

Communities, Housing and Infrastructure - Key Progress Report 2012-2016

Introduction

Following the introduction of the Community Empowerment Act 2015, a legal duty was placed on community planning partners to demonstrate that they are making a significant impact on the achievement of outcomes as a result of partnership working. In doing so, Community Planning Partnerships were required to prepare and publish a Local Outcome Improvement Plan (LOIP), by October 2017, setting out the priority local outcomes it proposes to improve. In advance of the statutory deadline, Community Planning Aberdeen developed its Local Outcome Improvement Plan, which signals our joint commitment to making change happen and is recognised as critical to accelerating the pace of collaboration and joint working to drive real and lasting improvements for communities across Aberdeen.

The ambitious ten year plan sets out the shared vision for Aberdeen and the transformational change which the Partnership is committed to achieving to improve outcomes for all our communities. The plan was endorsed as a living document which will evolve as the Partnership's approach to working with communities and improvement methodology matures.

CH&I has led on the following key areas which further progresses community planning in Aberdeen.

- Community Empowerment Agenda
- Locality Planning
- Emerging Locality Plans for target areas
- Successful Participatory Budgeting projects across Communities and Housing including £100,000 HRA investment in environmental improvements at Linksfield, Promenade and Regent Courts
- Opening of Middlefield Community Hub in January 2017 and progress towards Hubs for Tillydrone and Torry
- Successful negotiation of lease and management agreements for Leased Centre community centres
- Development and implementation of Aberdeen's first Community Learning and Development Plan
- Support to Learning Centres and various community groups to deliver community based solutions to priorities
- Disbursal of circa £8M through the Fairer Aberdeen Fund to support regeneration in priority neighbourhoods
- Reduction in the number of areas within the top 15% in Scottish Index of Multiple Deprivation from 22 to 9

This Report details key progress, projects and achievements from 2012 - 2016 and demonstrates the contribution which has already been made by the Communities, Housing and Infrastructure Directorate in moving forward the four strategic themes within the LOIP. These themes are:

Prosperous Economy, Prosperous People, Prosperous Place and Enabling Technology

Taking each in turn:

1. Prosperous Economy

Aberdeen is one of the most competitive, innovative and economically productive cities in the UK. The success and relative wealth in the city has primarily been driven by the oil and gas sector, but the downturn in the industry due to a slump in global oil prices coupled with the high cost of exploration and production in the North Sea, continued financial constraint in the public sector and the uncertainty following recent political decisions all place pressure on our local economy. We have to ensure that Aberdeen is a city that is fit for purpose and that we maximise opportunities for our local economy.

Aberdeen has historically been viewed as a city of relative affluence, but beneath the headlines lie some worrying statistics; around a fifth of the children living in the city are living in poverty, and most are living in a household where at least one person is in work and around 30% of residents in the city are living in fuel poverty, with 9% in extreme fuel poverty.

Our services have worked diligently with partners to influence economic outcomes for the people of Aberdeen as shown below:

a. Economic Development

Aberdeen remains one of the most economically productive areas of the UK. In 2015:

- Gross Value Added per capita for Aberdeen City and Aberdeenshire was £63,726, compared to the Scottish national average of £23,685
- Aberdeen City and Aberdeenshire's total Gross Value Added was £18,081M
- The area's locally based enterprise accounted for 12.9% of Scottish employment and 23.2% of total turnover for Scotland, including 46.8% of Scottish Primary Industries turnover and 44.2% of Scottish Professional, Scientific and Technical activities turnover.

Following restructure in 2014/15, the Service aligned its delivery to a new economic strategy for the region, and the Shaping Aberdeen priorities.

The key achievements can be summarised under three headings:

- Strategic – enabling development of projects, programmes
- Corporate – maximising the Council's wider economic impact
- Delivery – of interventions

Strategic - Enabling

- Developed Regional Economic Strategy for the North East of Scotland, a vision for the City and region's economic growth. This was approved by the Council (and Aberdeenshire and Opportunity North East) in December 2015, and provided a framework from which to develop the Aberdeen City Region Deal.
- Collaborating across public and private stakeholders, officers supported the development of a City Region Deal with the UK and Scottish Governments which was signed on 21 November 2016. The Deal has an overarching funding package over 10 years of £826 million from public and private sector partners, including £250 million from the UK and Scottish Governments.
- A further £254m funding was also announced by the Scottish Government for housing, digital and transport initiatives which is covered by a separate Memorandum of Understanding.
- Partnership/ Stakeholder – supporting Aberdeen City and Shire Economic Future (ACSEF) and its successor Opportunity North East (ONE) as a city and regional economic forum
- Creating an operational collaboration around the regional economic strategy – engaging with Scottish Enterprise, Skills Development Scotland, VisitScotland, Aberdeen & Grampian Chamber of Commerce, Strategic Development Plan and NESTRANS.
- Supporting Scottish Cities Alliance – a collaboration across city councils in Scotland.
- Led the development of the City Centre Masterplan work undertaken by BDP consultants which was unanimously approved by the Council in June 2015 as a framework for a 25-year vision to implement key development within seven intervention areas of the city.

- Developed partnerships and 12 projects using EU funding programmes, structural fund programmes, trusts, lottery, UK and Scottish funding programmes which secured £21.5m in external funding, a leverage of £4.22 for every £1 of Council funding.
- Approval of the Aberdeen City Region's Hydrogen Strategy and Action Plan.
- Economic analysis is provided to elected members and wider stakeholders with regular updates on economic development activity and monitoring economic performance of the city, and its key sectors. This supports wider activity of Community Planning Aberdeen (CPA), Local Outcomes Improvement Planning, and evidence to inform the economic impact of planning applications and supporting specific project development and priorities – for example tourism impact and Brexit implications
- Supported the merger of the then VisitAberdeen with existing regional 'destination management organisations', and the creation of the new VisitAberdeenShire.

Corporate

- Supporting Council securing of a Credit Rating and subsequent issue of an infrastructure bond.
- Led the development of Aberdeen's new Exhibition & Conference Centre, a £330m development which will see a new exhibition centre, two hotels, an energy centre and commercial developments being built new Aberdeen Airport.
 - Procured development partner, Henry Boot Developments
 - Managed the design and planning process as well as the contractual negotiations, which saw financial close and construction being in June 2016
 - Procure a new operator - SMG Europe to manage and operate the existing and new venues.
- Managing development and implementation of key City Centre Masterplan Projects:
 - Broad Street public realm improvements and design approval by the Council in October 2016.
 - Working with landscape designers on the Union Terrace Gardens development. Public consultation was undertaken where 95% of the public who commented on the proposals were supportive of the scheme.
 - Contributing to development of the Aberdeen 365 Events Programme and securing event activity aligned to the city and region's economic and tourism priorities.
- Developed and delivered the Positive Procurement Programme to over 500 local businesses to increase the success rate for local businesses when participating within the public procurement arena

Delivery

i. Key Interventions – Business Development

- More than 3,000 businesses in the City have been provided with help and advice including several new initiatives including implementation of the Business Gateway Service. This has enabled Aberdeen to have the highest business start up rate in Scotland, with 53 start-ups per 10,000 adults in 2015, compared to the Scottish average of 35.
- A new Business Loan Fund (pending SG approval) is being established which will provide up to £750,000 of funding help for local companies at the early growth stage
- Coordination of economic development support to wider Council delivery of 'business facing' service delivery – for example planning, estates and trading standards.
- Delivery of Aberdeen Renewable Energy Group (28 AREG members events and 1066 delegates over the period), promotion programme (exposure to 10,000+ delegates, 500,000+ circulation through news media,

320,000 internet hits and 600 online connections in 2015-16 alone), 20 partner supply chain briefings per annum

- Facilitated the development of the European Offshore Wind Development Centre which, as a result, has received full consent, cleared all legal challenges, secured full construction finance and commitment by the developer to construct with preparatory onshore works commenced in October 2016, offshore construction to commence in 2017 and completion and first power expected 2018
- Between 2012 and 2017 the International team have hosted over 100 visiting business and government delegations from 21 countries
- Implemented Committee-approved International Trade Plans in support of the Regional Economic Strategy's internationalisation objectives. These measures have been important in maintaining Aberdeen's regional strength as a major export market. In 2014, Aberdeen City and Shire accounted for 26.2% of total Scottish international exports of an amount of £6,995 million, including 21.8% of Scottish Manufacturing and 35.0% of Scottish Service international exports.
- Previously and currently working with NESTG (North East of Scotland Trade Group), World Energy Cities Partnership and Memoranda of Understanding Partners to support businesses in export markets, by country/ sector
- Developing a structure to attract inward investment to the city – mobile projects, company expansion and institutional investment. In 2015, Aberdeen City had the second highest rate of expenditure on Research and Development of all Scottish local authorities, with £492 spent of R&D per head of population in Aberdeen City, compared to the Scottish national average of £162 spent per head of population.
- Delivering more than 10 external "Meet the Buyer" seminars to ensure that local businesses have the opportunity to participate in the tender process for large external works/services e.g. Stewart Milne, Morgan Sindall, and Dana Petroleum etc.
- Supporting the establishment and delivery of AGCC's Buy North East Campaign
- Developed an investment plan for Aberdeen to be considered by Council in March 2017. This will set out medium and long term priorities for investment, including securing institutional investment, foreign direct investment and supporting the growth of indigenous companies

ii. Key Interventions – Employability and Skills

- Successfully awarded ESF funding to deliver £2.2m Employability pipeline programme from 2016 – 2018
- Deliver Business Booster Programme to over 1,000 local businesses to ensure they have access to the appropriate skills and knowledge to ensure sustainability and growth. These measures are important in maintaining Aberdeen's high levels of employment despite the Oil & Gas downturn. Between July 2015 and June 2016, despite substantial regional employment losses, the regional economy had a significantly higher rate of employment than Scotland, with the employment rate for Aberdeen City at 75.8% and for Aberdeenshire at 79.7%, compared to the Scottish national average of 72.9%.
- Deliver 4 "Apprenticeship recruitment events" which brought together over 30 employers with live entry level employment opportunities
- Established and managed the "employability training provider forum" to ensure that the training provision across the city meets the needs of the client group and the local economy and removes the opportunity for duplication of provision
- Worked in partnership with Skills Development Scotland to deliver a range of events and initiatives to support those displaced by the Energy sector
- Established a Community Benefit working group to ensure Aberdeen City residents and businesses benefit from major developments within the city

- Established and manage the Local Construction Industry Development to identify and address skill issues within the construction industry
- Supporting development of Developing the Young Workforce, and the Council's role as an employer of young people

iii. Key Interventions - Projects

- Developed the H2 Aberdeen initiative which has seen delivery of hydrogen infrastructure including the UK's largest refuelling station and integrated maintenance facility to support the Aberdeen Hydrogen Bus Project
- Introduced hydrogen fuel cell buses into First Group (4) and Stagecoach (6) fleets
- Implement hydrogen infrastructure projects including the Aberdeen City Hydrogen & Energy Storage (ACHES) project and the H2ME refuelling station expansion

b. Communities and Housing

Housing Management

The Housing Management service was successfully restructured in 2012, with the emphasis being placed on generic working. The Rent Management Team was also incorporated into the structure to ensure a person focussed approach to debt recovery. In consequence of this approach, there has been a terms improvement in relation to:

- 56.2% reduction in the number of void properties since the introduction of the revised Void Improvement Plan
- 42.8% reduction in the amount of money lost through void properties
- 46% reduction in the average days taken to relet void properties
- Reduction in current and former tenants rent arrears has been achieved despite very challenging circumstances, against a background of welfare reform and economic downturn

Also, there has been development of Scotland's first Cruyff Court, working with the Dennis Law Legacy Trust and the Johan Cruyff Foundation to redevelop Catherine Street Court. This has:

- Created a world-renowned multi-use community sports facility in Aberdeen.
- Transformed a run-down, under-used community space into a hi-tech, all-weather play and activity area
- Promoted fitness and well-being in an urban environment.

c. Land and Property Assets

Affordable Housing

- The Smithfield Council housing development of 99 homes in the location of the now demolished Smithfield Primary School is currently ongoing with works continuing on site. First completions are due to take place in May 2017.
- The Manor Walk Council housing Development of 80 homes is ongoing as above and first completions similarly due in May this year.
- Shaping Aberdeen Housing LLP, a 50/50 joint venture between Aberdeen City Council and Places for People, was established in March 2016 to develop and manage housing for affordable rent and sale. Projects due to commence on site in spring 2017 include Summerhill (369 affordable homes), Craighill (91 affordable homes) and East Woodcroft (56 homes including 14 affordable).

Other New Build Projects

West North Street Homelessness Accommodation Centre and Support Facility

- £5.5M investment

- Provision of 20 short-term bedsit type supported accommodation units for homeless people with en-suite shower facilities
- Communal facilities comprising kitchen, laundry, lounge and staff accommodation
- A further 20 flats, ranging from one to four bedrooms, for independent living for homeless people in a secure setting.

Lord Provost Henry E Rae Community Centre extension and refurbishment

- £2.3M investment to accommodate the Middlefield Community Project, Lord Provost Henry E Rae Community Centre Management Committee and NHS Healthy Hoose.
- A range of services will be provided to support the local community
- Local flood alleviation scheme included as part of the project to address existing periodic flooding problems in the area
- Heating for the building is provided by a link to Aberdeen Heat and Power District Heating System

Repairs and Maintenance of Council Assets

The service has improved its performance, as benchmarked against other local authorities over the last 5 years and is well above average on measures which include:

- Improved Average length of time (hours) to complete emergency repairs – 5.19 down to 2.99hrs
- Improved Average length of time (days) to complete non-emergency repairs – 8.69 to 6.21hrs
- Increased Percentage of reactive repairs right first time - 91.48% up to 92.40%
- Percentage of repairs appointments kept – 81.45% up to 99.70%
- Gas Safety Record renewed by anniversary date – 96.98% up to 100%

The Building Services Team has also:

- Increased its productivity by 35% through improved mobile working
- Increased community benefits by:
 - Doubling its local workforce to over 600 people
 - Used 235 local firms per annum (benchmarked against 15/16)
 - Injecting £9m into the local economy
- Achieved ISO 9001 accreditation
- Achieved 97% customer satisfaction rating

Apprenticeship Scheme

The Apprenticeship Scheme, a key part of Building Services recruitment, has developed year on year, currently employing an average of 60 apprentices per annum in total from across all disciplines. A further 16 apprentices were recruited during 2016 and Building Services continues to develop local young people by working closely with the Work Experience Team, in addition to their apprentice recruitment. Our apprentices have also won in excess of 50 awards.

2. Prosperous People

The population of Aberdeen has never been higher, and in 2014, was just less than 229,000. Projections indicate that the population of the city is likely to continue to grow over the next two decades, and a sizeable increase in the child population is anticipated. Demand for early learning and childcare already exceeds supply, and plans to extend funded provision will require additional resource.

In addition, and like the rest of Scotland, Aberdeen has a population that is ageing. While an older population brings many benefits and opportunities, older people are also more likely to have multiple and complex care needs, and therefore it is almost inevitable that demand for high-cost services like Health and Social Care will rise.

The commitment and dedication of our services in working to improve outcomes for the people of Aberdeen both in the future and over the previous 5 years can be clearly seen, by the achievements highlighted here:

a. Communities and Housing

Community Safety - Implementation of the Priority Families Service

This innovative new service was implemented on 10 January 2017, building on the success of Aberdeen Families Service. The new service will provide intensive intervention to appropriate families, to improve community safety, employment, health and educational outcomes, with four police officers being assigned to the service which will provide essential support.

Tenant and Resident Engagement

Aberdeen City Council continues to be a market leading organisation in relation to Tenant & Resident Participation. This has been highlighted by:

- Achieving runner up at the TPAS (Tenant Participation Advisory Service) in November 2016 in the Tenant Participation Champion of the year – Organisation category
- This award recognises an organisation's individual member of staff, group of staff members or governing body members who have made an outstanding contribution towards tenants and other service users participating and influencing landlord's services, performance and/or culture of participation.
- This great achievement in a National Award and shows that we are listening to and involving our customers in the services they receive and is also testament to the officers who are working across services to deliver tenant participation in a large organisation.

Housing Volunteers from the Housing Service Review Group have been invited all over Scotland to promote the work they are doing – working with the Council – to improve the services they receive. They highlight what is working and what could be improved from a customer viewpoint. Their extensive work has included:

- Conducting a recent review of Housing Management which was well received by the Housing Management Team with many of the recommendations incorporated into the improvement plan.
- Running a workshop at the TPAS Conference with over 50 attendees to launch the new booklet "What would make you come through the Door" – a step by step guide how we review services in the Council written by the Group.
- Development of the Conversation Cafes which give tenants the opportunity to discuss the new rent policy with their landlord. Participation in the Cafés has also increased.
- Various groups from across the country have also come to Aberdeen for the day to meet the Group and to learn from them

Although there was huge sadness about the death of Rita Buchan, a supporter of tenant participation for many, many years, it was great to remember she was the first ACC tenant to receive the TPAS Tenant of the Year in 2013 and the fact ACC will have a Rita Buchan Tenant Participation Champion Cup presented annually to highlight the positive work she was involved in and encourage our tenants and residents to get involved.

Other achievements include:

- Continued involvement in the award winning NETRALT Group which, along with our Housing Service Review Group, hosted a 2 day visit to Aberdeen from East Ayrshire Tenants and Residents Forum which was an outstanding success
- NETRALT also won the TPAS TP Champion of the Year Group in Nov 2016 for the work the group has done with young people and Station House Media Unit. This group have also won National Awards for their innovative approach to engagement with their award winning Housing Cafes which have been copied all over Scotland.

- Hosting the first meeting of the new North East HRA Forum Group involving Aberdeenshire, Angus and Dundee City Councils with the aim of getting tenants involved in the HRA Budget – another first for the North East.

The success Aberdeen City Council has achieved in the area of tenant and resident engagement and the awards that have been won demonstrate the support from senior management in the Housing Service, our Chief Executive and the Elected Members and of course the very willing Housing Volunteers who give up their time to work with us to improve the services for all our tenants and residents. We are a much more customer focussed organisation by working together for better services.

Housing Access

The new Housing Allocations Policy for the Allocation of Council Houses based on housing need was introduced in 2012.

In 2014 the new Housing Access Service was created which has delivered a number of service improvements including:

- Online Housing Options and housing application
- One point of contact for each applicant
- Increase in front line Customer Service staff
- One route for all types of applicant
- More emphasis on prevention of homelessness and more resources directed at this

99% of housing and homeless applications and now processed within 28 days and also providing one to one advice to all households on housing lists.

Housing Support

In November 2014 the Housing Support Service was established with a focus on enabling people over the age of 16 who reside in Aberdeen City, to achieve or maintain independent living in the community. The teams within the service deliver:

- Money, debt and benefits advice
- Temporary accommodation and floating housing support
- Oversee commissioned services related to Housing Support, furniture storage and Homelessness Prevention, Advice and Information.

The Development team have in place a commissioning plan, with the aim of commissioning housing support services that are outcome focused. Currently there are, on average, 1200 hours of support per week delivered by commissioned services, offering residential and floating support to young people between the age of 16 to 26

The Support Team are registered with the Care Inspectorate as a Housing Support service and can deliver, on average, 400 hours of support per week. A new case recording system that is outcomes focused has also been developed and put in place.

The restructure allowed the Financial Inclusion team to:

- Bring together and share specialist knowledge and skills to develop a more generalist advice service
- Work in various locations across the city
- Deliver, on average, 450 hours of advice and support per week
- Implement a new case recording system, allowing for data to be reported and for improved knowledge of the outcomes to be gained

In addition the team have funded projects through Scottish Legal Aid Board and NHS, including a pilot GP project funded through the Scottish Government to consider whether individuals access advice and assistance with benefits and finances if referred by a medical professional. The project has proved a success and although funding has concluded, the team continue to provide services in 2 GP surgeries.

The Team monitors and reports on the percentage of new tenancies maintained for more than a year:

- 2012/13 – 91.8%
- 2013/14 – 90.2%
- 2014/15 – 89.6%
- 2015/16 – 91.2%
- 2016/17 – 92.8% (year to date)

May 2015 saw the opening of a bespoke homeless accommodation facility at West North Street. The development comprises 2 accommodation blocks, with the first featuring:

- 20 self contained bedsits designed to support the customer towards independent living with each having a bedroom, living space, kitchen area and en-suite shower room
- Communal and staff facilities
- An innovative design, providing customers an improved degree of choice in relation to levels of interaction with staff and other residents
- 8 bedsit specifically designed for disabled access
- A group room which provides an suitable environment for working with groups of residents to develop the skills they may need to maintain a tenancy and for joint working with various professionals/agencies such as NHS, DWP, Police Scotland and Fire and rescue and the voluntary sector
- A large communal living/dining room and shared communal kitchen along with laundry facilities providing choice for residents and helping meet their social needs as well as facilitating engagement opportunities for staff

The second block of accommodation provides:

- A total of 20 flats, 16 x one bedroom flats, 3 x two-bedroom flats and 1 x four bedroom flat with its own front door
- All properties are connected to the city Combined Heat and Power system in Seaton and therefore, are more energy efficient for customers
- Lift access
- Secure video capable intercom door entry system for each flat

Equalities

Following extensive community engagement to identify priorities and needs and from working with services and partners, Aberdeen City Council published its Equality Outcomes April 2013-2017. These Outcomes set out how we will drive forward the equalities agenda for the city and make a difference to the lives of people at risk of disadvantage and discrimination. We are currently engaging extensively with the communities to evaluate these Equality Outcomes and to set new priorities for 2017-21.

There have been a number of significant achievements made across the Service:

- Advancing equality
 - Increased awareness around equality and diversity through events such as: LGBT History Month, International Women's Day, International Day against Racism, International Day against Homophobia and Transphobia, Gypsy/ Traveller History Month, Generations Working Together
 - More robust evidence of impact assessments
 - Improving our score as Stonewall Diversity Champions

- Launching a new Disability Equity Partnership for the city and revitalising the North East LGBT+ Network
- Welcoming a new Disability Access Officer to work with groups and individuals with disabilities so that Aberdeen becomes a more disability friendly city
- Reviewing our Service Level Agreements with voluntary groups who are helping the council to deliver on its Equality Outcomes so that we can be sure they are making a difference
- Improving access to users of council services whose first language is not English and / or have other communication needs (InterTrans service)
- Produced a News-collective as a way to promote our work to staff, elected members, partners and communities
- Reducing discrimination and harassment
 - Participation in national anti-bullying weeks and No Bystanders campaign
 - Participation in and support of the 16 Days of Activism Against Gender Violence
 - Launching a new user friendly Prejudice and Discrimination reporting form on the front page of council website under Report It function
 - Marking Holocaust Memorial Day annually
- Promoting good relations between Groups
 - Launching a new Multi-Faith Forum for the City
 - Reviewing the InterTrans Service to make Council services more accessible to groups with additional communication needs

b. Public Infrastructure and Environment

Fleet Services - Employees

- Staff engagement has been improved through use of staff surveys and increased staff tool box talks.
- Improved communication by introducing information system in the canteen facility.
- Improved security for staff by introducing systems for access and egress.
- Health and Safety procedures implemented with ongoing improvements in the work place.
- Moving towards employee IRTEC accreditation.

3. Prosperous Place

Aberdeen has some of the most deprived, some of the most affluent and some of the most culturally diverse communities in Scotland. Analysis from a range of sources, including the Scottish Index of Multiple Deprivation, highlights that the following neighbourhoods experience poorer life outcomes than others across the city;

- | | |
|-----------------|---------------|
| • Cummings Park | • Heathryfold |
| • Mastrick | • Middlefield |
| • Northfield | • Seaton |
| • Tillydrone | • Torry |
| • Woodside | |

As a result of climate change, extreme weather events are becoming more frequent and intense with warmer, wetter winters and hotter, drier summers. Aberdeen City bears 80% of the flood risk within the North East of Scotland and the city has three areas that have been identified as being potentially vulnerable to flooding. Flooding, and other extreme weather events, disrupt the daily routine of individuals, communities and organisations.

The following section of this Report outlines some of CH&I Service and Team achievements and projects that have and will in the coming years impact positively on the city of Aberdeen as a place to live, work and visit:

a. Communities and Housing

Community Safety - Co-Located Community Safety Hub

Aberdeen Community Safety Partnership has launched the Hub, an innovative, collaborative approach to driving down incidents of crime, disorder and danger in the city. Key benefits of the Hub in tackling anti-social behaviour have been:

- Community Safety and housing teams working jointly with Police Scotland, the Scottish Fire and Rescue Service and NHS Grampian
- Increased prevention of all types of antisocial behaviour through early intervention.
- Daily tasking and coordinating meetings, reviewing all community safety incidents and other issues from the previous 24 hours to identify any action
- Early identification of emerging antisocial behaviour problems, allowing services to target and allocate resources more effectively and prevent escalation
- New opportunities to strengthen links with the business community and voluntary organisations.

Best Bar None

- Unique national award scheme aimed at raising standards and rewarding licensed premises who undertake positive management practices in support of a safe night out.
- Managed locally by the Safer Aberdeen Programme Manager
- Strong presence in Aberdeen for over 10 years
- Crucial element to Aberdeen's Purple Flag status, safe, welcoming city centre and thriving night time economy
- Continues to grow in strength with continued support from partners and the licensed trade.

Purple Flag

- First city in Scotland to gain coveted Purple Flag accreditation in 2013 from The Association of Town and City Managers (ATCM) and maintained accreditation to date, in recognition of its commitment to promoting a safe and secure night time economy
- Backed by Government, Police and business, as well as sponsors Diageo Great Britain and awarded based on wellbeing, movement, appeal and sense of place within a city centre
- Achieved through increased and improved partnership working with Aberdeen Inspired, Police Scotland, Unight and other key stakeholders

City Warden Service

- Over the past 5 years the Service has restructured, moving to a citywide organisational set up
- Continue to play a key part in the Community Safety Hub and working closely with partners
- Ensuring swift resolution of issues of concern, such as antisocial behaviour
- Continues to manage and support Blue Badge Investigating Officer investigating the misuse of blue badges within the city, resulting in many cases being reported to the Procurator Fiscal.

Protective Services

The Service has made key progress over the last 5 year period in the following areas:

- Establishment of a Service Level Agreement for the Public Mortuary and reduction in costs through use of additional storage and review of supplier contracts

- Development of Air Quality Plan for Aberdeen to improve and monitor air quality at key locations across the city, including King Street, Haudagain Roundabout and Wellington Road
- Development of the Noise Action Plan for Aberdeen, to protect communities from excessive noise, protecting designated areas such as Hazelhead and Seaton Park and monitoring traffic noise
- Protective Service staff based at the Elevator small business centre, advising start up businesses on compliance with legislation, from the outset
- Undertaking an investigation into major food fraud in 2015, resulting in successful prosecution and protection of consumers
- A good report in the Food Standards Scotland Core Audit in 2015
- Trading Standards secured Scotland's first Tobacco Retail Banning Order in 2014 on a business who persistently sold cigarettes to under 18s under the Tobacco and Primary Medical Services (Scotland) Act 2010
- Supporting the development of the Aberdeen Western Peripheral Route through the analysis of groundwater samples by the Laboratory and Public Analyst service, ensuring that relevant contamination targets are met and that pollution is minimised
- Development of Port Health and Ship Sanitation procedures to ensure relevant public health standards for shipping are met
- Continued work with NHS Grampian on Emergency Plans to deal with communicable diseases
- Development of a programme of staff development including a number of officers being trained to Advanced HACCP Level 4 for food safety, supported by Food Standards Scotland; and commitment across the service to the 'Grow Your Own' initiative, which has allowed flexibility and adaptability in service delivery and allowed existing staff to develop their own skills to meet service needs and further their careers.
- Successful use of the Enterprise Act 2002 to obtain enforcement orders and gain undertakings from business to protect local consumers, including a local trader being ordered to repay over £5000 in deposits to local consumers
- Seizure of 5000 packets of 'legal highs' from a local business, through targeted joint working with Police Scotland in 2015
- Successful reporting of a number of local and national traders to the Procurator Fiscal for breaches of Consumer Protection legislation, including
 - Counterfeiting
 - Pricing
 - Gas safety
 - Trade Descriptions
- Joint working with Police Scotland and Social Work colleagues to protect vulnerable residents from mail order and telephone scams
- Appointment of an Intelligence Officer to improve the Trading Standards team's recording and use of intelligence to direct operational work.
- Development of the pest control service, on a trial basis, to include pest proofing work
- In 2012, Environmental Health and Trading Standards achieved a COSLA Bronze Award for our "Growing our Own" project, under the category of Securing a Workforce for the Future

b. Public Infrastructure and Environment

Environmental Services

Environmental Services has had great success in recent years around the 'green' agenda. The key element to the success of the service has been improved customer and stakeholder engagement and a willingness to work in partnership with individuals, community groups and other organisations. This partnership working element has grown significantly since 2014.

Environmental Services has labelled their partnership work as Growing Smarter, treating it as a campaign. This has and will continue to develop and grow. With every project and initiative now considered the first question the team

ask is 'who can we work with on this?' Partnership working and 'Growing Smarter' is fundamental to the continued success of the service. The campaign has always been fully supported by the Council and many local members regularly take part in events and projects.

Partnerships continue to grow with numerous groups and individuals such as:

- Friends Groups
- In Bloom Groups
- Its Your Neighbourhood
- Schools / Nurseries
- Community Councils
- Social Enterprise
- Business Improvement District
- Business Partners
- Volunteers

All the above have grown significantly in recent times from only a handful of partners to now over 150 active partnerships in place across the city. It is a very challenging campaign but very worthwhile.

Achievements have included:

- Parks / green spaces champions
- Stronger bonds between neighbourhoods / communities
- Increased civic pride, added community Identity and brought people together in a positive experience
- Given local people a sense of belonging and ownership for parks / green spaces, building and inspiring community leaders as well as having health benefits and creating a sense of wellbeing and belonging

The Growing Smarter campaign has achieved:

- Significant increase in the number of successful partnerships
- Improved performance and quality of services
- Positive team culture
- Secured external funding and additional council funding £3M +
- Increased income through private work and sponsorship
- Positive press and media stories
- Award winning services
- 25,000 + volunteer hours spent in our parks / green spaces
- Creation of new play areas funded by communities
- Community led campaigns – Clean Up Aberdeen, In Bloom, Its Your Neighbourhood
- Green Flags
- Gold Medal Winners of Britain In Bloom.

The success of the campaign is a combined result of the support received from the Council, the management team who lead the campaign and the staff and community partners who constantly give the extra required to raise Aberdeen above the competition. The Council team are held up as 'exemplars' in community engagement and for best practise across Scotland. The Council knows and acknowledges what everyone does and how hard they work to achieve their goals.

The Service believes future achievements can be made with the campaign continuing to develop over coming years, as they continue to seek out and promote partnership opportunities with community groups, third sector organisations and businesses.

A review in 2012 identified a decline in the condition of play areas across the city with many becoming increasingly difficult and expensive to maintain. The review also identified the need for more robust inspection and reporting methods. Since 2013 investment in play has been significant:

- Over £2.5 million of funding has been secured, including external and community grants, for the refurbishment and development of play areas, with a total of 74 play areas across the city now having been refurbished with more to come in 2017/18.
- Communities have been and will continue to be consulted throughout. Local schools in particular play a very important role in this.
- Investment has also been made to the service responsible for looking after play areas with a new inspection team being formed to conduct weekly inspections and carry out repairs where possible.
- Our external annual inspection has shown positive improvement in all areas of play since 2013 and we are confident that play areas will continue to improve and develop.
- Aberdeen now has award winning play areas and a service that it can be very proud of. The Council places huge importance on providing suitable play opportunities for children so they can lead healthy and active lives and we are committed to ensuring our play areas are safe, maintained to a high standard and are fun places for youngsters to go.

The year round campaign has celebrated and promoted all the fantastic and inspiring work carried out by our ever increasing In Bloom partners and is testament to the hard work and dedication of Aberdeen City Council staff, committed communities, friends groups and local individuals throughout the city. The awards are well deserved.

Waste and Recycling

Since 2011, the Waste and Recycling Service has concentrated on improving services to tens of thousands of householders across the city. In particular, we have:

- Completed the roll out of a combined food and garden waste collection service for approx. 63,000 householders in houses with gardens
- Introduced a high density food-only collection for over 90% of the remaining households in the city (communal properties). This will be 100% coverage by May 2017
- Introduced a mixed recycling collection for 75% of households in flatted and tenement areas; this will increase to 100% by June 2017. Previously, these areas had little or no easily accessible recycling facilities. The range of recycling materials has expanded from the 'traditional' paper, cardboard, glass bottles, plastic bottles and metal cans to include plastic pots, tubs and trays and waxed beverage containers
- Prepared for the introduction in March and April of 2017 of a new wheeled bin mixed recycling collection service in areas with individual houses to replace the limited capacity bag and box system. This service will also include the additional plastic pots, tubs and trays and waxed beverage containers and triple the volume available for household recycling
- Opened a new Household Waste and Recycling Centre in the west of the city at Grove Nursery. The site has been very well received by the residents of Aberdeen with many compliments being received for the size and layout of the facility, the increased opportunity for recycling and the high standards of customer service. The site consistently recycles more than 60% of waste accepted at the site.
- By March 2017, commissioning of a new £27M combined Materials Recycling Facility, Refuse Derived Fuel facility and collection services depot at Altens East will start. This facility will provide capacity for sorting mixed recycling in order to generate high quality (and high value) recyclables here in the city. The facility will create 30 additional jobs with the capacity to double that when a second shift is initiated. The Refuse Derived Fuel facility will allow the city to become in 2017 a virtually zero landfill community achieving one of the main aims of the Zero Waste agenda. This material will be exported to combined heat and power plants. The facility will allow the city to meet the Scottish Government's target on minimising landfill 8 years early
- Planning permission has been obtained for an Energy from Waste facility in East Tullos that will have the capacity to process all non-recyclable waste from Aberdeen City, Aberdeenshire and the Moray Councils and turn it into affordable heat and power for residents in south Aberdeen. The development of the facility has a

triple aim of addressing legislation requirements to end landfill, minimise environmental impact and minimise the effects of fuel poverty.

Roads Operations

- **Replacement of Street Lighting Lanterns with LED's**

A investment sum of £1.5M from the Non-Housing Capital Plan on an annual basis from 2016/17 to 2021/22 has been made to fund the change of the current street lighting lanterns from high usage energy lamps to LED's or a future equivalent. Not only has this the potential to reduce energy usage but also reduce the council's Carbon Footprint.

The initial project programme is for 5 years this will replace approx. 74% of the current lanterns with a potential of £10.54M savings for an investment totalling £7.5M. Current energy usage is projected to decrease by 8238267kwh per annum

- **Replacement of Corroded Street Lighting Columns**

Using the Roads Asset Management Plan (RAMP) the Service was able to highlight the need to replace street lighting columns that were nearing the end of their design life, with many of these columns were showing signs of excessive corrosion. Subsequent testing had shown a need for an accelerated programme for replacement and a five year project was actioned to replace this aging lighting stock. £3.8 M, from the Capital Plan, was allocated over the five year period to tackle this problem.

- **Road Maintenance**

Although the budget for Road Maintenance has remained steady over the period the Road Condition Index for the period did initially rise but over the last year this has fallen slightly due to additional works being required on the C and Unclassified roads. Over the last five years, Aberdeen City has been in the top ten of authorities when benchmarked in relation to the condition of the roads around the city, well above the average for all local authorities.

Fleet Services

Since 2014 Fleet Service has concentrated on improving services to all Internal Service Departments and external customers, In particular, we have developed processes and performance in the following areas:

- **Compliance**

- Continual progress since the Public Enquiry by improving engineering practices in place, creating more robust procedures and increasing audits on all systems.
- Improving performance of Fleet maintenance assessments through training and improving the current fleet management system.
- Implementation of new maintenance records to comply with national standards and also reduce excessive paper records
- Use of external suppliers to carry out audits on vehicle standards and maintenance records.
- Creation of a training matrix for the workshop to develop the skills of mechanics
- Implementation of IRTEC Training for mechanics in vehicle inspection techniques with 14 now trained
- Comprehensive restructure of Fleet Services conducted, putting key personnel in place and recruiting for additional mechanics and supervision staff.
- Moving towards Workshop IRTEC accreditation.
- Moving towards workshop commercialisation with the aim of taking in external work and utilising the facility to its full capacity.

- **Buildings**

- Workshop refurbishment completed with new equipment purchased and other improvements to infrastructure.
- CPU area converted into offices, training room, reception and canteen facility.

- **Vehicles & Plant**

- Heavy investment in new vehicles and plant has resulted in a current operational level of 58.82% of vehicles being less than 5 years of age.
- Introduction of a Fleet Replacement Programme till years 2023/24.
- Introduction of hybrid and electric vehicles (currently operate 21 hybrid vehicles and 1 Electric Compact Sweeper).
- Moving towards the introduction of projects for new vehicle technology for Refuse Collection Hydrogen and large Sweeper vehicles and aiming for a full Hydrogen Refuse Collection Vehicle.
- Moving towards the introduction of new technology to improve vehicle and plant utilisation.
- Moving towards the implementation of fuel bunkering and fuel management systems to reduce current expenditure on fuel and give improved reporting on vehicle performance.

- **Administration**

- Fully restructured the staff structure of the Fleet Business Support Unit.
- Improved procedures for Accident reporting, monitoring and reductions.
- Improved procedures for External vehicles / plant hires with authority controls and feed back to internal customers.
- Improved procedures and consistency for Taxi testing and surveying of customers
- Fleet Improvement Plan implemented and ongoing improvements identified.
- Ongoing review of management process and systems taking place.

c. Planning and Sustainable Development

Customer Service Excellence (CSE) is a three year accreditation standard. It was first achieved by Building Standards and Development Management in 2013 and reaccreditation was achieved for these two sections in June 2016. Currently we are moving towards the first accreditation for Transportation and Environmental Policy, with the initial audit being due later in January 2017. It is hoped that by summer all sections of Planning and Sustainable Development will have CSE accreditation.

To obtain CSE accreditation you are assessed against 5 main criteria:

- Customer Insight,
- Culture,
- Information and access,
- Delivery and,
- Timeliness and Quality of service.

There are also over 45 sub criteria categories that require to be met and evidenced before accreditation can be awarded. While there is a substantial amount of work involved in achieving accreditation, it is felt these efforts have been rewarded with the progress made as a result. The motivation for undertaking this accreditation was to aim to use CSE as a driver for continuous improvement and to imbed cultural change across the service based on customer focus and the Service aims to improve year on year, recognising that there is always more work to be done and taking on board customer feedback, both positive and negative. Both Building Standards and Development Management consistently monitor their customer satisfaction levels and have achieved an overall satisfaction level of 78% (Building Standards 87.5% / Development Management 66%).

The Service has also adopted ePlanning and eBuilding Standards end to end application processing which delivers greater efficiencies, speedier processes and enhanced work flow monitoring.

Development Management

In terms of planning application determination times, measures have been implemented that have delivered significant improvements to performance and that will enable the momentum to be maintained into future years.

Most notably, points to be highlighted include:

- Vacant and new posts have been filled
- Project management based approach to application processing has been rolled out
- 'Stop the clock' for planning applications has been introduced
- A planning legal agreement template has been finalised and a new planning application operating system has been put in place with dynamic performance monitoring allowing performance standards to be visible and tracked in real time

While there is still a recognised need to improve, especially in relation to householder and non-householder local developments, the 2015-16 planning application performance figures show continuous improvement across the board, particularly in relation to major applications. The average determination time for major developments has almost halved from 47.6 weeks to 24.2 weeks whilst 2 weeks or more has been taken off the determination times for both local householder and local non-householder developments. Local non-householder and householder applications determination times have improved but still fall below the national average, providing a focus for improvement in the coming year. Furthermore there is evidence that decision making is becoming more robust with 68.8% of appeals upheld, compared to 40% last year.

Building Standards

The Building Standards Performance Framework measures the delivery of the service. Some key quantitative metrics are:

Key Performance Information / Outcome	2014/15	2015/16
Value of building activity work processed	£454 million	£762 million
Percentage of applications responded to within 20 working days	74%	78%
Number of days to gain approval *	66 days	79 days

*this figure includes time spent with applicant/agent and is therefore out with the control of the service

Gaining accreditation for the challenging standards set by Customer Service Excellence helps measure the quality of the service. Results indicate that Building Standards have achieved overall customer satisfaction levels of 87%. Although this is a high figure for a statutory service, mechanisms for continuous improvement are in place to ensure the customer remains at the centre of the Building Standards service.

Environmental Policy

Key highlights of the achievements of the Environmental Policy Team:

- Powering Aberdeen – Aberdeen's first Sustainable Energy Action Plan
Powering Aberdeen is a collaborative city wide programme which aims to reduce carbon emissions across the city and promote the development and uptake of renewable technologies. Baseline emissions for the city have been established against which to measure progress with reduction targets being set for 2020 and 2030. Opportunities are being sought to work with private sector partners on carbon reduction initiatives

and we are also working collaboratively with partner local authorities on a wider regional carbon reduction programme. Powering Aberdeen also won a Scottish Green Apple Award in 2016.

- **ACC Carbon Management**
The Aberdeen City Council Carbon management plan for 2010 to 2015 set an emission reduction target of 23% by 2015 using the financial year 2008/2009 as a baseline, which was achieved. Revised targets have not been set for the council since this date as we have been establishing a new baseline to meet the requirements for the Climate Change (Scotland) Act reporting requirements. The new baseline for the Climate Change Report is 2014/2015 and was set at 48,880.2 tCO₂e. In 2015/2016 we achieved a 5% reduction in emissions on this baseline year. ACC has recruited a bespoke Emissions Accountant to support development and reporting across the City's carbon management activities.
- **Aberdeen Adapts**
Development, in partnership with Adaptation Scotland and other local stakeholders, of Aberdeen's first Climate Change Adaptation Plan and is a critical venture in light of the City's flooding pressures.
- **BREEAM training for ACC officers**
Officers across the Council have undertaken BREEAM training to aid understanding in sustainable construction practice and to assist officers in the design of new and refurbished Council assets; ultimately helping us to fulfil our own Building Performance Policy and advise development across the city.
- **Building Performance Policy (BPP)**
The BPP was approved in January 2016 and will ensure all new and refurbished Council owned assets meet minimum building performance requirements with a focus upon sustainable construction methods, energy efficiency, digital and district heating connectivity. This will ensure our assets are futureproofed and fit for purpose, with reduced operating costs.
- **Review of Aberdeen's Tree Preservation Orders to ensure an adequate degree of tree protection across the City.**
- **Renewed Landscape Character Assessment and Sensitivity Study to ensure Aberdeen is prepared for a post AWPR Landscape scenario.**
- **Open Space & Health Mapping**
This is a collaborative pilot project between ACC & NHS to research, to analyse and better understand opportunities to map and intervene at, the overlaps between open space and health inequalities.
- **Annual Aberdeen EcoCity Awards**
Aberdeen's only Environmental Awards scheme has been created to encourage, recognise and reward environmental action at all levels across Aberdeen City.
- **Annual Earth Hour event**
A climate change awareness event and associated activities are held on an annual basis. The Council won a Scottish Green Apple Award in 2016 for Earth Hour related events in support of this WWF campaign.
- **EU MUSIC Project**
Energy Transition experiment conducted in conjunction with key stakeholders in Aberdeen and EU partners and based around testing a creative Transition Management methodology. This resulted in a Transition Vision for Aberdeen and the awarding of Scottish Green Apple Award and Green World Ambassador Award.
- **Implementation of the Nature Conservation Strategy to assist the Council meet it's legal duty to conserve nature**

This included the completion of the East Tullos Burn Environment Improvements Project which won the Environmental Initiative of the Year 2015 in The Herald Society Awards and was Highly Commended in the Sustainable Development Award 2015 as part of the Nature of Scotland Awards. The Seaton Park Wetland Project was also completed.

- **Core Paths**

Development of the City's Core Path Network has continued year on year, including the drawing of significant external funding. Over the period 2011/12 – 2015/16, over £1.5M has been spent on the network of which £920,000 came from external sources.

Roads Projects

- **Access from the North Proposals (Third Don Crossing and Diamond Bridge)**

This has involved delivery of significant transport infrastructure project improving pedestrian, cycling and vehicular access across the River Don. The new corridor also led to new bus services being made available making bus services more attractive in the area.

- **A96 Park and Choose / Dyce Drive Link Road**

This project involves the delivery of a significant transport infrastructure project improving pedestrian, cycling and vehicular access between the A96(T) and Dyce Drive, providing greater flexibility to the Dyce Drive corridor. The Link Road will also provide improved connections between Aberdeen International Airport and the surrounding business complexes with the AWPR. The Park and Choose car park is due to open in early 2017 and should offer a sustainable transport option linking the A96(T) and the city of Aberdeen with a potential to further linkages with the AWPR.

- **New Airport Shuttle Service, bus access road and turning circle at Dyce**

Improving bus links between Aberdeen International Airport and Dyce Station.

- **Guild Street (north side), Market Street (west side) and Adelphi Lane footway improvements (as continuation of works following on from the Green)**

Localised footway improvements were made to the area surrounding the recent Green area improvement.

- **ARI Interchange**

Council Officers in conjunction with NHS Grampian have worked on improving access for emergency vehicles and public transport by implementing various traffic management measures around ARI.

Sustainable Transport

Key achievements in relation to Sustainable Transport over the past 5 years are as follows:

- **Walking and Cycling**

- Continued success in attracting funding from partners (such as Nestrans and Sustrans) to enable the delivery of various strategic and localised active travel infrastructure improvements including:
 1. Resurfacing, to full tarmac within the City, of the Deeside Way and the Formartine and Buchan Way;
 2. Development of off-road cycle facilities along key commuting corridors (A96, A90 North);
 3. Development of new and improved walking and cycling paths along the Rivers Dee and Don;
 4. Continued roll out of cycle parking facilities in schools, public areas and Council offices; and
 5. Installation of a suite of pedestrian and cycle counters across the network to allow officers to gain a better understanding of active travel movements in the City.
- Completion of 5 year cycle demonstration project in the Greenbrae Primary School area, increasing cycling to school rates from zero to 7%.
- Introduction of a new model of Bikeability (cycle training) delivery in Aberdeen, increasing the number of schools participating in the scheme from 13 in 2011/12 to 33 in 2015/16.

- Introduction of an I Bike Officer to work with schools to increase cycling rates, in partnership with Sustrans.
- Introduction of an annual Pedal for Scotland cycling ride in the City from 2013, in partnership with Cycling Scotland;
- ACC awarded Cycle Friendly Employer status and various schools awarded Cycle Friendly Schools status
- Development and implementation of a City Centre pedestrian wayfinding scheme.
- Development of the first Active Travel Action Plan for Aberdeen (due to be adopted in January 2017).
- **Public Transport Improvements**
 - Establishment of a Night Time Transport Zone within the City Centre, including night time taxi ranks on Union Street and night time bus stops, appropriately illuminated. This was one of the factors contributing towards the City being awarded Purple Flag status
 - Construction of 1000 space Park and Choose site at Craibstone (A96), with active travel and electric vehicle charging provision, soon to open early in the New Year.
 - Improvements to the Kingswells Park and Choose site to enable easier access for buses from the A944.
 - Improvements to the bus interchange at Aberdeen Royal Infirmary.
 - Decriminalisation of bus lane enforcement, leading to greater compliance from motorists, and benefits for bus movements.
 - Delivery of further bus priority measures.
 - Launch and expansion of the Grasshopper Multi operator ticket.
 - Improved and consistent information at bus stops, including increased real time information at key bus stops.
 - Reinstatement of the ARI to Crematorium bus
- Various rail delivered by a range of partners, including locally –
 - New bus turning circle at Dyce railway station for access and pedestrian connectivity.
 - Accessible lift at Dyce station.
 - Additional carriages to address overcrowding.
 - Additional stopping services to enhance local connectivity.
 - Commencement of advanced works to deliver a re-doubling of the railway line between Aberdeen and Inverurie, which should support the delivery of a more local commuter service across the region.
 - Bike hire scheme at Aberdeen Rail Station.
- **Clean Vehicle Use**
 - Launch of award winning Car Club, and its expansion to include vans, electric vehicles and a wheelchair accessible vehicle. At one point this was the fastest growing Car Club in Scotland, as well as being the first in Scotland to include electric vehicles in the fleet, the first in the UK to include a wheelchair-accessible vehicle and the first in the world to trial hydrogen vehicles.
 - Roll out of electric vehicle charging points, with 39 charging points now accessible to members of the public.
- **Other Achievements**
 - External funding of £13.75M attracted for sustainable transport projects over the 5 year period from 2012/13.
 - Refreshed Local Transport Strategy 2016 – 2012 adopted January 2016.
 - City Centre Masterplan – transportation optimum delivery programme approved in May 2016.
 - Development of Noise Action Plan.

- Approved participation in CIVITAS PORTIS, a 4 million Euro EU funded partnership project to demonstrate innovative sustainable mobility measures across a number of European cities.
- Commitment from the Scottish Government to deliver a solution to the Haudagain congestion problem, and this will now start construction as soon as the Aberdeen Western Peripheral Route is open.

Local Development Plan

The Local Development Plan has been an area of significant focus over the foregoing 5 year period:

- In early 2012 Aberdeen City became the first council in Scotland to adopt a Local Development plan under the new planning system.
- In early 2017 we should become the first to adopt a second Local Development Plan.
- Along with an up to date Strategic Development Plan, we have some of the most up to date and comprehensive development plan coverage in Scotland.
- Statutory Masterplans are now in place for all major development proposals and these will be re-adopted alongside the new LDP in spring.

d. Land and Property Assets

Asset Management

Over the last 5 years the Service has spent:

- £32m on improving the condition and suitability of the Council's public buildings.
- This includes refurbishment on 36 schools and 9 community centres, and numerous other assets including care homes, hostels, depots, offices, public buildings, cemeteries, sports facilities, playgrounds etc.
- £200m on improving the Council's housing stock
- This includes meeting the Council's obligations to meet Scottish Housing Quality Standard for over 22,000 houses as a landlord, and more recently exceeding energy efficiency standards set in 83% of the properties.
- £40m on building new houses, and through its newly formed LLP the Council will deliver other projects valued at over £68m in the next couple of years (more than 750 properties to date)
- £130m on cyclical and repairs maintenance of the Council's housing and public buildings stock

Has received:

- £62m of Capital receipts, including over £30m to benefit the Common Good Fund
- £43m in rental income, including £13m for the Common Good Fund

And has saved:

- £2.1m through office rationalisation reducing offices from 22 to 4

Over the last 5 years the Service (through its design and construction consultancy teams) has delivered or is currently delivering over 50 significant Capital projects including:

- 7 Schools, 2 Community Centres, 2 Social Care units, numerous all weather football pitches, and an award winning innovative Homelessness development
- 14 multi storey blocks of flats have been refurbished (valued at over £25m) and 29 fitted with new lifts (valued at £8m)
- 14,000 houses fully modernised with new kitchens or new bathrooms
- 10,000 houses with new heating systems including (many with the award winning Combined Heat and Power systems)

- 5,000 properties rewired, and 20% of the stock receiving the benefit of new doors.
- Been accredited for 4 national Awards for capital projects

Facilities Management

Facilities Management has undertaken a dramatic restructure and transformation, leading to key performance improvements including:

Catering

- Average meal uptakes for all schools have risen from 50.15% in 2012/13 to 60.23% in 2015/16
- New service Health and Safety handbook

Cleaning

- New infection control and bacteriological outbreak services introduced initially for schools. Cleaning Services have now rolled training out to Janitorial and Library services within ACC and to our Aberdeenshire Cleaning Service colleagues. Discussions are also ongoing with Bon Accord Care.
- Insourcing of Void property and response cleaning services from housing colleagues, increasing income for Cleaning Services and keeping valuable resources within the Council as well as assisting with the reduction of property turnaround times.
- Commencement of 'trauma' cleaning for Police Scotland.
- New service Health and Safety handbook

Janitorial / School Crossing Patrol

- New site specific service induction programme
- Improved training programme
- Introduction of lightweight, waterproof uniform and PPE
- Reduction in overtime costs realised through rationalisation of out of hours building letting

3. Enabling Technology

Despite being one of the most economically productive regions in the UK, digital infrastructure has failed to keep pace with the changing and increasing demands of a buoyant economy. Although most people and business can now access superfast broadband, download speeds remain among the lowest in Scotland. A more robust digital infrastructure would not only attract investment and innovation to the city, it would also address issues such as social exclusion and could enhance the health and wellbeing of the cities inhabitants.

Digital Place is a strategy to deliver economic benefits to the city and the wider region through digital technology, skills and innovation. The overall objectives are to promote inward investment and economic growth that enhances Aberdeen's position as a competitive place to attract/ retain these globally mobile talents, skills and business. Connectivity and digital participation is key to our regional economic strategy and the City Region Deal (CRD) responds to these gaps.

a. Economic Development

The Aberdeen City Region is one of the most digitally active and dependent areas in Scotland. This demand is not matched by the supply of world class or even competitive connectivity. The City Region has a high take up of basic broadband at around 80% but in a 2014 study into superfast broadband coverage, Aberdeen City Region ranked 61 out of 63 UK regions; and in a separate worldwide study of Oil and Gas cities, the City Region recorded the second slowest connectivity speeds of all cities surveyed. This finding was reinforced by a 2016 uSwitch survey which found that Aberdeen's broadband speeds were ranked 41st of the 42 largest cities.

To help regain economic competitiveness, a market intervention is planned under the City Region Deal, addressing the identified gaps in the market that will not be closed in the short term under existing market conditions. Priority will be given to connecting ultrafast fibre to the business and industrial parks across the region and the neighbouring residential areas in the key travel to work settlements. New fibre connections will also help to introduce and support 4G and 5G services across the region as well as enabling public service agencies to deliver their services more cost effectively.

Establishing world class digital connectivity is not the goal in itself. The importance lies in how this will enable the wider economic and social ambitions of the City Region. World class digital infrastructure is fundamental to the Aberdeen CRD in supporting the delivery of the objectives of the Oil and Gas Technology Centre and the export and internationalisation aspirations of the sector, as well as facilitating the effectiveness of the Innovation Hubs in Life Sciences and Food & Drink.

This can be achieved through two delivery areas:

- White Area In-Fill - This will seek to address the above gaps in the market by procuring ultrafast connectivity to serve businesses and residential premises not addressed by the market and the Digital Scotland Programme within the Aberdeen housing market area.
- City Duct Network - This will extend and enhance the existing Council owned duct network in the City to enable to facilitate the efficient delivery of services and ensure economic and social gains. This will support applications such as traffic management and a region wide sensor network. This investment will feed a regional data platform from which business, residential and public services can develop innovative applications.

The cost of the programme of work has an estimated capital expenditure of £45 million (£27m public sector investment, £18m of expected private sector investment) over the period early 2017- end 2018. The project is currently at business case stage but is expected to be completed by the end of 2018/19.

The business case for this project is currently being reviewed by both the UK and Scottish Governments. At this stage the planned benefits are as follows:

- All businesses in commercial areas and industrial estates in the CRD area able to access cost competitive and affordable ultrafast services.
- All residential premises in major settlements within the CRD area served by superfast (>30 Mbps) services.
- Aberdeen City Region ranked in the top 6 of UK regions for NGA availability and speed.
- A UK government report into economic impact of public sector investment in broadband concluded that there is a £20 in net economic impact over a 10 year period for every £1 of public sector investment in broadband.
- Improvements in the efficiency, cost and reach of digitally delivered public services.
- Delivery of essential underlying infrastructure and a platform for digital innovation and skills.
- Increased service innovation and competition in the regional telecommunications services market.
- Additional reach for the Digital Scotland R100 programme.

b. Communities and Housing

Community Safety

- **Homecheck**
 - Service moved from using an unsupported Microsoft Access database to the corporate iWorld system allowing for more robust recording and reporting of performance
 - Increased partnership during 2016 with Care and Repair and the Scottish Fire and Rescue Service to ensure a joined-up approach to client need and effective sharing of resources
 - Strengthening links with the 3rd sector, resulting in referrals from services such as Homestart.
- **Safer Aberdeen Phone App**
 - Provided community safety messages in an easily accessible, readily at hand format, as well as encouraging sensible use of alcohol, use of safe transport routes and giving other guidance and advice
 - Promoted an ethos of looking after each other on a night out
 - Reduced incidents of assault caused by excessive use of alcohol and provided an easy to use alcohol units calculator
 - CSP hopes to re-launch an update of this product in 2017/18.

c. Planning and Sustainable Development

Development Management and Building Standards

Over the past 12 months Planning and Building Applications have moved to a fully electronic system (saving time for colleagues and making the application process on the whole faster). Also, in the same time period, 85% of all applications were received electronically through the Scottish government Portal.

In addition to this, the Service is moving to mobile working using tablets, enabling all relevant documents to be viewed during site visit and thus, making the Planning application process more efficient.

Public Transport Unit

- **Multi Operator Smart Tickets**
 - Smarter travel was introduced across the North East in August 2016 as local authorities and bus operators launched Scotland's first smart multi-operator travel pass.
 - The GrassHOPPER pass, which was first introduced in paper ticket form in 2014, moved to a smartcard platform, bringing greater convenience to bus passengers across Aberdeen City and Aberdeenshire.
 - Customers can now store the GrassHOPPER ticket electronically on a smartcard, meaning they no longer need a paper ticket and can use one smartcard when travelling with any participating operator.

- The GrassHOPPER Pass is a partnership led by local bus operators, administered by Aberdeenshire Council and supported by Aberdeen City Council and NESTRANS. With over 17,500 passenger journeys being made every month using GrassHOPPER tickets the partnership is going from strength to strength and is the first multi-operator ticket of its kind to be introduced to smart ticketing in Scotland.
- Work is ongoing to expand the GrassHOPPER pass to different ticket types in 2017.

- **Real-Time**

- All City Real-Time screens at bus stops, 75 in total, were replaced in 2016 and information totems were also installed at the City Park and Ride sites.
- These were put in place using Nestrans and Smarter Places, Smarter Choices funding, in order to connect with a regional real-time system managed by Aberdeenshire Council on behalf of Aberdeen City Council and local bus operators.
- This has allowed region wide consistency and improved information at bus stops, online and on apps, allowing passengers to be informed before and while attending a bus stop.
- A number of principal bus stops in Aberdeen have electronic information screens installed that will provide live bus departure information where available.
- Bus stops in Aberdeen that have a timetable installed also contain quick recognition(QR) codes that can be scanned using a smartphone, to provide live information.
- The new real-time screens also allow messages to be displayed to passengers to advise them of diversions, closures or emergencies, improving the information provided to passengers.