaints to within 5 working days	Unaffected	
Customer Experience	Service Standard	We will respond to Stage 2 complaints within 20 working days	Unaffected	
Customer Experience	Service Standard	We will respond to escalated stage 2 complaints within 20 working days	Unaffected	
Customer Experience	Service Standard	We will respond to Freedom of Information requests within 20 working days	Unaffected	
Customer Experience	Service Standard	We will respond to Environmental Information Regulation Requests within 20 working days	Unaffected	
Customer Experience	Service Standard	We will respond to non complex Subject Access Requests within 1 month and complex Subject Access Requests within 3 months	Amend	We will respond to 80% of non complex Subject Access Requests within 1 month and 70% of complex Subject Access Requests within 3 months
Customer Experience	Service Standard	We will respond to Access to School Records requests within 15 school days	Unaffected	
Customer Experience	Service Standard	We will respond to Data Protection Right requests within 1 month	Unaffected	
Customer Experience	Service Standard	We will respond to Members/MP/MSP enquiries submitted via our online portal within 15 working days	Unaffected	
Customer Experience	Service Standard	We will process new benefit claims within 23 days	Unaffected	
Customer Experience	Service Standard	We will process benefit change of circumstances within 9 days	Unaffected	
Customer Experience	Service Standard	We will process Crisis Grant applications within 2 working days	Slow Down	Reduce to 90% within 2 days

Cluster	Strategic Area	Commitment	Option	Commentary
Customer Experience	Service Standard	We will pay the correct amount of benefit to customers	Unaffected	
Customer Experience	Service Standard	We will process Community Care Grant applications within 15 working days	Slow Down	Reduce to 50% within 15 days
Customer Experience	Service Standard	We will ensure accurate Registration of Births, Deaths and Marriages	Unaffected	
Customer Experience	Service Standard	We will answer Customer Contact Centre calls within 60 seconds	Unaffected	
Customer Experience	Service Standard	We will issue Child Protection Case Conference decisions to families within 24 hours	Unaffected	
Customer Experience	Service Standard	We will issue Child Protection Plans within 3 days	Unaffected	
Customer Experience	Service Standard	We will pay invoices within 30 days	Unaffected	
Digital & Technology	Service Standard	Calls to the IT Service Desk will be resolved as first time fixes whenever possible	Unaffected	
Digital & Technology	Service Standard	We will ensure critical systems are continuously available	Unaffected	
Digital & Technology	Service Standard	We will close Priority 1 incident calls within 4 working hours	Unaffected	
Digital & Technology	Service Standard	We will close Priority 2 incident calls within 8 working hours	Unaffected	
Digital & Technology	Service Standard	We will close Priority 3 incident calls within 3 working days	Unaffected	
Digital & Technology	Service Standard	We will close Priority 4 incident calls within 5 working days	Unaffected	
Digital & Technology	Service Standard	We will close Priority 5 Incident calls within 30 working days	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Early Intervention & Community Empowerment	2020/21 Budget Instruction	Instruct the Chief Officer - Early Intervention and Community Empowerment to review the Council Housing Allocation Policy and report back to the Operational Delivery Committee	Unaffected	On track and can be achieved within the current timescale.
Early Intervention & Community Empowerment	Commissioning Intention	<p>Review and refresh the whole system approach to Youth Justice to better ensure effective and early support.</p> <p>Identify and engage with young people at risk of involvement in offending behaviour to ensure that they do not enter the criminal justice system.</p>	Slow Down	Lockdown measures and return to 'normal' have / will affect face to face work with young people. Potential staffing redesign in Community Learning and Development could also affect this work. Timescales for refreshing the Whole System Approach will be reviewed. This will require reprioritisation of work post COVID19 and through the Transformation Programme to ensure that we are focussing on the right preventative measures.
Early Intervention & Community Empowerment	Commissioning Intention	Deliver relevant support to people who: i) receive a Fiscal Work Order and ii) are diverted from prosecution and referred to Criminal Justice Social Work Service for supervision	Unaffected	
Early Intervention & Community Empowerment	Commissioning Intention	Increase reporting of domestic abuse issues through frontline staff awareness training	Accelerate	Higher profile on this that will be maintained
Early Intervention & Community Empowerment	Commissioning Intention	Working with Police Scotland, increase the number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021	Unaffected	
Early Intervention &	Commissioning Intention	People on community sentences and released from prison are supported to suitable accommodation	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Community Empowerment				
Early Intervention & Community Empowerment	Commissioning Intention	People on community sentences and released from prison are supported towards Employment	Unaffected	
Early Intervention & Community Empowerment	Commissioning Intention	Ensure that where individuals with mental health issues enter the Criminal Justice system they receive appropriate housing support.	Unaffected	
Early Intervention & Community Empowerment	Commissioning Intention	Increase number of homeless people receiving health and wellbeing support	Unaffected	
Early Intervention & Community Empowerment	Commissioning Intention	Continue with the Priority Family approach to improve outcomes for families and reduce demand on CPP partners	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Early Intervention & Community Empowerment	Commissioning Intention	Through Sport Aberdeen and Aberdeen Sports Village: - <ul style="list-style-type: none"> <li>• identify and remove barriers to becoming and remaining active</li> <li>• provide appropriate opportunities to target the inactive and support lifelong engagement</li> <li>• promote and provide progressive opportunities to ensure continued activity</li> <li>• work with key groups &amp; networks to ensure continuous and appropriate engagement</li> <li>• review current opportunities to ensure the diverse needs of the community are met</li> <li>• develop opportunities to reflect local need and are based on community engagement</li> <li>• further develop targeted programmes to positively impact in health inequalities</li> </ul>	Amend	Dependent on SA and ASV provision and resource allocation.
Early Intervention & Community Empowerment	Commissioning Intention	Increase use of the Making Every Opportunity Count (MEOC) approach in 2020/21	Unaffected	
Early Intervention & Community Empowerment	Commissioning Intention	Increase the number of individuals who are able to access support for substance misuse	Slow Down	This may be affected by the reduced potential for face to face support, although some is being provided by phone.
Early Intervention & Community Empowerment	Commissioning Intention	Recovery pathways are promoted and used	Unaffected	



Cluster	Strategic Area	Commitment	Option	Commentary
Early Intervention & Community Empowerment	Commissioning Intention	Encourage community resilience and increase signposting to preferred partners	Accelerate	Co-ordinating community support across partners has been strengthened during lock down and opportunities exist to capture and embed this as restrictions ease.
Early Intervention & Community Empowerment	Commissioning Intention	Reduce food poverty and implement the provision of a Food Growing Strategy	Amend	Aim to capitalise on work done during COVID-19 pandemic response
Early Intervention & Community Empowerment	Commissioning Intention	Encourage people of all ages and abilities to get involved at their local allotment linking in all relevant policy such as the Community Empowerment Act, Part 9	Unaffected	
Early Intervention & Community Empowerment	Policy Statement	Approaches of the Sistema spread across the City	Accelerate	Digital transformation has been accelerated by SISTEMA with various online offerings now available. This has significantly accelerated their offer citywide.
Early Intervention & Community Empowerment	Policy Statement	Free School meals during school holidays	Accelerate	Delivered in partnership during Covid19 response.
Early Intervention & Community Empowerment	Policy Statement	Locality Plans	Accelerate	We currently have three priority locality plans and the LOIP, which provides citywide coverage. Work is proposed to build on local partnership working to further embed locality planning.
Early Intervention & Community Empowerment	Service Standard	We will ensure a decision is made on all Tenancy Management actions (specifically Abandonment, Assignment, Joint Tenancy, Lodger, Single Abandonment, Single Termination, Sublet, Succession) within 28 days	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Early Intervention & Community Empowerment	Service Standard	We will provide nutritious meals to children and young people in priority localities during school holiday periods	Accelerate	Delivered in partnership during Covid19 response.
Early Intervention & Community Empowerment	Service Standard	We will ensure that libraries are open during agreed opening hours	Amend	Phased reopening of libraries planned in conjunction with Route Map and availability of resources.
Operations & Protective Services	2020/21 Budget Instruction	Instructs the Chief Officer Operations and Protective Services to report back to the Operational Delivery Committee on 21 May 2020 with the Tree and Woodland Strategic Implementation Plan which will be incorporated into the Open Space Strategy to increase tree coverage within the City	Slow Down	Tree & Woodland Strategy Implementation Plan has been developed and will go to the next Operational Delivery Committee.
Operations & Protective Services	2020/21 Budget Instruction	Instructs the Chief Officer Operations and Protective Services to replace all fleet vehicles with alternative powered vehicles (where such vehicles are available in the open market) as part of the rolling programme and within the allocated budget for that programme	Unaffected	This is now part of the rolling programme for replacement vehicles and plant. Work has started and where possible a vehicle or plant item will be replaced with an alternative fuel type, if a straight replacement is not possible a conversion to dual fuel will be considered
Education	Policy Statement	Implementation of Developing the Young Workforce	Unaffected	
Education	Policy Statement	Increasing Free school meal take up	Accelerate	Huge increase at this time in light of changing financial circumstances and increased uptake as eligible parents are keen to access vouchers (and may not have wanted a meal). This is being reviewed on a weekly basis and is likely to be on-going for some time and linked to the economy.

Cluster	Strategic Area	Commitment	Option	Commentary
Education	Policy Statement	UNICEF Child Friendly accreditation	Unaffected	
Education	Service Standard	Early learning and childcare settings will meet the national standard	Unaffected	
Education	Service Standard	Primary, secondary and special schools will achieve an average evaluation of 'good' or better in core QIs	Unaffected	
Education	Service Standard	We will process requests for additional support to meet the wellbeing needs of children and young people within 40 days	Unaffected	
Education	Service Standard	We will meet all requests for early learning and childcare placements	Amend	Social distancing and Scottish Government expectations will have to be followed and all settings are currently closed. ELC expansion has been re-set by Scottish Government. When service resumes we would hope to fulfil all requests. We are supporting Funded providers to try and ensure that their business remains viable as they provide 25% of ACC's ELC offer.
Education	Service Standard	We will meet all requests for primary and secondary school place met	Amend	Many parents are moving from private to their local school and this is presenting some challenges in some schools. To be monitored.
Governance	2020/21 Budget Instruction	Instructs the Chief Officer Governance to report to the Licensing Committee on 1 September 2020 with proposals to consult with the taxi and private hire trade on options for transitioning to alternative powered vehicles	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Draft minutes published within 3 weeks (non statutory)	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Council and Committee meetings called 5 days in advance	Unaffected	On track and still achievable within current timescale.

Cluster	Strategic Area	Commitment	Option	Commentary
Governance	Service Standard	Agendas issued 5 days in advance	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Decision sheets published on website within 4 working days (non statutory)	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Local Review Body – number of requests for review acknowledged within 14 days	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	School Placing and Exclusion Appeals Committee– hearings heard within 28 days of request	Amend	New Act amended this to 3 months
Governance	Service Standard	School Placing and Exclusion Appeals Committee – hearing dates notified within 14 days of request	Amend	New Act removed this requirement
Governance	Service Standard	Civic licence applications determined within 6 months of a valid application	Unaffected	New Act now allows 9 months for this, however on track and still achievable within current timescale.
Governance	Service Standard	Hearing to determine a Premises Licence application or Variation application within 119 days of the last date for representations.	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Decision letters for alcohol applications issued within 7 days of Board meeting.	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Personal Licence issued within 28 days of date of grant	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Premises Licence issued within 28 days of date of grant	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Replacement licence issued within 14 days of notification of loss/theft etc.	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Updated licence issued within 14 days of notification of amendments.	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Civic licensing complaints acknowledged within 24 hours.	Unaffected	On track and still achievable within current timescale.

Cluster	Strategic Area	Commitment	Option	Commentary
Governance	Service Standard	Civic licensing complaints investigated within 14 days.	Unaffected	On track and still achievable within current timescale.
Governance	Service Standard	Competence – Compulsory CPD will be carried out by all professional staff in accordance with the Law Society requirements.	Slow Down	The Law Society have agreed to suspend the requirement for CPD for 19/20. So postpone this service standard for one year
Governance	Service Standard	Communication & Diligence – Each legal team will seek feedback every six months in relation to 5 customers, to monitor the quality of delivery of the service.	Unaffected	On track and still achievable within current timescale.
Operations & Protective Services	Policy Statement	Roads Investment	Unaffected	
Operations & Protective Services	Commissioning Intention	Manage and expand a safe, healthy tree stock	Unaffected	Lock down has impacted maintenance, but proposed to reinstate to previous service. Tree & Woodland Strategy Implementation Plan has been developed and will go to the next Operational Delivery Committee.
Operations & Protective Services	Commissioning Intention	Improve resilience to flooding and ensure the safety of the environment, including commissioning of capital works for a new defence scheme at Millside and Paddock Peterculter	Amend	The overall strategy would be to continue to deliver this capital financed project. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Operations & Protective Services	Commissioning Intention	Increase community participation in winter maintenance and other resilience issues	Unaffected	
Operations & Protective Services	Service Standard	Tree maintenance work, priority 1 (emergency work / dangerous trees) completed within 1 week.	Slow Down	Emergency works continue but a backlog is building due to the service being stood down. Resuming to normal service standard will depend on how long the current situation continues.

Cluster	Strategic Area	Commitment	Option	Commentary
Operations & Protective Services	Service Standard	Tree maintenance work, priority 2 (priority scheduled maintenance) completed within 1 month.	Slow Down	Emergency works continue but a backlog is building due to the service being stood down. Resuming to normal service standard will depend on how long the current situation continues.
Operations & Protective Services	Service Standard	Tree maintenance work, priority 3 (all other non priority works) completed within 1 year.	Suspend	Priority 3 works will almost certainly be suspended to allow team to focus on priority 1 and 2 works and get this work back on track.
Operations & Protective Services	Service Standard	Outdoor play areas visited on a fortnightly basis and inspected and maintained, for safety and cleanliness, to public outdoor play area national standards.	Unaffected	Play area visits and inspection continue.
Operations & Protective Services	Service Standard	Water safety equipment will be inspected on a weekly basis to ensure equipment is accessible, available and working.	Unaffected	Life belt inspections continue.
Operations & Protective Services	Service Standard	Between May and September equipment at the beach is inspected daily.	Unaffected	Life belt inspections continue.
Operations & Protective Services	Service Standard	Cremation Services receive positive evaluations with no requirements for improvement by the Inspector of Cremation.	Unaffected	Crematorium services continue.
Operations & Protective Services	Service Standard	Maintain number of partnerships / community groups with links to national campaigns - Green Thread.	Slow Down	Many national campaigns have been postponed or cancelled for 2020. Community groups are continuing to operate, but much of their progress has been slowed as it is more difficult for the groups to come together to enjoy their community space.
Operations & Protective Services	Service Standard	We will undertake statutory visits to registered tobacco and nicotine vapour products retailers to give business advice on compliance with legislation	Unaffected	Activity funded by Scottish Government

Cluster	Strategic Area	Commitment	Option	Commentary
Operations & Protective Services	Service Standard	We will undertake test purchasing of registered tobacco and nicotine vapour products retailers to test retailer compliance with age restrictions	Unaffected	Activity funded by Scottish Government
Operations & Protective Services	Service Standard	We will deal with requests for trading standards business advice within 14 days	Unaffected	
Operations & Protective Services	Service Standard	We will respond to non-domestic noise nuisance requests within 2 days and complete them within 30 days	Unaffected	
Operations & Protective Services	Service Standard	We will respond to pest control requests within 2 days for high priority infestations and 5 days for low priority infestations and complete them within 30 days	Unaffected	
Operations & Protective Services	Service Standard	We will respond to public health requests within 2 days for high priority and 5 days for low priority and complete them within 30 days.	Unaffected	
Operations & Protective Services	Service Standard	We will respond to dog fouling incident requests within 2 days and other dog incident requests within 5 days and complete them within 30 days	Unaffected	
Operations & Protective Services	Service Standard	We will undertake food safety inspections in accordance with the requirements set by Scottish Government.	Unaffected	
Operations & Protective Services	Service Standard	The Scientific Laboratories will examine /analyse and report food and environmental samples within specified turnaround times agreed with partners/customers	Unaffected	
Operations & Protective Services	Service Standard	HGVs ('O' Licence jurisdiction) to achieve first time MOT pass when presented for annual test.	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Operations & Protective Services	Service Standard	Light vehicles (non 'O' licence jurisdiction) to achieve first time MOT pass when presented for annual test.	Unaffected	
Operations & Protective Services	Service Standard	We will provide vehicles which comply with ECO Stars scheme ratings Euro iv, v or vi to reduce carbon emissions. All future purchases will be a minimum of Euro vi standard.	Unaffected	
Operations & Protective Services	Service Standard	We will make good or make safe emergency daytime housing repairs within 24 hrs.	Unaffected	
Operations & Protective Services	Service Standard	We will make good or make safe emergency out of hours housing repairs within 24 hrs.	Unaffected	
Operations & Protective Services	Service Standard	We will complete urgent housing repairs within 24 hours.	Unaffected	
Operations & Protective Services	Service Standard	We will complete high category housing repairs within 3 working days	Unaffected	
Operations & Protective Services	Service Standard	We will complete non-emergency housing repairs within 5 working days	Unaffected	
Operations & Protective Services	Service Standard	We will complete routine housing repairs within 10 working days	Unaffected	
Operations & Protective Services	Service Standard	We will provide and keep appropriate appointments for housing repairs within the agreed timescales for each category of repair (as above).	Unaffected	



Cluster	Strategic Area	Commitment	Option	Commentary
Operations & Protective Services	Service Standard	We will aim to complete repairs first time where possible	Unaffected	
Operations & Protective Services	Service Standard	We will undertake required annual gas safety checks within twelve months of the previous safety check.	Unaffected	
Operations & Protective Services	Service Standard	We will complete housing repairs pre-inspections within 20 days.	Unaffected	
Operations & Protective Services	Service Standard	We will complete housing voids maintenance for each property within the timescales agreed within the HRA specification below for the type of works undertaken. <ul style="list-style-type: none"> <li>- Routine void path within 10 working days</li> <li>- Death void path within 10 working days</li> <li>- Major Works void path within 15 working days</li> </ul>	Unaffected	
Operations & Protective Services	Service Standard	(Catering) We will close Corrective Action Requests (CARs) within timescales to meet Quality Assurance ISO 9001-2015 requirements. <ul style="list-style-type: none"> <li>- Where CARs impact on Health &amp; Safety or is a Food Safety concern we will respond immediately;</li> <li>- Where CARs relate to a process or materials which are not a Health &amp; Safety or Food Safety concern the response time will be determined by the auditor using SMART methodology</li> </ul>	Unaffected	
Operations & Protective Services	Service Standard	(Catering) We will provide Free School Meals to Primary 1 to 3 children, which meet the Nutritional requirements for Food and Drink in Schools (Scotland) Regulations	Amend	Entitlements during lockdown being provided to parents/guardians of free school meal entitled young people by way of supermarket vouchers (£25 value per child, per fortnight).

Cluster	Strategic Area	Commitment	Option	Commentary
Operations & Protective Services	Service Standard	(Cleaning) We will complete Void Housing/Response cleaning alerts within Building Services priority timescales:- <ul style="list-style-type: none"> <li>- Emergency (E4/E4OOH) cleans within 4 hours</li> <li>- Urgent (U24) cleans within 24 hours</li> <li>- High priority (H3) cleans within 3 days</li> <li>- Non-Emergency (NE5/58) cleans within 5 days</li> <li>- Routine priority (R10) cleans within 10 days</li> <li>- Planned (PL24) cleans within 24 days</li> <li>- Planned (PL90) cleans within 90 days</li> </ul>	Unaffected	
Operations & Protective Services	Service Standard	(Cleaning) We will respond to flytipping alerts at housing multi-storey blocks (HRA) within 48 hours	Unaffected	
Operations & Protective Services	Service Standard	(Cleaning) We will deliver 39 weeks contracted school cleaning	Amend	Suspended during lockdown in schools which are closed, amended in schools which are open for provision of childcare for Keyworkers, as service has continued over school holiday periods which sit outside of the 39 contracted weeks.
Operations & Protective Services	Service Standard	We will collect refuse, recycling and food and chargeable garden waste bins on scheduled collection days. <ul style="list-style-type: none"> <li>·Fortnightly collection for all individual household bins.</li> <li>·On demand/variable collections as required for communal bins.</li> </ul>	Amend	Mixed recycling and brown bins currently being collected only every 4 weeks. Working to reinstate to usual frequency but expected to remain at 4 weekly at least until end of June.
Operations & Protective Services	Service Standard	We will respond to enquiries relating to overflowing communal bins within 48 hours	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Operations & Protective Services	Service Standard	We will respond to fly-tipping enquiries within 48 hours	Unaffected	
Operations & Protective Services	Service Standard	We will complete paid bulky uplift service requests within 10 working days	Unaffected	Proposed to fully reinstate following lockdown.
Operations & Protective Services	Service Standard	We will remove abandoned vehicles within 14 days	Unaffected	Proposed to fully reinstate following lockdown.
Operations & Protective Services	Service Standard	We will make category 1 (Imminent danger to users) carriageway / footway defects safe with immediate effect.	Unaffected	
Operations & Protective Services	Service Standard	We will repair category 2a (high probability of danger to users) carriageway / footway defects within 2 days	Unaffected	
Operations & Protective Services	Service Standard	We will repair category 2b (Medium probability of danger to users) carriageway / footway defects within 7 days	Unaffected	
Operations & Protective Services	Service Standard	We will repair category 3 (Low probability of danger to users) carriageway / footway defects within 28 days	Slow Down	The reduction of response to these would potentially generate extra capacity in the maintenance teams to be reallocated to capital works, however there may be a lag on that potential due to the backlog on defects upon returning to maintenance activities.
Operations & Protective Services	Service Standard	We will complete road safety inspections within the set timeframe as set out in the Roads Inspection Manual	Unaffected	
Operations & Protective Services	Service Standard	We will reply to driveway and H-marking applications within 6 weeks of receiving the application	Slow Down	These are non -critical items of work, and the time period for a response may have to be extended due

Cluster	Strategic Area	Commitment	Option	Commentary
				to officers being able to visit the site to carry out a survey.
Operations & Protective Services	Service Standard	We will identify a suitable location for a disabled parking bay within 4 weeks of receiving the application	Unaffected	
Operations & Protective Services	Service Standard	We will repair all emergency traffic signal faults within 48 hours	Unaffected	
Operations & Protective Services	Service Standard	We will respond to street lighting emergencies within 2 hours	Unaffected	
Operations & Protective Services	Service Standard	We will respond to general street lighting faults within 7 days	Slow Down	The reduction of response to these would potentially generate extra capacity in the maintenance teams to be reallocated to capital works, however there may be a lag on that potential due to the backlog on defects upon returning to maintenance activities
Operations & Protective Services	Service Standard	We will complete priority 1 winter maintenance, in line with the winter maintenance approved plan, routes within 2.5 hours of the start of operations	Unaffected	
Operations & Protective Services	Service Standard	Repairs to Roads with Granite Setts in line with approved procedure.	Unaffected	
Operations & Protective Services	Transformation	Expansion of Friends Groups	Unaffected	
People & Organisation	2020/21 Budget Instruction	Instructs the Chief Officer People and Organisation to report to the Staff Governance Committee on 9 June 2020 with a guaranteed interview scheme for	Slow Down	Service Update will be submitted in June. Anything requiring approval would be scheduled to a relevant committee thereafter.

Cluster	Strategic Area	Commitment	Option	Commentary
		any care experienced young person seeking to gain employment with this Council		
People & Organisation	Service Standard	RE.CR.UIT Scheme – We will hold vacancy requirement discussions, following request to recruit submission, within 10 working days.	Unaffected	
People & Organisation	Service Standard	VSER – We will provide personal estimated figures within 5 working days	Unaffected	
People & Organisation	Service Standard	Job Evaluation – We will provide existing documentation within 3 working days	Slow Down	This service standard relies on cross skilling in the team which has been delayed
People & Organisation	Service Standard	Job Evaluation – We will complete evaluation panels upon receipt of all completed and verified documentation – within 10 working days for each individual job	Unaffected	
People & Organisation	Service Standard	We will review and, where necessary, update all People Policies and Guidance on a bi-annual basis.	Unaffected	
People & Organisation	Service Standard	All People Policy and Guidance available to managers and staff within 8 weeks	Unaffected	
People & Organisation	Service Standard	We will allocate a P&O advisor to formal casework within 3 working days	Unaffected	
People & Organisation	Transformation	Building Capability through Development	Slow Down	Impact of Covid19 has meant that scheduled training has been cancelled or postponed and corporate and CPD resources are proposed to be reprioritised.
People & Organisation	Transformation	Employer Accreditation	Unaffected	
Strategic Place Planning	Commissioning Intention	Deliver Aberdeen Adapts - Adaptation Plan for climate change in Aberdeen.	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Strategic Place Planning	Commissioning Intention	Delivering the Council's Energy and Climate Plan Routemap	Accelerate	New commitment
Strategic Place Planning	Commissioning Intention	Supporting Delivery of the City Region Deal	Unaffected	
Strategic Place Planning	Commissioning Intention	Supporting Delivery of the Regional Transport Strategy	Slow Down	Delayed 3 months
Strategic Place Planning	Commissioning Intention	Implementation of the current Local Transport Strategy	Accelerate	Social distancing and public health priorities have driven the acceleration of this.
Strategic Place Planning	Commissioning Intention	Ensure compliance of Council strategies, policies and processes with environmental legislation through Strategic Environmental Assessment, Habitat Regulation Assessment etc.	Unaffected	Unaffected by Covid-19 but potential impact of Brexit and legislative delay to implementation plans at government level.
Strategic Place Planning	Commissioning Intention	Reduce road congestion to improve air quality and reduce emissions	Accelerate	Positively impacted during lock down. As part of our Covid19 response, ACC has made a successful bid to Sustrans for funds to support the reallocation of road space.
Strategic Place Planning	Commissioning Intention	Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change	Amend	Public engagement has been impacted during lockdown, however there are opportunities as we ease out of lockdown to capture volunteerism ethos
Strategic Place Planning	Commissioning Intention	Improve the provision of open space and deliver appropriate access to open space through Core Path Plans, Open Space Audit and Strategy Review and Food Growing Strategy	Amend	Public engagement has been impacted during lockdown, however there are opportunities as we ease out of lockdown to capture volunteerism ethos
Strategic Place Planning	Commissioning Intention	Enable greater opportunities for engagement and participation in development planning placemaking	Amend	Public engagement has been impacted during lockdown, however there are opportunities as we ease out of lockdown to capture volunteerism ethos

Cluster	Strategic Area	Commitment	Option	Commentary
Strategic Place Planning	Commissioning Intention	Increase the amount of space for walking and cycling, through the Sustainable Urban Mobility Plan and Local and Regional Transport Strategy, developing safe routes that support and encourage active travel	Accelerate	Social distancing and public health priorities have driven the acceleration of this. As part of our Covid19 response, ACC has made a successful bid to Sustrans for funds to support the reallocation of road space.
Strategic Place Planning	Commissioning Intention	Implement the active travel action plan to encourage walking and cycling	Accelerate	Social distancing and public health priorities have driven the acceleration of this. As part of our Covid19 response, ACC has made a successful bid to Sustrans for funds to support the reallocation of road space.
Strategic Place Planning	Commissioning Intention	Deliver a cycle hire scheme	Unaffected	
Strategic Place Planning	Policy Statement	Cycle Hire Scheme	Unaffected	
Strategic Place Planning	Policy Statement	Energy Strategy	Unaffected	Delivered as part of the Net Zero work.
Strategic Place Planning	Policy Statement	Refresh the local transport strategy, ensuring it includes the results of a city centre parking review; promotes cycle and pedestrian routes; and considers support for public transport	Accelerate	Social distancing and public health priorities have driven the acceleration of this. As part of our Covid19 response, ACC has made a successful bid to Sustrans for funds to support the reallocation of road space.
Strategic Place Planning	Service Standard	We will ensure that the local authority area is covered by an up to date Local Development Plan	Unaffected	Consultation on Proposed Plan stage delayed but overall programme unaffected.
Strategic Place Planning	Service Standard	We will determine householder applications within 2 months	Unaffected	
Strategic Place Planning	Service Standard	We will determine local (non-householder) applications within 2 months	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Strategic Place Planning	Service Standard	We will determine major applications within 25 weeks	Unaffected	
Strategic Place Planning	Service Standard	We will respond to building warrant applications within 20 working days	Unaffected	
Strategic Place Planning	Service Standard	We will respond to building warrant approvals within 10 working days	Slow Down	Application numbers and income impacted by lockdown Covid-19 - running at about 60% of expected.
Strategic Place Planning	Transformation	Non-resident demand	Slow Down	Capacity to progress this has been affected during the Covid19 response.
Strategic Place Planning	Commissioning Intention	Service Level agreement with Aberdeenshire Council for delivery of Archaeology service	Unaffected	
City Growth	2020/21 Budget Instruction	Instructs the Chief Officer City Growth, following consultation with the Head of Commercial and Procurement Services, and in conjunction with Aberdeen Inspired to support the continued development of the Nuart Project with £125,000 per annum for the financial years 2021/22 to 2023/24	Suspend	The financial contribution has been made for this financial year even though the Nuart festival was cancelled due to Covid-19. Current plan is to hold event in August 2020
City Growth	2020/21 Budget Instruction	Instructs the Chief Executive to report back to the City Growth and Resources Committee on 18 June 2020 with a Corporate Business Charter	Amend	The Charter will be presented to the June 30, 2020 Urgent Business Committee, as part of the Socio-economic Rescue Plan.
City Growth	2020/21 Budget Instruction	Instructs the Chief Officer City Growth to provide a report on the Transient Visitor Levy to the City Growth and Resources Committee on 28 October 2020 on engagement and options	Suspend	Due to Covid-19 the Scottish Government have confirmed that it will not be progressing a bill for the Transient Levy therefore we will need to revisit the timings on our Transient Visitor Levy and report to committee. No implications in terms of £



Cluster	Strategic Area	Commitment	Option	Commentary
City Growth	2020/21 Budget Instruction	Instructs Chief Officer City Growth to evaluate the Energy Transition Zone Training and Jobs Plan and report back to the Council's City Growth and Resources Committee on 28 October 2020 on the extent to which local people are accessing training or job opportunities that are generated if any development occurs	Accelerate	Included in SG announcement of £62m ringfenced for energy transition. The ETZ concept will be subject to a business case process in summer 2020. One component of a much bigger project is the training and jobs plan. As the project is developed, this is being designed, but by definition would only be implemented if the project proceeds
City Growth	2020/21 Budget Instruction	Instructs the Chief Officer City Growth to look at options for the operation of the hydrogen fuelled buses beyond the life of the Aberdeen Hydrogen Bus demonstration project, including potential use in other cities in the UK and the Scottish Cities Alliance as we upgrade our fleet	Accelerate	Included in SG announcement of £62m ringfenced for energy transition. On track for current timescale. Review of contract position and bus condition underway. Prior Information Notice will be released in June.
City Growth	2020/21 Budget Instruction	Instructs the Chief Officer City Growth to work with relevant stakeholders and partners to develop and embed an Energy Transition Zone Training and Jobs Plan that ensures local people are able to access employment opportunities from any development that occurs	Accelerate	The ETZ concept will be subject to a business case process in summer 2020. One component of a much bigger project is the training and jobs plan. As the project is developed, this is being designed, but by definition would only be implemented if the project proceeds. City Growth are working with ONE and Scottish Enterprise to develop a workstream within the programme to include a jobs and training plan and skills academy for energy transition.
City Growth	2020/21 Budget Instruction	Instructs the Chief Officer City Growth to work with Skills Development Scotland, North East of Scotland College and Opportunity North East on development of energy transition apprenticeships that target local people in the immediate areas around Aberdeen Harbour South	Accelerate	The ETZ concept will be subject to a business case process in summer 2020. One component of a much bigger project is the training and jobs plan. As the project is developed, this is being designed, but by definition would only be implemented if the project proceeds. City Growth are working with ONE and Scottish Enterprise to develop a workstream within

Cluster	Strategic Area	Commitment	Option	Commentary
				the programme to include a jobs and training plan and skills academy for energy transition.
City Growth	2020/21 Budget Instruction	Instructs Chief Officer City Growth to include the Torry Locality Planning Manager, Lochside Academy Head Teacher (or their representative) and an Employability officer in the relevant Energy Transition Zone project workstream so that access by local young people to new training and jobs is a central element of development of a Zone, and that the Training and Jobs Plan is delivered	Unaffected	Included in SG announcement of £62m ringfenced for energy transition. The ETZ concept will be subject to a business case process in summer 2020. One component of a much bigger project is the training and jobs plan. As the project is developed, this is being designed, but by definition would only be implemented if the project proceeds. City Growth are working with ONE and Scottish Enterprise to develop a workstream within the programme to include a jobs and training plan and skills academy for energy transition.
City Growth	Commissioning Intention	Support the Aberdeen and Grampian Chamber of Commerce to deliver a new Local Export Partnership, NE Scotland Trade Group, with key local and regional partners	Unaffected	Drafted and with AGCC for next steps. Date tbc.
City Growth	Commissioning Intention	Progress redevelopment of Union Terrace Gardens	Amend	The overall strategy would be to continue to deliver this capital financed project to support the wider CCMP. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
City Growth	Commissioning Intention	Prepare an up to date Strategic Development Plan and Local Development Plan to deliver development opportunities for Aberdeen	Unaffected	Complete with respect to the priority opportunities around ETZ included in LDP
City Growth	Commissioning Intention	Deliver decisions on planning, building standards and roads construction consent applications to enable growth in new sectors	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
City Growth	Commissioning Intention	Work with partners to ensure that public and private sector development sites are delivered and monitored through the housing and employment land audits	Slow Down	Likely to be slowed down, reflecting the overall downturn and investment climate. Invest Aberdeen continues to operate, and new Project Board (industry led) has met in response to Covid-19
City Growth	Commissioning Intention	Deliver Invest Aberdeen to attract and maintain existing company locations; and secure financial investment to support economic development	Unaffected	Invest Aberdeen continues to operate, and new Project Advisory Board (industry led) has met in response to Covid-19
City Growth	Commissioning Intention	Deliver Hydrogen buses – phase 2 project	Slow Down	Working ongoing in regards to JIVE project. Bus delivery timescales impacted due to factory closure. Project milestones and activities are being adjusted to new timescales.
City Growth	Commissioning Intention	Commission new employability activity through No One Left Behind	Unaffected	Continue as planned, but with flexibility to amend services if funding is re-purposed for broader market of employability support customers
City Growth	Commissioning Intention	Provide an ‘investor ready’ pipeline of development opportunities in response to new enquires as a result of Council and City Region Deal supported investment	Slow Down	Likely to be slowed down, reflecting the overall downturn and investment climate. Invest Aberdeen continues to operate, and new Project Board (industry led) has met in response to Covid-19
City Growth	Commissioning Intention	Support delivery of the Business Gateway contract and evaluate its impact.	Unaffected	Some amendment around getting information, advice and guidance to business; and supporting Newly Self Employment Grant Funding.
City Growth	Commissioning Intention	Increase the value of the Council’s community benefits programme through tendering processes	Unaffected	Approach to securing community benefits will remain as is, but delivery of benefits may be impacted by contractors' financial position post-lockdown and due to health and safety issues, esp social distancing, eg no. of apprenticeships/jobs, work exp placements.

Cluster	Strategic Area	Commitment	Option	Commentary
City Growth	Commissioning Intention	Support and expand out of school care in line with the expansion of early learning and childcare and the new National Framework for Out of School Care (2019) to meet the needs of families	Amend	Statutory requirement to implement 1140 hours has been suspended and local provision reviewed.
City Growth	Commissioning Intention	Operate a policy of guaranteed interview scheme for care experienced and ex-offender applicants.	Unaffected	
City Growth	Commissioning Intention	Increase the range and number of accredited courses being provided by schools and partners	Unaffected	
City Growth	Commissioning Intention	Increase the number of young people taking up foundation apprenticeships	Unaffected	
City Growth	Commissioning Intention	Build 2,000 new council homes for sustainable, modern living	Amend	The overall strategy would be to continue to deliver this capital financed programme of projects for new council housing on both Council and Developer led sites. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
City Growth	Policy Statement	Digital Infrastructure Projects: City Duct Network; Digital Fibre Network: Sensor Network; and Regional Data Exchange	Unaffected	4 projects: Two infrastructure projects will be delayed but are continuing with Social distancing. A decision will be made at CRD Programme Board regarding Business Cases for Network and Data Exchange
City Growth	Policy Statement	Harbour	Unaffected	Working with AHB and partners in relation to development of the ETZ at Aberdeen Harbour South Expansion. Work on Aberdeen Harbour North masterplan has been de-prioritised
City Growth	Policy Statement	City Deal 2/Brexit/devolution of powers	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
City Growth	Policy Statement	Review Council Industrial estate	Slow Down	A soft market testing exercise undertaken in early 2020. Given current market uncertainty it is proposed to delay reporting on ways forward until early 2021 at the earliest. This will be monitored on a regular basis.
City Growth	Policy Statement	Work with both governments in order to unleash the non-oil and gas economic potential of the City	Accelerate	Following on from ETZ designation and launch of Net Zero Vision & Plan make case for investment.
City Growth	Policy Statement	Support for businesses - BLS, Co-Op, Business Support	Amend	Subject to financial implications of Covid-19 rescue plan.
City Growth	Policy Statement	Support the delivery of the 3 innovation centres envisaged by the Aberdeen City Region Deal	Unaffected	
City Growth	Policy Statement	Build up our existing strength in hydrogen technology	Unaffected	Bus projects are on track for current timescale; Work on H2 Hub progressing; Looking at role of H2 in ETZ. Included in SG announcement of £62m ringfenced for energy transition.
City Growth	Policy Statement	Support efforts to develop the Energetica corridor	Unaffected	One of the Invest Aberdeen Products
City Growth	Policy Statement - Additional	Grey Hope Bay	Unaffected	Continue to support short term solution at Torry Battery; no further development on longer term plans
City Growth	Policy Statement - Additional	Science Centre	Unaffected	The commitment is now complete and no further funding from ACC is required.
City Growth	Policy Statement - Additional	Station Gateway/Atholl House & BT Building	Slow Down	Likely to be slowed down, reflecting the overall downturn and investment climate. Invest Aberdeen continues to operate, and new Project Board (industry led) has met in response to Covid-19

Cluster	Strategic Area	Commitment	Option	Commentary
City Growth	Policy Statement - Additional	Waterfront Development	Unaffected	Working with AHB and partners in relation to development of the ETZ at Aberdeen Harbour South Expansion. Work on Aberdeen Harbour North masterplan has been de-prioritised
City Growth	Service Standard	We will assess referrals to our No One Left Behind scheme and provide person centred support to those who are eligible, and signpost those who are not eligible to alternative support	Unaffected	May be some re-purposing of funds to enable support to be delivered to a broader pool of people, but person-centred approach and sign-posting will remain as is.
City Growth	Service Standard	We will provide a continuously updated investment prospectus of development opportunities in the city available through investaberdeen.co.uk	Unaffected	Invest Aberdeen continues to operate, and new Project Board (industry led) has met in response to Covid-19; Invest Aberdeen website also providing all up to date information for businesses on Covid-19
City Growth	Service Standard	We will make relevant and up to date data, information and insights permanently available to stakeholders through a North East of Scotland Performs economic data observatory and the Aberdeen Economic Policy Report.	Unaffected	Amended to provide, where available, timely data on the effect of Covid-19 on the city economy and to support business resilience response
City Growth	Service Standard	We will provide business start up advice and guidance to businesses through the Business Gateway start up service	Amend	Some amendment around getting information, advice and guidance to business; and supporting Newly Self Employment Grant Funding.
External Comms	Service Standard	We will provide an initial response to external customer enquiries (media enquiries and public inbound social media messages) within 12 hours during office hours, excluding weekends and public holidays.	Amend	Amend to 18 hours for a response to accommodate out of hour issues. Acknowledgements will be automated.
External Comms	Service Standard	We will provide an initial response to urgent external customer enquiries within 1 hour during office hours, excluding weekends and public holidays.	Amend	Amend to 2 hours. Acknowledgements will be automated.

Cluster	Strategic Area	Commitment	Option	Commentary
External Comms	Service Standard	We will aim to close external customer enquiries within 24-hours, excluding weekends and public holidays.	Unaffected	
External Comms	Service Standard	We will provide an initial response to urgent internal service requests within 1 hour and non-urgent within 24 hours during office hours, excluding weekends and public holidays.	Amend	Automated reply acknowledging receipt of the inquiry - and then a full response - but within 2 hours.
External Comms	Service Standard	We will respond to calls to 24/7 on-call number within 15 minutes.	Amend	Amend to 30 minutes.
Children's & Family Services	2020/21 Budget Instruction	Instructs the Chief Officer Integrated Children's and Family Services to organise a Mental Health Awareness Event for the citizens of Aberdeen with the provision of £3,150 and the use of Council facilities	Suspend	Postponed due to Covid-19. Arrangements for holding event in 2021 are being considered.
Children's & Family Services	2020/21 Budget Instruction	Instruct the Chief Officer Integrated Children's and Family Services, following consultation with the Chief Officer Finance, to introduce a supported rent scheme for care experienced young people who are attending further education and report back to the Operation Delivery Committee on 21 May 2020 with details of the scheme	Unaffected	This has completed. Where a young person is identified and qualifies for Section 29 the monies will be reclaimed from the housing revenue account. This will be reported to the next meeting of the Committee.
Children's & Family Services	Commissioning Intention	Ensure all parents who are keen to access 1140 hours of ELCC are able to do so, including expansion of the estate	Suspend	Statutory requirement to implement 1140 hours has been suspended.
Children's & Family Services	Commissioning Intention	Support all early learning and childcare settings to deliver early learning and childcare provision in line with National Quality Standard by August 2020	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Children's & Family Services	Commissioning Intention	Offer PEEP (Parents as Early Education Partners) universally across all Local Authority settings	Amend	Introduction has been delayed as a result of lockdown, but implementation will be progressed as restrictions lift.
Children's & Family Services	Commissioning Intention	Improve the Council's recognition and response to indicators of cumulative neglect	Accelerate	There has been recognition that the normal eyes on children don't exist during COVID-19 and agencies have to demonstrate heightened vigilance to the signs and indicators of neglect to ensure early and effective support to prevent escalation of need.
Children's & Family Services	Commissioning Intention	Improve the Council's recognition and response to the child protection implications of domestic abuse, coercive control, emotional abuse, FGM, Ethnicity, LGBT+, prevent, forced marriage and disability	Unaffected	
Children's & Family Services	Commissioning Intention	Adopt a strength based and participatory approach to child protection practice	Amend	Need to take learning from amended CP processes implemented during lockdown to inform future practice approaches
Children's & Family Services	Commissioning Intention	Deploy early learning and childcare excellence and equity practitioners to lead direct support to children and families to help close the gap in those aged 2-5	Unaffected	
Children's & Family Services	Commissioning Intention	Agree and implement an approach to supporting early language acquisition and development	Unaffected	



Cluster	Strategic Area	Commitment	Option	Commentary
Children's & Family Services	Commissioning Intention	Through Sport Aberdeen and Aberdeen Sports Village, for children aged 0-5 and their families:- <ul style="list-style-type: none"> <li>• identify and remove barriers to becoming and remaining active</li> <li>• Work with key groups &amp; networks to ensure continuous and appropriate engagement</li> <li>• Review current opportunities to ensure the diverse needs of the community are met</li> <li>• Develop opportunities to reflect local need and community engagement</li> <li>• Further develop targeted programmes to positively impact in health inequalities.</li> </ul>	Unaffected	Whilst Covid19 has impacted the availability and the opportunities will be reviewed as lockdown is ended the commissioning remains appropriate.
Children's & Family Services	Commissioning Intention	Utilize the council's estate and service delivery to promote and enable physical activity	Unaffected	
Children's & Family Services	Commissioning Intention	Deliver the refurbishment and enhancement of Northfield swimming pool	Unaffected	The overall strategy would be to continue to deliver this capital financed project. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Children's & Family Services	Commissioning Intention	Enable every child to have access to an outdoor environment with outdoor play area provision	Unaffected	
Children's & Family Services	Commissioning Intention	Build capacity across the universal provision to identify and support children and young people and their families with emerging mental health needs and deliver bespoke targeted support to children and young people and their families who have established mental health needs	Amend	This is strongly referenced in proposed future redesign options

Cluster	Strategic Area	Commitment	Option	Commentary
Children's & Family Services	Commissioning Intention	Raise awareness of signs of positive wellbeing in parents, carers, children and young people	Amend	This is strongly referenced in proposed future redesign options
Children's & Family Services	Commissioning Intention	Establish a targeted positive response to mental health and emotional wellbeing for those children and young people with recognised needs	Amend	This is strongly referenced in proposed future redesign options
Children's & Family Services	Commissioning Intention	Increase capacity of all educational resource to support identified vulnerabilities	Amend	This is strongly referenced in proposed future redesign options
Children's & Family Services	Commissioning Intention	Improve educational outcomes for care experienced children and young people	Unaffected	
Children's & Family Services	Commissioning Intention	Build 4 new schools at Torry; Tillydrone; Countesswells; and Milltimber	Amend	The overall strategy would be to continue to deliver the 4 No. capital financed projects. One tender is undergoing assessment, two others planning to reach financial close in late May /early June 2020, remaining one to go out to tender in late May 2020. In lieu of the COVID-19 impact there is a timeline delay and cost risk when specific projects will be completed.
Children's & Family Services	Commissioning Intention	Further develop an integrated approach to supporting children to remain in their community	Amend	This is strongly referenced in proposed future redesign options
Children's & Family Services	Commissioning Intention	Increase the number of children and young people remaining in a placement between 16-18 years	Unaffected	
Children's & Family Services	Commissioning Intention	Support children and young people to understand and access multiagency throughcare and aftercare services	Amend	Recognition that the normal eyes on children don't exist during COVID-19 there will need for all agencies to demonstrate heightened vigilance to the signs

Cluster	Strategic Area	Commitment	Option	Commentary
				and indicators of neglect to ensure early and effective support to prevent escalation of need.
Children's & Family Services	Commissioning Intention	Increase the physical and emotional health outcomes for care experienced young people	Unaffected	
Children's & Family Services	Commissioning Intention	Provide, through Sport Aberdeen and other ALEOS, activities for care experienced children	Amend	Need to review delivery models take account of wider service design models and learning from lockdown.
Children's & Family Services	Commissioning Intention	Improve pathways for all to employment and training and provision of additional support for identified groups including care experienced and those with additional support needs	Amend	Support to develop routes into employment is included within the proposed Socio-economic recover plan.
Children's & Family Services	Commissioning Intention	Increase the capacity of parents and carers to support children and young people to achieve positive outcomes	Amend	This is strongly referenced in proposed future redesign options
Children's & Family Services	Commissioning Intention	Continue to support and expand the Sistema "Big Noise Torry" project	Accelerate	Digital transformation has been accelerated by SISTEMA with various online offerings now available. This has significantly accelerated their offer citywide.
Children's & Family Services	Commissioning Intention	Support school staff and parents to have a greater understanding of the world of work and routes into work to improve young people's learning	Amend	The commissioning intention remains appropriate, the approach and priorities are likely to be impacted by post-covid19 factors.
Children's & Family Services	Commissioning Intention	Increase the number of young people being supported into a positive destination through mentoring opportunities	Amend	Support to develop routes into employment is included within the proposed Socio-economic recover plan.
Children's & Family Services	Commissioning Intention	Make Aberdeen child friendly where children feel safe, heard, nurtured and able to flourish	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Children's & Family Services	Policy Statement	Early Years Childcare, Senior Phase, Raising Attainment, Mental Health	Unaffected	
Children's & Family Services	Policy Statement	Provision of flexible and affordable childcare for working families on the lowest incomes	Amend	Statutory requirement to implement 1140 hours has been suspended and local provision reviewed.
Children's & Family Services	Policy Statement	Review of local adult protection arrangements and implement an improvement programme	Unaffected	Arrangements have been strengthened during Covid19 lockdown and learning will be embedded as lockdown lifts.
Children's & Family Services	Service Standard	Initial Assessments of children/young people are completed within 12 weeks of referral	Unaffected	
Children's & Family Services	Service Standard	Child protection joint interviews are completed within 5 days	Unaffected	
Children's & Family Services	Service Standard	Initial child protection Conferences are held within 21-days	Unaffected	
Children's & Family Services	Service Standard	Care provided within Council children's homes achieve a care standard of good or better through regulatory inspections	Unaffected	
Children's & Family Services	Service Standard	Care provided by the Council's fostering service achieves a care standard of good or better through regulatory inspections	Unaffected	
Children's & Family Services	Service Standard	Care provided by the Council's adoption service achieves a care standard of good or better through regulatory inspections	Unaffected	

Cluster	Strategic Area	Commitment	Option	Commentary
Children's & Family Services	Service Standard	Foster carers and adopters are approved within a timescale of 6 months from application	Accelerate	Testing of adapted assessment model to be progressed.
Children's & Family Services	Service Standard	Care experienced children and young people will experience a minimum of 2 placement moves in 12 months	Unaffected	
Children's & Family Services	Service Standard	Care experienced children and young people have a pathway plan by the age of 15 years	Unaffected	
Children's & Family Services	Service Standard	Children and young people will be supported to live at home where safe to do so.	Accelerate	Continued focus to support vulnerable children and young people to remain within their family where it is safe to do so. Identify learning from COVID-19 operating model to inform future approaches to support.
Children's & Family Services	Service Standard	When not safe to do so children and young people will be supported to A) live in a kinship arrangement where appropriate to do so. B) live in a fostering placement where appropriate to do so. C) live within a residential setting where appropriate to do so.	Unaffected	

## Changes to Council Commitments driving financial savings in 2020/21

Data and Insights							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Efficiencies and Productivity	Service Delivery	N/A	Workforce Management	CUBI001 CUBI002	(132)	0	Vacancy management + staffing redesign
			Operating Efficiencies	CUBI003 CUBI004	0	(19)	Support costs
Income	Service Delivery	N/A	Recharge	CUBI005	0	(15)	External for Data Protection support
					(132)	(34)	

Capital							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Efficiencies and Productivity	Capital Projects	N/A	Vacancy Management Housing Team	RECA001	0	(473)	vacant posts not to be filled during 2020/21 and advancement of New Build Housing programme
			Vacancy Management Public Building Team	RECA002	0	(171)	vacant posts not to be filled during 2020/21
			Vacancy Management Major Project Delivery	RECA003	0	(171)	vacant posts not to be filled during 2020/21
Income	Capital Projects	N/A	Recharge	RECA004	0	(59)	PMO
					0	(874)	

City Growth										
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions			
Commissioning Intentions	Support diversification of the city's tourism sector by securing new audiences through support to cultural venues, programmes and other events, including delivery of the Aberdeen 365 delivery model, The Event Complex Aberdeen, operation of the new Aberdeen Art Gallery, the museums service and ACC supported venues in the city	Suspend	Beach Ballroom and Civic	COCG001	(148)	0	Planning assumption that this is suspended until 2021. Cancelled events are included as 2020/21 savings. Special events/ exhibitions at the Aberdeen Art Gallery have been amended.			
				COCG002						
				Culture				COCG007	(356)	0
				Events 365				COCG008	(430)	0
			AAGM	COCG004	(10)	(40)				
				COCG005						
Service Standards	We will support businesses seeking to export, through MoU trade activity, ACC trade events and inward delegations	Amend		COCG003	(35)	0	All overseas travel to be stopped until safe to do so.			
Service Efficiencies and Productivity	Vacancy Management			COCG009	(169)	0				
		N/A								
Income	Project Development	N/A		COCG006	0	(160)				
					(1,147)	(200)				

Commercial & Procurement							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Efficiencies and Productivity	Service Delivery	N/A	Operating efficiencies	COCP001 COCP002 COCP003 COCP005 COCP006 COCP007	(270)	(242)	Reduction in hardware and software support. Also reduced demand on corporate contracts relating to stationary, printing and travel. Updated insurance premiums.
Income	Service Delivery	N/A	Recharge	COCP004	0	(20)	Recharge to the HRA
					(270)	(262)	

Corporate Landlord							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Standards	We will work to make all our buildings meet Disability Discrimination Act requirements where this is feasible.	Slow Down	Slow Down	RECL006	0	(30)	This remains a commitment although spend could be reduced in short term as not all building will be operational during 2020/21.  In year review of repair and maintenance liabilities due to closure of building and less wear and tear.
	We will prioritise our resource to make all of our buildings achieve a condition rating of at least "B".	Slow Down					
	We will complete cyclical maintenance works on public buildings in accordance with agreed programme	Slow Down					
	We will ensure that our schools will not be unavailable for learning due to building reasons. (Number of days lost to school closures).	Slow Down	Slow Down	RECL001	0	(40)	All operational buildings require to be statutory compliant and savings are realised due to their closure during lockdown.
Service Efficiencies and Productivity	Service Delivery	N/A	IT Equipment	RECL011	0	(10)	Consolidation of hardware
		N/A	Accommodation Hire	RECL003	0	(30)	Reduced spend
		N/A	Consultancy	RECL005	0	(5)	In year review of repair and maintenance liabilities due to closure of building and less wear and tear
		N/A	Vacant Property Management	RECL006	0	(40)	This remains a commitment although spend could be reduced in short term as not all building will be operational during 2020/21
		N/A	Investment in Commercial Estate	RECL009 RECL010	0	(140)	Reduction in repairs budget within Tenanted Non-Residential Property to reflect no major spend at this time
		N/A	Energy Efficiency	RECL002	0	(300)	Removal by Government to pay levy in relation to energy.
		N/A	Energy Efficiencies during Lockdown	RECL012 RECL013 RECL014 RECL015	(372)		Savings being achieved through building being closed during lockdown.
		N/A	Vacancy Management	RECL004	(240)	0	Number of vacant posts within service where recruitment can be put on hold to allow next stage of redesign.
					(612)	(595)	



Customer Experience							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
<b>2020/21 Budget Instruction</b>	Instructs the Chief Officer - Customer Experience to alter the Customer Contact Centre (excluding Emergency Services which will continue 24 hours a day), Customer Service Centre, Marischal College Corporate Reception and Customer Access Points opening times to 09.00 until 17.00 hours Monday to Friday)	Amend	Further modernisation of the customer delivery model to ensure an enhanced and safe experience for customers.	CUCE001 CUCE003 CUCE004	0	(100)	<p>This proposal includes continuing current arrangements to minimise contact between customers and staff in response to the public health issue around coronavirus to ensure an enhanced and safe experience for customers:-</p> <ul style="list-style-type: none"> <li>- further expansion of the telephone appointments model for customers' convenience and the continuation of face to face appointments at specified times and locations where face to face contact is necessary to provide essential support to vulnerable customers. An enhanced floorwalker model will be implemented to ensure a consistent customer experience across all face to face access points, where appropriate.</li> <li>-continuing the current card only approach for face to face payments to minimise the handling of cash in response to the public health issue around the handling of cash. Alternative payment methods will remain available to customers – direct debits, automated payment line, online payment and via Paypoints outlets across the city.</li> <li>-A self-serve check in for corporate visitors at Marischal College will be introduced to further minimise contact between customers and staff. Corporate visitors will still be greeted upon arrival and escorted through the building. Customers to the Customer Service Centre will continue be supported by floorwalkers.</li> </ul>
<b>Service Standards</b>	We will respond to Subject Access Requests within 1 month	Slow Down		CUCE012	(40)	0	Vacancy management These savings are in year only.
<b>Transformation</b>	Customer-Centric Accreditation	Amend		CUCE013	0	(20)	Accreditation not to be progressed. These savings are in year and recurring.

<b>Service Efficiencies and Productivity</b>	Parking	N/A		CUCE005	(31)	0	Temporary not filling 1 fte vacant post. These savings are in year only.
	Revenues & Benefits	N/A	Staff & Contracts	CUCE006 CUCE007 CUCE008	(82)	0	Vacancy management and non Staffing spend. These savings are in year only.
	Customer Development	N/A	Customer Feedback	CUCE010 CUCE011	(16)	(11)	Staffing redesign + vacancy management. Part of these savings are in year only and part are in year and recurring.
	Transactions & Business Support	N/A	Staffing Model & Operations	CUCE014 CUCE015 CUCE016 CUCE017 CUCE018 CUCE019 CUCE020	(172)	(79)	Staffing redesign + vacancy management. These savings are in year only.
<b>Income</b>	Increased Grant	N/A	DWP Grant	CUCE009	(67)	0	Increased administration grant, based on latest award.
					<b>(408)</b>	<b>(210)</b>	

<b>Digital &amp; Technology</b>							
	<b>2020/21 Commitments</b>	<b>Impact</b>	<b>Budget Option</b>	<b>Ref</b>	<b>Q1 Impact</b>	<b>Proposed Additional Savings</b>	<b>Assumptions</b>
<b>Service Standards</b>	We will aim to answer calls to the IT Service Desk within 2 minutes	Slow Down	Staffing - vacancy management; cost of service	CUDT002 CUDT004 CUDT009 CUDT011	(44)	(185)	Increase by 30 secs to 2 and a half minutes, as a result of potential increase in call volume.
	We will aim to answer all calls to the IT Service Desk (i.e. abandonment rate)	Slow Down					Potential increase by 20% of call volume abandonment rate and call answer delay.
	Digital & Technology Services will be available as follows: · Service Desk Phone Support Hours: Mon – Fri (08:30-16:30) · Self Service Portal (24/7)	Slow Down					Reduction in Service Desk time by 30 minutes to 4:00pm, Self Service and Emergency Support remains available.
<b>Service Efficiencies and Productivity</b>	Contract Management	N/A	Technical Development; Vendor support; Consolidation	CUDT001 CUDT003 CUDT005 CUDT006	0	(120)	Consolidation of systems, networks and infrastructure costs.
	Staffing Model	N/A	Vacancy Management	CUDT007 CUDT010	(86)	0	non filling of 2 vacant posts - in-year only
					<b>(130)</b>	<b>(305)</b>	

Early Intervention & Community EmpowermentA1:H13							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Standards	We will assess all homeless applications within 21 days	Slow Down	Reduce Housing Access and Support provision	CUEI005	(82)	0	This option would mean we would aim to meet the statutory target of 28 days, as opposed to the improved self identified target of 21 days..
	We will ensure all homeless people will secure permanent tenancy within 140 days average	Slow Down					This would mean we may not be able to meet the self identified target of 140 days average, which is the level we are currently achieving, This would be an improvement on the previous 180 day average level. In year and then recurring savings.
	We will review and process housing applications within 28 days	Slow Down					This option would mean we would revert to statutory timescales, savings resulting from staffing redesign. In year and then recurring savings.
Service Efficiencies and Productivity		N/A	Contracts and supplies	CUEI019	0	(90)	This option would mean less library purchases of new stock. In year and then recurring savings.
	Vacancy Management	N/A	Staffing	CUEI022	(150)	0	Non filling of 3 vacant posts. In year and then recurring savings.
Income	Recharge	N/A	Recharge	CUEI010 CUEI012 CUEI013 CUEI014 CUEI015 CUEI016 CUEI017 CUEI018	(35)	(689)	This relates to proportionate recharging to the HRA based on work undertaken by Placement Officers; Financial Inclusion Officers; Rapid Rehousing Transition Plan work, Administration Officers; and Contract spend. In year and then recurring savings.
	City wardens (noise control / night parking)	N/A	Enforcement	CUEI011	0	(152)	
					(267)	(931)	

Education							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Efficiencies and Productivity	N/A	N/A	Workforce Management	OPED004	0	(150)	Redesign of the Education Central Team structure.
	N/A	N/A	Operating Efficiencies	OPED001 OPED002 OPED005 OPED006 OPED007	0	(470)	Accelerate redesign of ASN provision across the city. Reduced contract, including spend on 3Rs Contract payments.
					0	(620)	

Finance							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Standard	Business advice delivery – We will provide budget holder meetings provided in accordance with risk schedule	Amend	Workforce Management	REFN001	(174)	(138)	Build on proposed redesign of critical accounting services based on current staffing numbers, with emphasis on supporting succession planning and preparing for future design of service. This will save 5.2FTE during the year, in non use of vacant posts and will mean changes to service standards during the year, particularly around capacity to support budget holders from the business advice team.
Service Standard	Business advice delivery – We will maintain an inbox query service available for 8 hours every working day	Amend		REFN002			
Service Standard	Process and controls: Care income assessments outstanding maintained to maximum number	Amend					
					(174)	(138)	

Governance							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Efficiencies and Productivity	Service Delivery	N/A	Workforce Management	COGV002 COGV003 COGV005 COGV006	(390)	0	Non filling of vacant posts
	Service Delivery	N/A	Operating Efficiencies	COGC001 COGV007	0	(25)	Reduction in cost of practising certificate and removal of funding to Bulawayo Trust
					(390)	(25)	

Operations and Protective Services							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Efficiencies and Productivity	Facilities		Janitorial	OPOP006 OPOP007	(189)	0	Reduction in additional hours spend due to cessation of letting activity during COVID-19 response.  Cease provision of Priority 2 and 3 School Crossing Patrol (retain Priority 1 and fee paying crossings).
	Facilities		Building management	OPOP008	(5)	0	Reduction in additional hours spend due to cessation of weddings, meetings and other events at Marischal College and Town House
Service Efficiencies and Productivity	Protective Services		Workforce Management	OPOP009 OPOP010 OPOP013	(27)	(41)	Suspend recruitment to Trainee EHO post. Review OOHs Duty Officer hours and overtime.
	Protective Services		Operating efficiencies	OPOP011 OPOP012	(110)	0	Reduction in equipment budget and parking permits
Service Efficiencies and Productivity	Roads and Infrastructure		Asset removal	OPOP018	0	(12)	Removal of Peterculter depot
	Roads and Infrastructure		Reduction in service provision	OPOP019 OPOP021	0	(100)	Reduce lining works- reduction in revenue costs- and reduce street lighting level by 50% during the hours of 12am and 5am- savings in electricity
	Roads and Infrastructure		Operating efficiencies	OPOP023	0	(100)	Reduce Structures/Flooding & Coastal Protection team's revenue budget on bridge Inspections and bridge maintenance by 20%,

<b>Income</b>	Roads and Infrastructure		Increase in income	OPOP020 OPOP022	0	(80)	Increase in capital drainage works and an increase in fees and charges
<b>Service Efficiencies and Productivity</b>	Environmental Services		Reduction in service provision	OPOP024 OPOP025 OPOP026 OPOP027	(116)	(22)	First street weed spray of year will not take place in 2020 and chewing gum removal will not take place in 2020. A Iso suspend / delay some project work in parks for 2020 with automatic public toilets (APCs) closed.
	Environmental Services		Workforce Management	OPOP030	0	(18)	Staffing redesign of street sweeping team.
	Environmental Services		Operating efficiencies	OPOP031 OPOP032 OPOP033 OPOP034	(67)	0	Saving on fleet and fuel costs, agency and overtime costs, staff travel costs, and 'In-Bloom' admin costs.
<b>Service Efficiencies and Productivity</b>	Fleet Services		Operating efficiencies	OPOP039	(118)	0	Reduced fuel purchases
					(632)	(373)	

<b>People and Organisation</b>							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
<b>Service Efficiencies and Productivity</b>	Service Delivery	N/A	Workforce Management	REPD003 REPD004	(169)	0	Non filling of vacant posts
	Service Delivery	N/A	Operating Efficiencies	REPD001 REPD002 REPD005	0	(270)	Reduction in training costs, restricted to essential. One off contract underspend.
					(169)	(270)	

Strategic Place Planning							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Efficiencies and Productivity	Service Delivery	N/A	Workforce Management	COSP002	(424)		Removal of vacant posts.
	Service Delivery	N/A	Operating Efficiencies	COSP001 COSP003	0	(30)	Remove the cost of printing the Proposed Local Development Plan (£30k).
					(424)	(30)	

External Communications							
	2020/21 Commitments	Impact	Budget Option	Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Standard	We will provide an initial response to external customer enquiries (media enquiries and public inbound social media messages) within 12 hours during office hours, excluding weekends and public holidays.	Amend	Staff Reduction	CUEC001	0	(144)	Amend to 18 hours for a response to accommodate out of hour issues. Acknowledgements will be automated.
Service Standard	We will provide an initial response to urgent external customer enquiries within 1 hour during office hours, excluding weekends and public holidays.	Amend					Amend to 2 hours. Acknowledgements will be automated.
Service Standard	We will provide an initial response to urgent internal service requests within 1 hour and non-urgent within 24 hours during office hours, excluding weekends and public holidays.	Amend					We'd look to use an automated reply acknowledging receipt of the inquiry - and then a full response - but within 2 hours.
Service Standard	We will respond to calls to 24/7 on-call number within 15 minutes.	Amend					Amend to 30 minutes.
					0	(144)	

Corporate							
	Budget Option			Ref	Q1 Impact	Proposed Additional Savings	Assumptions
Service Efficiency & Productivity	Councillor Budgets: Hardware & Computer Consumables purchases reduced			CORP001 CORP002	0	(54)	Budgets removed for the remainder of the year.
	Corporate Provision: In-year provisions updated estimates and balance no longer available.					(983)	No further funding needed from centrally held budgets for, for example NDR, pay or pensions.
	Corporate Vacancy Management: Forecast additional savings from internal recruitment/development processes				(424)	(2,225)	Management of vacancies throughout the year.
					(424)	(3,262)	



## Revised Fees and Charges Schedule

<b>Goods / Services Provided</b>	<b>Unit</b>	<b>20/21 Charge Agreed on 3/3/20, £</b>	<b>20/21 Charge to be Agreed on 30/6/20, £</b>	<b>Proposed Start Date</b>	<b>Comments</b>
<b>Operations and Protective Services</b>					
<b>Roads &amp; Street work - Charges to Private Parties</b>					
Temporary Traffic Restrictions (TTRO) - application received 28 days or more prior to Order coming into effect	per 21 day Order	875.00	895.00	Aug-20	
Temporary Traffic Restrictions (TTRO) - application received less than 28 days prior to Order coming into effect	per 21 day Order	1,220.00	1,245.00	Aug-20	
Temporary Traffic Restrictions (TTRO) - application received 28 days or more prior to Order coming into effect	Per Order lasting 21 days - 6 months	1,725.00	1,760.00	Aug-20	
Temporary Traffic Restrictions (TTRO) - application received less than 28 days prior to Order coming into effect	Per Order lasting 21 days - 6 months	2,045.00	2,085.00	Aug-20	
TTRO - repeat posting of weekly/monthly notices during event	Per event	170.00	175.00	Aug-20	

<b>Goods / Services Provided</b>	<b>Unit</b>	<b>20/21 Charge Agreed on 3/3/20, £</b>	<b>20/21 Charge to be Agreed on 30/6/20, £</b>	<b>Proposed Start Date</b>	<b>Comments</b>
Charge for late permit (TTRO)	Per permit	3,180.00	3,245.00	Aug-20	
Consent for Excavating in the Road under Section 56 or 61 of the Roads (Scotland) Act 1984 - Excavation not involving installation of private apparatus	Per excavation	480.00	490.00	Aug-20	
Consent for Excavating in the Road under Section 56 or 61 of the Roads (Scotland) Act 1984 - charge for late permit	Per permit	1,450.00	1,480.00	Aug-20	
Consent for Excavating in a Road under Section 109 of the New Roads & Street Works Act 1991 (NRSWA) - Charge for initial application and permission for works which are only one inspection unit	Per excavation	480.00	490.00	Aug-20	
Scaffold / Hoarding permits continuous period up to a month, under 25m in length	Per permit	120.00	125.00	Aug-20	
Scaffold / Hoarding permits continuous period up to a month, over 25m in length	Per permit	220.00	225.00	Aug-20	
Scaffold/ Hoarding permits for each subsequent month of original application - under 25m in length	Per permit	120.00	125.00	Aug-20	

<b>Goods / Services Provided</b>	<b>Unit</b>	<b>20/21 Charge Agreed on 3/3/20, £</b>	<b>20/21 Charge to be Agreed on 30/6/20, £</b>	<b>Proposed Start Date</b>	<b>Comments</b>
Scaffold/ Hoarding permits for each subsequent month of original application - over 25m in length	Per permit	220.00	225.00	Aug-20	
Charge for late permit - Scaffold / Hoarding permits continuous period up to a month, under 25m in length	Per permit	730.00	745.00	Aug-20	
Charge for late permit - Scaffold / Hoarding permits continuous period up to a month, over 25m in length	Per permit	830.00	845.00	Aug-20	
Charge for late permit - Scaffold/ Hoarding permits for each subsequent month of original application - under 25m in length	Per permit	730.00	745.00	Aug-20	
Charge for late permit - Scaffold/ Hoarding permits for each subsequent month of original application - over 25m in length	Per permit	830.00	845.00	Aug-20	
Mobile tower scaffolds - charge per day	Per day	40.00	41.00	Aug-20	
Mobile tower scaffolds - charge per week	Per week	110.00	115.00	Aug-20	
Mobile tower scaffolds - late permit per location	Per day	365.00	375.00	Aug-20	
Mobile tower scaffolds - late permit per location	Per week	410.00	420.00	Aug-20	

<b>Goods / Services Provided</b>	<b>Unit</b>	<b>20/21 Charge Agreed on 3/3/20, £</b>	<b>20/21 Charge to be Agreed on 30/6/20, £</b>	<b>Proposed Start Date</b>	<b>Comments</b>
Crane, Hydraulic Platform Permits - charge for granting permission per site	Per day	85.00	87.00	Aug-20	
Crane, Hydraulic Platform Permits - charge for granting permission per site	Per week	110.00	115.00	Aug-20	
Crane, Hydraulic Platform Permits - Roaming permit ( day permit for up to 5 sites, 90 mins per site)	Per permit	130.00	135.00	Aug-20	
Crane, Hydraulic Platform Permits - Charge for a late permit - day permit	Per permit	600.00	615.00	Aug-20	
Crane, Hydraulic Platform Permits - Charge for a late permit - week permit	Per permit	650.00	665.00	Aug-20	
Crane, Hydraulic Platform Permits - Roaming permit ( day permit for up to 5 sites, 90 mins per site)	Per permit	670.00	685.00	Aug-20	
Defect inspection of traffic management for Crane, Hydraulic Permits	Per permit	40.00	41.00	Aug-20	
Temporary Traffic Lights Permits - For a continuous period of up to one week, charge for granting permission	Per permit	95.00	97.00	Aug-20	
Temporary Traffic Lights Permits - Charge for a late permit	Per permit	950.00	970.00	Aug-20	

<b>Goods / Services Provided</b>	<b>Unit</b>	<b>20/21 Charge Agreed on 3/3/20, £</b>	<b>20/21 Charge to be Agreed on 30/6/20, £</b>	<b>Proposed Start Date</b>	<b>Comments</b>
Skip permits - continuous period of 7 days	Per permit	45.00	46.00	Aug-20	
Skip permits - Fixed penalty notice	Per permit	430.00	440.00	Aug-20	
Additional charge for skip sited within a Pay & Display zone (Zones ABCEFG)	Per skip, per day	35.00	36.00	Aug-20	
Additional charge for skip sited within a Pay & Display zone (All zones excluding ABCEFG)	Per skip, per day	20.00	21.00	Aug-20	
Development / Construction – Occupation of Road Space	per sq. metre, per day	2.20	2.25	Aug-20	Area enclosed by the following: Holborn Street, Willowbank Road, Springbank Terrace, Wellington Place, South College Street, Guild Street, Regent Quay Virginia Street, Commerce Street, East North Street, West North Street, Mounthooly Roundabout, Gallowgate, Spring Garden, Maberly Street, Rosemount Place, Esslemont Avenue, Rose Street, Union Street and all traffic sensitive roads listed on the Scottish Street Works Register (data retained on the Street Works Gazetteer contact the Roadworks Co-

<b>Goods / Services Provided</b>	<b>Unit</b>	<b>20/21 Charge Agreed on 3/3/20, £</b>	<b>20/21 Charge to be Agreed on 30/6/20, £</b>	<b>Proposed Start Date</b>	<b>Comments</b>
					ordination Unit for more information).
Development / Construction - other	Per sq. metre, per day	1.20	1.25	Aug-20	Roads not included in above list.
Screened areas created for safe construction:	Per sq. metre, per week	2.20	2.25	Aug-20	Area enclosed by the following: Holburn Street, Willowbank Road, Springbank Terrace, Wellington Place, South College Street, Guild Street, Regent Quay Virginia Street, Commerce Street, East North Street, West North Street, Mounthooly Roundabout, Gallowgate, Spring Garden, Maberly Street, Rosemount Place, Esslemont Avenue, Rose Street, Union Street and all traffic sensitive roads listed on the Scottish Street Works Register (data retained on the Street Works Gazetteer contact the Roadworks Co-ordination Unit for more information).
Screened areas created for safe construction:	Per sq. metre, per week	1.20	1.25	Aug-20	Other roads

## Aberdeen City Council – General Fund Reserves

General Fund Earmarked Reserves	Balance at 31 March 2020 £'000	Basis	Assessment
Devolved Education M'ment (Comm. Centres)	(542)	Council Policy	External funds
Devolved Education M'ment (School Funds)	(124)	Council Policy	Committed
Star Awards Sponsorship	(6)	Council Policy	Potential
Energy Efficiency Fund	(1,254)	National Condition	Not available
Bus Lane Enforcement	(373)	Statutory	Not available
Property Transfer	(102)	Leverage	Not available
Second/Long Term Empty Homes	(12,736)	Statutory	Not available
De-risk the Council	(1,811)	Council Policy	Not available
Transformation Fund	(3,455)	Council Policy	Committed
Pupil Equity Fund	(925)	National Condition	Flexibility by Scottish Government
Community Justice Redesign Post	(12)	Council Policy	Potential
Upgrade Road At Torry Battery	(101)	Council Policy	Potential
Contribution to Environmental Body	(43)	Council Policy	Committed
Repairs & Maintenance Fund	(900)	Council Policy	Committed
Public Analyst - James Hutton Institute	(125)	Council Policy	Committed
Children's Social Work - Mental Health Svs	(63)	Council Policy	Committed
Rapid Rehousing Transition Plan	(311)	Council Policy	Committed
Additional Support for Learning	(507)	Council Policy	Committed
<b>Total General Fund Earmarked Reserves</b>	<b>(23,390)</b>		
<b>Total Uncommitted Balance</b>	<b>(12,000)</b>	Council Policy	Level of risk suggests higher value should remain uncommitted to improve resilience (see below)
<b>Total General Fund</b>	<b>(35,390)</b>		

Value potentially available, without material impact on other priorities £119,000.

## Uncommitted General Fund Reserves – Policy / Risk Update

To emphasise the issue of maintaining and enhancing the uncommitted reserves the scenarios that have been described in the report focus on unknowns that arise from recovery and from normal operations, while the value is unknown or unquantifiable at this time and the likelihood of those unknowns happening is uncertain. These should be addressed through the flexibility around specific grant and contingencies described in the report, the Council should not be reliant on reserves to resolve these unknowns.

If something else were to happen, particularly later in the year, then the need for strength in the balance sheet, with funds available to respond is essential. Maintaining those uncommitted reserves provides the Council the assurance that it can respond to other scenarios. Recent examples of the impact of further waves of the Covid-19 pandemic or changes to planning assumptions to introduce further restrictions are case in point.

The World Health Organisation (WHO) proposes a number of potential medium term 'future' scenarios:

- COVID driven to zero and maintained
  - [unlikely]
- Rt stable and cases at low level.
  - ['imported cases' identified early, generating only small contained clusters]
- Localised outbreaks in confined settings.
  - [prepare for multiple concurrent and recurrent events]
- Complex ill-defined clusters of cases difficult to relate to a single chain or setting.
  - [may cross boundaries]
- Evidence of sustained community transmission
  - [Rt>1]

Returning to response, rather than progressing to recovery is estimated to increase future costs and further affect income, the Council needs to be aware of and recognise the need to retain reserves now.



## Aberdeen City Council – Housing Revenue Account – Forecast Outturn for 2020/21

	Budget 2020/21 £000's	Out-turn 2020/21 £000's	
<b>Housing Revenue Account</b>			
<b>Premises Costs</b>			
1 Rates	82	82	0
2 Rent	52	52	0
3 Repairs and Maintenance	29,377	34,627	5,250
			Assumed additional cost for capital works not undertaken by Building Services
4 Maintenance of Grounds	3,407	3,407	0
5 Gas	700	700	0
6 Electricity	3,132	3,132	0
7 Cleaning Service	433	433	0
8 Security Service	206	206	0
9 Window Cleaning	27	18	-9
10 Refuse Collection	337	337	0
11 Cleaning – Sheltered Housing	613	613	0
12 Other Property Costs - Council Tax	308	202	-106
	<b>38,672</b>	<b>43,808</b>	<b>5,136</b>
<b>Administration Costs</b>			
14 Down sizing Grants/Direct Debit Incentives	102	102	0
15 Legal Expenses	193	75	-118
16 Office Tel / Rent	10	10	0
17 Former Tenants Arrears	3,000	4,309	1,309
			Based on current increase of bad debt of 18% assumed this won't be paid
18 Charges - Services Admin & Management	11,093	11,764	671
19 General Consultancy	60	60	0
20 Training for Front Line Staff	202	202	0
21 Benefits Staff	65	65	0
22 Charges - Tenants Participation	153	153	0
23 Charges for Environmental Health	233	233	0
	<b>15,111</b>	<b>16,973</b>	<b>1,862</b>
<b>Supplies &amp; Services</b>			
24 Provision of Meals	189	189	0
26 Television Licence	5	6	1
27 Integrated Housing System	287	287	0
	<b>480</b>	<b>481</b>	<b>1</b>
<b>Agencies</b>			
28 Mediation Service	51	51	0
29 Energy Advice	82	82	0
30 Citizens Advice Bureau	0	0	0
31 Disabled Persons Housing Service	40	40	0
	<b>172</b>	<b>172</b>	<b>0</b>
<b>Transfer Payments</b>			
33 Aberdeen Families Project	521	521	0
34 Loss of Rent - Council Houses	1681	1471	-210
			Voids reduced based on actual to date
35 Loss of Rent - Garages, Parking etc	623	675	52
36 Loss of Rent - Modernisation Works	335	335	0
39 CFCR	25,132	18,980	-6,152
	<b>28,292</b>	<b>21,982</b>	<b>-6,310</b>
<b>Capital Financing Costs</b>			
40 Loans Fund Instalment	2,202	2,202	0
41 Loans Fund Interest	8,975	8,737	-238
			Based on revised interest rate of 3.55%
	<b>11,177</b>	<b>10,939</b>	<b>-238</b>
<b>Expense T total</b>	<b>93,905</b>	<b>94,356</b>	<b>452</b>
<b>Income</b>			
42 Ground Rentals	(7)	(7)	0
43 Dwelling Houses Rent Income	(89,926)	(90,245)	-319
			Based on actual to date forecast to year end
44 Housing - Heat with Rent Income	(2,127)	(2,206)	-79
45 Housing - Garages Rent Income	(1,352)	(1,405)	-53
46 Housing - Parking Spaces Rent	(197)	(197)	0
47 Housing - Insurance Income	(13)	(13)	0
48 Housing - Other Service Charge	(540)	(540)	0
49 Legal Expenses	(68)	(68)	0
50 Revenue Balance Interest	(175)	(175)	0
	<b>(94,405)</b>	<b>(94,856)</b>	<b>-451</b>
<b>Income T total</b>	<b>(94,405)</b>	<b>(94,856)</b>	<b>-451</b>
<b>Net Expenditure</b>	<b>(500)</b>	<b>(500)</b>	<b>0</b>

## APPENDIX 11

## Aberdeen City Council – Common Good – Forecast Outturn for 2020/21

Note	2020/21 Budget	2020/21 Outturn	Variance
<b>General Properties/Estates</b>			
1	16,814	16,814	0
2	131,000	131,000	0
	<b>147,814</b>	<b>147,814</b>	<b>0</b>
<b>Grants &amp; Contributions to External Organisations</b>			
3	315,000	315,000	0
4			
	- Aberdeen Performing Arts funding which includes the festivals eg Granite		
	225,000	225,000	0
	- Peacock Visual Arts		
	35,000	35,000	0
5	75,000	75,000	0
6	36,500	36,500	0
7	70,000	70,000	0
8	1,500	1,500	0
	<b>758,000</b>	<b>758,000</b>	<b>0</b>
<b>External Organisations Rents</b>			
9	42,350	42,350	0
10	8,000	8,000	0
11	36,000	36,000	0
12	10,000	10,000	0
13	16,000	16,000	0
	<b>112,350</b>	<b>112,350</b>	<b>0</b>
<b>Promoting Aberdeen</b>			
14			
	- Armed Forces Day		
	10,000	0	10,000
	- Celebrate Aberdeen		
	20,000	20,000	0
	- Fireworks		
	25,000	25,000	0
	- Nativity		
	5,000	5,000	0
	- Firework Display (Additional funding)		
	14,000	14,000	0
15			
	- Christmas & Hogmanay Celebrations		
	150,000	150,000	0
	- Hogmanay Celebrations		
	75,000	75,000	0
	- Sculpture Trail Storage		
	5,000	5,000	0
16	3,000	3,000	0
17	7,000	7,000	0
18	100,000	100,000	0
19	125,000	0	125,000
20	77,000	0	77,000
21	10,000	10,000	0
	<b>626,000</b>	<b>414,000</b>	<b>212,000</b>
<b>Grants/Services Provided by Aberdeen City Council</b>			
22	100,000	100,000	0
23	50,000	50,000	0
24	10,000	10,000	0
25	4,000	4,000	0
26	71,376	71,376	0
27	15,000	15,000	0
28	5,110	5,110	0
	<b>255,486</b>	<b>255,486</b>	<b>0</b>
<b>Civic Service Funding</b>			
29	6,000	6,000	0
30	5,500	5,500	0
31	15,000	15,000	0
32	275,000	275,000	0
33	150,000	150,000	0
34	12,000	12,000	0
35	8,000	8,000	0
36	285,000	285,000	0
37	205,000	255,000	(50,000)
38	18,000	18,000	0
39	29,000	29,000	0
40	6,750	6,750	0
	<b>1,015,250</b>	<b>1,065,250</b>	<b>(50,000)</b>
<b>Duthie Park HLF</b>			
41	126,000	126,000	0
	<b>3,040,900</b>	<b>2,878,900</b>	<b>162,000</b>
<b>Specific Projects</b>			
	20,000	20,000	0
	25,000	25,000	0
	70,000	70,000	0
	7,500	7,500	0
	11,100	11,100	0
	15,500	15,500	0
	1,500	1,500	0
	5,300	5,300	0
	15,000	15,000	0
	8,000	8,000	0
	8,000	8,000	0
	3,200	3,200	0
	8,000	8,000	0
	<b>198,100</b>	<b>198,100</b>	<b>0</b>
43	439,000	439,000	0
	<b>3,678,000</b>	<b>3,516,000</b>	<b>162,000</b>
44	(3,450,000)	(3,450,000)	0
45	(158,000)	(158,000)	0
46	(70,000)	(70,000)	0
	<b>(3,678,000)</b>	<b>(3,678,000)</b>	<b>0</b>
<b>Net (Surplus)/Deficit</b>			
	<b>0</b>	<b>(162,000)</b>	<b>162,000</b>