

ABERDEEN CITY COUNCIL

COMMITTEE	Education and Children's Services
DATE	2 December 2014
DIRECTOR	Gayle Gorman
TITLE OF REPORT	School Holiday Pattern 2015/16 to 2019/20
REPORT NUMBER	ECS/14/056
CHECKLIST COMPLETED	Yes

1. PURPOSE OF REPORT

To report to Committee on the outcome of consultation on the school holiday pattern from school session 2015/16 to 2019/20.

2. RECOMMENDATION(S)

To implement the proposed holiday pattern (Option 1) and to widely publicise the holiday pattern to maximise public awareness.

3. FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

4. OTHER IMPLICATIONS

Legal – The recommended school holiday pattern allows the requirement for the statutory number of school openings (190 days per year for pupils) to be met.

Resources – Officer time and expenditure associated with the consultation exercise has been met from existing service budgets.

Personnel – Implementation of the recommendations will not result in any significant personnel implications.

Property – There are no property implications arising from the implementation of this proposal.

Equipment – There are no equipment implications or risks associated with this report.

Sustainability and environmental – There are no significant sustainability or environmental issues associated with this report.

Health and safety – There are no Health and Safety implications or risks associated with this report.

Policy – there are no significant policy implications or risks associated with this report.

5. BACKGROUND/MAIN ISSUES

The Council, in common with all other Scottish Councils, consults upon and publishes five year holiday patterns.

The views of all stakeholders were sought including:

- Parents and carers of school age and nursery children
- Teaching and support staff within schools
- Residents within Aberdeen City
- Neighbouring Local Authorities (Aberdeenshire Council)
- Any other relevant individual or body

The consultation period was between 17 August and 17 September, 2014.

Submissions were sought in four formats:

1. in writing
2. by completing a pro forma (Appendix 1)
3. by email
4. by completing an online survey (appendix 2).

There were two options to stimulate participation.

Option 1 followed the pattern of holidays in the city which has been in place for the last five year period.

This included:

1. a six week summer vacation
2. two week vacations in October, over Christmas/New Year and in the spring. Other occasional holidays and long weekends were additionally provided. This included a traditional 'long weekend' in September.

Option 2 differed by proposing removal of the September weekend and placing these holidays at other times of the year, most notably being added to the Christmas/New Year holiday in 2015/16.

This would have the advantage of the end of the winter school term being on a Friday in 2015.

Aberdeenshire Council's agreed holiday pattern reflects Option 2.

Consultees were asked if they support Option 1 or 2 or if they had no preference.

An opportunity was also provided to make other suggestions and to comment further.

Results of Consultation

Table 1: Preferences and number of submissions made in different formats and

Response	Number of submissions	Option 1	Option 2	No preference	Other suggestion
In writing	0	0	0	0	0
Pro forma	4444	1767	1389	721	567
Email	549	220	111	20	198
Online survey*	215	113	87	15	0
Total	5208	2100	1587	756	765

* aggregated out over the five years of the holiday period under consultation. Some respondents wanted different pattern depending upon the year.

Whilst it is acknowledged that this was not a referendum, the majority of respondents who expressed a preference indicated Option 1, i.e. to retain the existing arrangements with a long weekend in September.

A significant number did not express a preference or suggested alternatives.

Alternative suggestions included:

- a week long holiday in February,
- longer at Christmas and New Year,
- shorter holiday period in October and longer in summer (as in some other Local Authorities),
- acknowledgement of other non-Christian religious holidays.

There was strong support for retaining the existing main holiday periods of six weeks at summer, two weeks in October, two weeks over the Christmas/New Year period and two weeks in spring.

There was also strong support for aligning the main holiday periods above with Aberdeenshire.

In addition, a small number of respondents indicated they would prefer the name of all holidays to have no religious connections, i.e. spring (instead of Easter) and winter (instead of Christmas/New Year).

Although there was significant support for a longer holiday period in February, this was tempered by the view that there is a requirement for pupils, particularly those preparing for examinations, to be uninterrupted in their studies at this important time of year.

Many of the suggested alternatives were countered by alternative submissions opposing exactly such proposals.

Overall, the majority preferred that is effectively the status quo, i.e. the main holiday periods retained, as well as retention of the long September holiday weekend.

This differs slightly from Aberdeenshire Council which has confirmed that there is no long weekend in September and that these two days are taken at other times of the year, mainly attached to other holiday periods.

The recommendation is, with the exception of school session 2015-16, that the long September weekend will be retained.

In session 2015-16 only, there will be no 'long weekend' in September and instead the two days will be added to the beginning of the Christmas holiday. This will allow the winter term to end on a Friday (18 December, 2015) bringing it in line with every other year. This pattern will prevent a 'short week' of two days (Monday 21 and Tuesday 22 December, 2015) which is generally acknowledged as being a period during which meaningful learning is often difficult to achieve.

Additional local holidays and In-service Days are normally arranged on a year by year basis.

The full proposed pattern can be found at Appendix 1.

6. IMPACT

Corporate – There are no formal links between this report the Community Plan, the Single Outcome Agreement, the 5 year Corporate Business Plan or individual Service Plans.

Public - This report is likely to be of interest to the public as they will be interested in when school aged children will be on holiday. It will also be of interest to both teaching and support staff.

The Equality and Human Rights Impact Assessment (EHRIA) (Appendix 3) describes the likely impact on minority groups, in particular those of different religious backgrounds.

7. MANAGEMENT OF RISK

The potential for negative impact on a decision of the committee is low as consultation was widespread and the recommended decision is the option which gathered most support.

8. BACKGROUND PAPERS

Appendix 1 Proposed Holiday Pattern – 2015/16 to 2019/20
Appendix 2 Response pro forma
Appendix 3 Online survey
Appendix 4 EHRIA Report

9. REPORT AUTHOR DETAILS

Derek Samson
Service Manager (Schools)
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01224 (52)3817

Appendix 1 PROPOSED SCHOOL HOLIDAY DATES

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Term 1					
Teachers' Training Day	Monday 17 August 2015	Monday 15 August 2016	Monday 21 August 2017	Monday 20 August 2018	Monday 19 August 2019
Pupils Return	Tuesday 18 August 2015	Tuesday 16 August 2016	Tuesday 22 August 2017	Tuesday 21 August 2018	Tuesday 20 August 2019
September Holiday	-	Friday 23 September and Monday 26 September 2016	Friday 22 September and Monday 25 September 2017	Friday 21 September and Monday 24 September 2018	Friday 20 September and Monday 23 September 2019
Term Ends	Friday 9 October 2015	Friday 7 October 2016	Friday 13 October 2017	Friday 12 October 2018	Friday 11 October 2019
October Holiday	Monday 12 October to Friday 23 October 2015	Monday 10 October to Friday 21 October 2016	Monday 16 October to Friday 27 October 2017	Monday 15 October to Friday 26 October 2018	Monday 14 October to Friday 25 October 2019
Term 2					
Term Starts	Monday 26 October, 2015	Monday 24 October 2016	Monday 30 October 2017	Monday 29 October 2018	Monday 28 October 2019
Term Ends	Friday 18 December 2015	Friday 23 December 2016	Friday 22 December 2017	Friday 21 December 2018	Friday 20 December 2019
Christmas Holiday	Monday 21 December to Tuesday 5 January 2016	Monday 26 December to Friday 6 January 2017	Monday 25 December to Friday 5 January 2018	Monday 24 December to Friday 4 January 2019	Monday 23 December to Friday 3 January 2020
Term 3					
Term Starts	Wednesday 6 January 2016	Monday 9 January 2017	Monday 8 January 2018	Monday 7 January 2019	Monday 6 January 2020
Mid Term	Monday 15 February 2016	Monday 13 February 2017	Monday 12 February 2018	Monday 11 February 2019	Monday 17 February 2020
Good Friday Holiday	Friday 25 March 2016	-	-	-	-
Term Ends	Friday 1 April 2016	Friday 31 March 2017	Thursday 29 March 2018	Friday 29 March 2019	Friday 3 April 2020
Spring Holiday	Monday 4 April to Friday 15 April 2016	Monday 3 April to Monday 17 April 2017	Friday 30 March to Friday 13 April 2018	Monday 1 April to Friday 12 April 2019	Monday 6 April to Monday 20 April 2020
Term 4					
Term Starts	Monday 18 April 2016	Tuesday 18 April 2017	Monday 16 April 2018	Monday 15 April 2019	Tuesday 21 April 2020
Good Friday Holiday	-	-	-	Friday 19 April 2019	-
May Day Holiday	Monday 2 May 2016	Monday 1 May 2017	Monday 7 May 2018	Monday 6 May 2019	Monday 4 May 2020
Term Ends	Friday 1 July 2016	Friday 30 June 2017	Friday 6 July 2018	Friday 5 July 2019	Friday 3 July 2020
In-Service Days	4 days to be determined	4 days to be determined	4 days to be determined	4 days to be determined	4 days to be determined

Appendix 2 Consultation Pro Forma

PROPOSED SCHOOL HOLIDAY DATES 2015/2016

	OPTION 1	OPTION 2
Term 1		
Teachers' Training Day	Monday 17 August 2015	Monday 17 August 2015
Pupils Return	Tuesday 18 August 2015	Tuesday 18 August 2015
September Holiday	Friday 25 September and Monday 28 September	No September holiday – days added to Christmas
Term Ends	Friday 9 October 2015	Friday 9 October 2015
October Holiday	Monday 12 to Friday 23 October 2015	Monday 12 to Friday 23 October 2015
Term 2		
Term Starts	Monday 26 October 2015	Monday 26 October 2015
Term Ends	Tuesday 22 December 2015	Friday 18 December 2015
Christmas Holiday	Wednesday 23 December to Tuesday 5 January 2016	Monday 21 December to Tuesday 5 January 2016
Term 3		
Term Starts	Wednesday 6 January 2016	Wednesday 6 January 2016
Mid Term	Monday 15 February 2016	Monday 15 February 2016
Good Friday Holiday	Friday 25 March 2016	Friday 25 March 2016
Term Ends	Friday 1 April 2016	Friday 1 April 2016
Spring Holiday	Monday 4 April to Friday 15 April 2016	Monday 4 to Friday 15 April 2016
Term 4		
Term Starts	Monday 18 April 2016	Monday 18 April 2016
May Day Holiday	Monday 2 May 2016	Monday 2 May 2016
Term Ends	Friday 1 July 2016	Friday 1 July 2016
In-Service Days	4 days In-Service still to be determined	4 days In-Service still to be determined

Tick (✓) which option of proposed term dates and school holiday dates for the 2015/2016 session that you prefer.

Option 1
 Option 2
 No Preference

Do you have any comments that you would like to make about the above proposed term dates and school holiday dates?

PROPOSED SCHOOL HOLIDAY DATES 2016/2017

Term 1

Teachers' Training Day
Pupils Return
September Holiday

OPTION 1

Monday 15 August 2016
Tuesday 16 August 2016
Friday 23 September and Monday 26 September

OPTION 2

Monday 15 August 2016
Tuesday 16 August 2016
No September holiday * 2 additional holidays to be determined
Friday 7 October 2016
Monday 10 October to Friday 21 October 2016

Term Ends
October Holiday

Friday 7 October 2016
Monday 10 October to Friday 21 October 2016

Term 2

Term Starts
Term Ends
Christmas Holiday

Monday 24 October 2016
Friday 23 December 2016
Monday 26 December to Friday 6 January 2017

Monday 24 October 2016
Friday 23 December 2016
Monday 26 December to Friday 6 January 2017

Term 3

Term Starts
Mid Term
Term Ends
Spring Holiday

Monday 9 January 2017
Monday 13 February 2017
Friday 31 March 2017
Monday 3 April to Monday 17 April 2017

Monday 9 January 2017
Monday 13 February 2017
Friday 31 March 2017
Monday 3 April to Monday 17 April 2017

Term 4

Term Starts
May Day Holiday
Term Ends

Tuesday 18 April 2017
Monday 1 May 2017
Friday 30 June 2017

Tuesday 18 April 2017
Monday 1 May 2017
Friday 30 June 2017

In-Service Days

4 days In-Service still to be determined

4 days In-Service still to be determined
* 2 additional holidays to be determined

Tick (✓) which option of proposed term dates and school holiday dates for the 2016/2017 session that you prefer.

Option 1

Option 2

No Preference

Do you have any comments that you would like to make about the above proposed term dates and school holiday dates?

PROPOSED SCHOOL HOLIDAY DATES 2017/2018

Term 1

Teachers' Training Day
Pupils Return
September Holiday

Term Ends
October Holiday

OPTION 1

Monday 21 August 2017
Tuesday 22 August 2017
Friday 22 September and Monday 25 September

Friday 13 October 2017
Monday 16 October to Friday 27 October 2017

OPTION 2

Monday 21 August 2017
Tuesday 22 August 2017
No September holiday * 2 additional holidays to be determined

Friday 13 October 2017
Monday 16 October to Friday 27 October 2017

Term 2

Term Starts
Term Ends
Christmas Holiday

Monday 30 October 2017
Friday 22 December 2017
Monday 25 December to Friday 5 January 2018

Monday 30 October 2017
Friday 22 December 2017
Monday 25 December to Friday 5 January 2018

Term 3

Term Starts
Mid Term
Term Ends
Spring Holiday

Monday 8 January 2018
Monday 12 February 2018
Thursday 29 March 2018
Friday 30 March to Friday 13 April 2018

Monday 8 January 2018
Monday 12 February 2018
Thursday 29 March 2018
Friday 30 March to Friday 13 April 2018

Term 4

Term Starts
May Day Holiday
Term Ends

Monday 16 April 2018
Monday 7 May 2018
Friday 6 July 2018

Monday 16 April 2018
Monday 7 May 2018
Friday 6 July 2018

In-Service Days

4 days In-Service still to be determined

4 days In-Service still to be determined
* 2 additional holidays to be determined

Tick (✓) which option of proposed term dates and school holiday dates for the 2017/2018 session that you prefer.

Option 1 Option 2 No Preference

Do you have any comments that you would like to make about the above proposed term dates and school holiday dates?

PROPOSED SCHOOL HOLIDAY DATES 2018/2019

Term 1

Teachers' Training Day
Pupils Return
September Holiday

Term Ends
October Holiday

Term 2

Term Starts
Term Ends
Christmas Holiday

Term 3

Term Starts
Mid Term
Term Ends
Spring Holiday

Term 4

Term Starts
Good Friday
May Day Holiday
Term Ends

In-Service Days

OPTION 1

Monday 20 August 2018
Tuesday 21 August 2018
Friday 21 September and Monday 24 September

Friday 12 October 2018
Monday 15 October to Friday 26 October 2018

Monday 29 October 2018
Friday 21 December 2018
Monday 24 December to Friday 4 January 2019

Monday 7 January 2019
Monday 11 February 2019
Friday 29 March 2019
Monday 1 April to Friday 12 April 2019

Monday 15 April 2019
Friday 19 April 2019
Monday 6 May 2019
Friday 5 July 2019

4 days In-Service still to be determined

OPTION 2

Monday 20 August 2018
Tuesday 21 August 2018
No September holiday * 2 additional holidays to be determined

Friday 12 October 2018
Monday 15 October to Friday 26 October 2018

Monday 29 October 2018
Friday 21 December 2018
Monday 24 December to Friday 4 January 2019

Monday 7 January 2019
Monday 11 February 2019
Friday 29 March 2019
Monday 1 April to Friday 12 April 2019

Monday 15 April 2019
Friday 19 April 2019
Monday 6 May 2019
Friday 5 July 2019

4 days In-Service still to be determined
* 2 additional holidays to be determined

Tick (✓) which option of proposed term dates and school holiday dates for the 2018/2019 session that you prefer.

Option 1

Option 2

No Preference

Do you have any comments that you would like to make about the above proposed term dates and school holiday dates?

PROPOSED SCHOOL HOLIDAY DATES 2019/2020

Term 1

Teachers' Training Day
Pupils Return
September Holiday

OPTION 1

Monday 19 August 2019
Tuesday 20 August 2019
Friday 20 September and Monday 23 September

OPTION 2

Monday 19 August 2019
Tuesday 20 August 2019
No September holiday * 2 additional holidays to be determined
Friday 11 October 2019
Monday 14 October to Friday 25 October 2019

Term Ends
October Holiday

Friday 11 October 2019
Monday 14 October to Friday 25 October 2019

Term 2

Term Starts
Term Ends
Christmas Holiday

Monday 28 October 2019
Friday 20 December 2019
Monday 23 December to Friday 3 January 2020

Monday 28 October 2019
Friday 20 December 2019
Monday 23 December to Friday 3 January 2020

Term 3

Term Starts
Mid Term
Term Ends
Spring Holiday

Monday 6 January 2020
Monday 17 February 2020
Friday 3 April 2020
Monday 6 April to Monday 20 April 2020

Monday 6 January 2020
Monday 17 February 2020
Friday 3 April 2020
Monday 6 April to Monday 20 April 2020

Term 4

Term Starts
May Day Holiday
Term Ends

Tuesday 21 April 2020
Monday 4 May 2020
Friday 3 July 2020

Tuesday 21 April 2020
Monday 4 May 2020
Friday 3 July 2020

In-Service Days

4 days In-Service still to be determined

4 days In-Service still to be determined
* 2 additional holidays to be determined

Tick (✓) which option of proposed term dates and school holiday dates for the 2019/2020 session that you prefer.

Option 1

Option 2

No Preference

Do you have any comments that you would like to make about the above proposed term dates and school holiday dates?

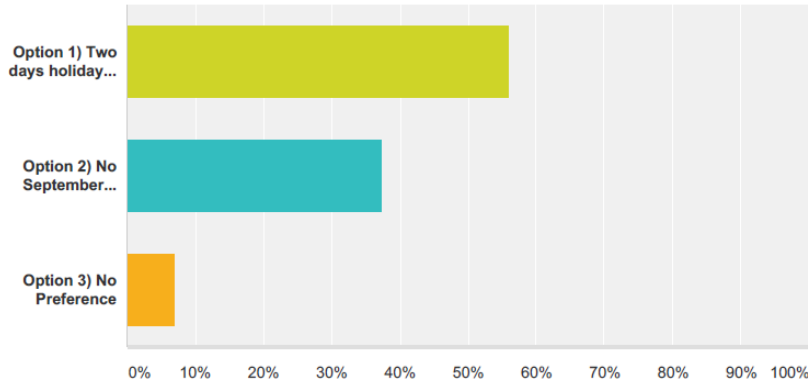
Appendix 2 Online Survey

2015-16

Holiday Proposal 2015 to 2020 Options

Q1 Please choose one of the options below

Answered: 220 Skipped: 3



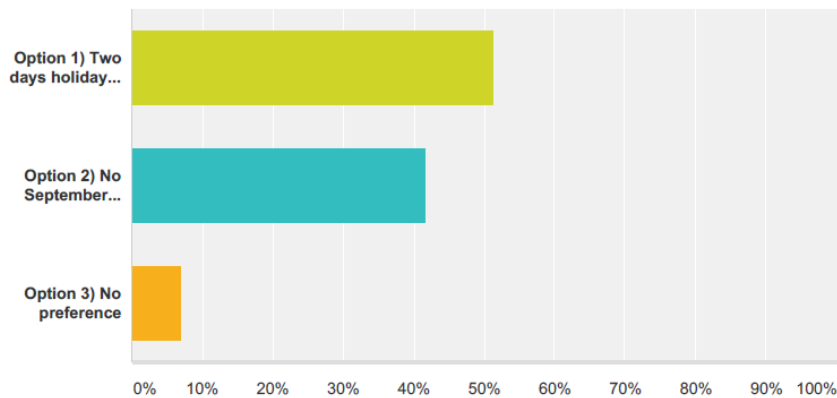
Answer Choices	Responses
Option 1) Two days holiday in September	55.91% 123
Option 2) No September holidays, two days added on to Christmas holiday.	37.27% 82
Option 3) No Preference	6.82% 15
Total	220

2016-17

Holiday Proposal 2015 to 2020 Options

Q2 Please choose one of the options below

Answered: 218 Skipped: 5



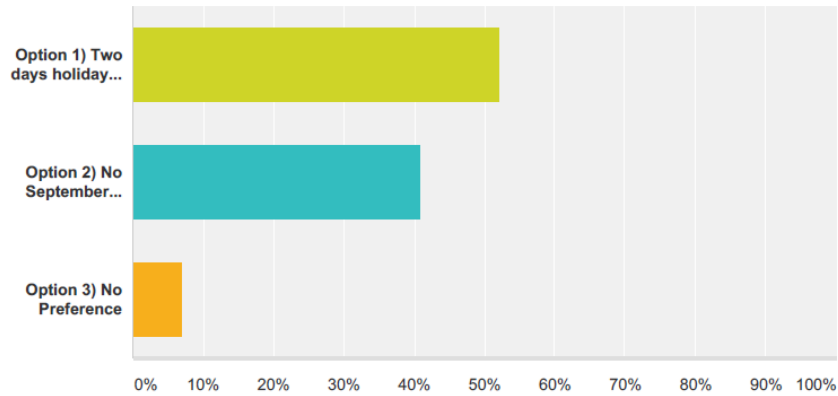
Answer Choices	Responses
Option 1) Two days holiday in September.	51.38% 112
Option 2) No September holiday, dates to be determined.	41.74% 91
Option 3) No preference	6.88% 15
Total	218

2017-18

Holiday Proposal 2015 to 2020 Options

Q3 Please choose one of the options below

Answered: 215 Skipped: 8



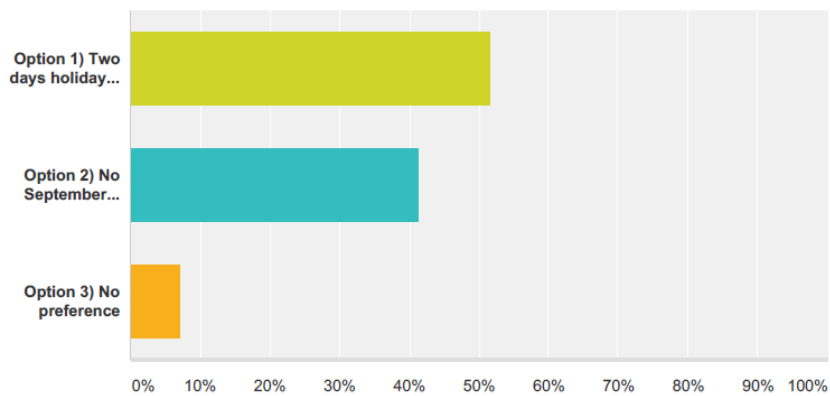
Answer Choices	Responses
Option 1) Two days holiday in September	52.09% 112
Option 2) No September holiday, dates to be determined	40.93% 88
Option 3) No Preference	6.98% 15
Total	215

2018-19

Holiday Proposal 2015 to 2020 Options

Q4 Please choose one of the options below

Answered: 213 Skipped: 10

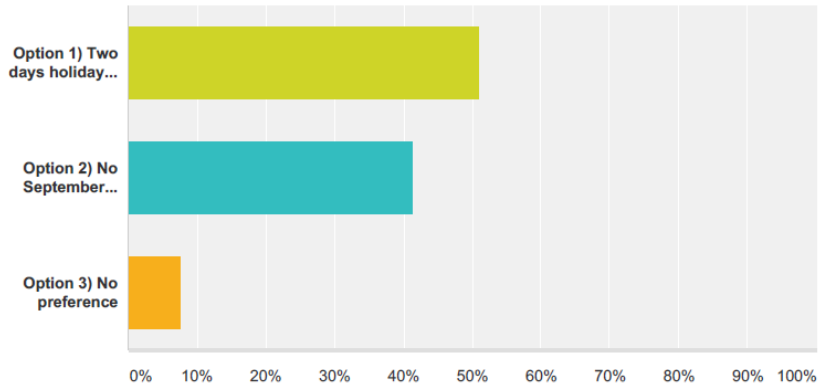


Answer Choices	Responses
Option 1) Two days holiday in September.	51.64% 110
Option 2) No September holiday, dates to be determined.	41.31% 88
Option 3) No preference	7.04% 15
Total	213

Holiday Proposal 2015 to 2020 Options

Q5 Please choose one of the options below

Answered: 210 Skipped: 13



Answer Choices	Responses	
Option 1) Two days holiday in September.	50.95%	107
Option 2) No September holiday, dates to be determined.	41.43%	87
Option 3) No preference	7.62%	16
Total		210

Equality and Human Rights Impact

Assessment - the Form

There are separate guidance notes to accompany this form – “Equality and Human Rights Impact Assessment – the Guide.” Please use these guidance notes as you complete this form. Throughout the form, **proposal** refers to policy, strategy, plan, procedure or report.

STEP 1: Identify essential information

1. Committee Report No.

2. Name of proposal.

3. Officers completing this form.

Name	Designation	Service	Directorate
Derek Samson	Service Manager Schools	Education	Education Culture and Sport

4. Date of Impact Assessment.

5. When is the proposal next due for review?

6. Committee Name.

7. Date the Committee is due to meet.

8. Identify the Lead Council Service and who else is involved in the delivery of this proposal. (for example other Council services or partner agencies)

Lead Service: Education and Children's Services

9. Please summarise this Equality and Human Rights Impact Assessment, (EHRIA). This must include any practical actions you intend to take / have taken to reduce, justify or remove any adverse negative impacts (if necessary continue on blank sheet of paper). **Please return to this question after completing EHRIA.**

The consultation on the next five years' school holiday pattern has provided evidence of a broad range of views from many different parts of the community. Whilst views differ and are often contrary, it is clear that the majority of consultees who expressed a preference were in favour of a particular option (Option 1). Whilst it is acknowledged that this may disappoint individuals and particular groups, other existing arrangements, such as requests to schools for authorised absence of pupils, should allow participation in almost all activities which do not fall within the planned holiday periods.

10. Where will you publish the results of the Equality and Human Rights Impact Assessment? Tick all that apply.

Summary of EHRIA will be published in committee report under section "Equality Impact Assessment"

√ Full EHRIA will be attached to the committee report as an appendix

Summary of EHRIA to be published on Council website within relevant service pages

STEP 2: Outline the aims of the proposal

11. What are the main aims of the proposal?

To advise Committee the outcome of the consultation on the school holiday pattern for school sessions 2015/16 to 2019/20 and to recommend a preferred option.

12. Who will benefit most from the proposal?

All pupils, staff and parents/carers and the general public as the school holiday pattern for the next five years will be set.

13. Tell us if and how the proposal will increase equality of opportunity by permitting positive action to redress disadvantage?

There will be very limited or no potential impact on redressing disadvantage.

14. What impact will the proposal have on promoting good relations and wider community cohesion?

Other than ensuring all members of the community are aware of the school holiday period, there will be no impact on promoting good relations and wider community cohesion.

STEP 3: Gather and consider evidence

15. What evidence is there to identify any potential positive or negative impacts in terms of consultation, research officer knowledge and experience, equality monitoring data, user feedback and other?

As many sections of the community as possible were asked to submit their views during the consultation period. This was achieved by using four different methods of gathering views. The wide number and diverse range of submission provide evidence that this was successful.

STEP 4: Assess likely impacts on equality strands

16. Which, if any, equality target groups and others could be affected positively or negatively by this proposal? Place the symbol in the relevant box.

(Positive +, neutral 0, - negative)

Equality Target Group					
Race*	-	Disability	0	Gender**	0
LGB***	0	Belief	-	Younger	-
Older	0	Others e.g. poverty	0		

* Race includes Gypsies/Travellers

** Gender includes women, men, Transgender

*** LGB: Lesbian, Gay and Bisexual

17. Please detail the potential positive and/or negative impacts on the groups you have highlighted above? Detail the impacts and describe the groups affected.

Positive impacts (describe groups affected)	Negative Impacts (describe groups affected)
The dates of all main school holiday for school session 2015/16 to 2019/20 will be publicised and everyone affected will be able to plan accordingly.	The children of ethnic minorities and minority belief groups may not be on holiday at a time which coincides with particular religious celebrations. The facility to request authorised absence will still be available to such families.

STEP 5: Apply the three key assessment tests for compliance assurance

18. Does this policy/procedure have the potential to interfere with an individual’s rights as set out in the Human Rights Act 1998? State which rights might be affected by ticking the appropriate box(es) and how. **If you answer “no”, go to question 22.**
NO

<input type="checkbox"/> Article 3 – Right not to be subjected to torture, inhumane or degrading treatment or punishment <input type="checkbox"/> Article 6 – Right to a fair and public hearing <input type="checkbox"/> Article 8 – Right to respect for private and family life, home and correspondence <input type="checkbox"/> Article 10 – freedom of expression <input type="checkbox"/> Other article not listed above How?
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Legality

19. Where there is a potential negative impact is there a legal basis in the relevant domestic law?

Not applicable

Legitimate aim

20. Is the aim of the policy a legitimate aim being served in terms of the relevant equality legislation or the Human Rights Act?

Not applicable

Proportionality

21. Is the impact of the policy proportionate to the legitimate aim being pursued? Is it the minimum necessary interference to achieve the legitimate aim?

Not applicable

STEP 6: Monitor and review

22. How will you monitor the implementation of the proposal? (For example, customer satisfaction questionnaires)

We will consult again on the next five year pattern in advance of the end of the current proposed arrangements.


22. How will the results of this impact assessment and any further monitoring be used to develop the proposal?

We will respond to significant submissions from any particular groups. Whilst the consultation is not a referendum, Elected Members have to be made aware of views of consultees who have submitted their views.

STEP 7 SIGN OFF

The final stage of the EHRIA is formally to sign off the document as being a complete, rigorous and robust assessment.

Person(s) completing the impact assessment.

Name	Date	Signature
Derek Samson	20 September 2010	

Quality check: document has been checked by

Name	Date	Signature

Head of Service (Sign-off)

Name	Date	Signature
Charlie Penman		

Now –

Please send a copy of your completed EHRIA together with the proposal to:
Head of Service
Customer Service and Performance
Aberdeen City Council
Marischal College, Broad Street
Aberdeen, AB10 1AB