Dear Allan

Developing new ways of delivering services – local authority savings plans

Further to Kevin Stewart MSP’s letter of 5 February 2013 regarding short-term and long-term budget planning, please find responses to his questions below which outline Aberdeen City Council’s approach.

1. Can you describe the approach that your local authority has taken to both short-term and long-term budget planning since the onset of the financial crisis?

In 2010, the future funding challenge faced by Aberdeen City Council required a more radical approach to ensure funds were allocated to deliver agreed prioritised service outcomes. In a move away from the traditional public sector budgetary model of little or no long-term planning, the council developed a more strategically focused, priority-based approach to establishing a budget.

This priority-based budgeting (PBB) approach enables the council to set service priorities and prioritise spending towards achieving these objectives – rather than ‘salami-slicing’ all budgets which has, in the past, resulted in less being provided across a vast range of non-prioritised and potentially unnecessary services.

The five key elements to the council’s PBB approach are to:

- Understand the significant areas of spend and to forecast the cost and demand pressures. Current and future cost of services is established and the drivers of costs and income are identified. The “do nothing” position is identified for the next five years.

STEWART CARRUTH
DIRECTOR
• Understand how services contribute to the organisation’s **strategic priority outcomes** - The council’s desired outcomes are prioritised and linked to services to gain an understanding of which contribute most and least to the organisation’s goals.

• Develop transformation, efficiency and stop/reduce options for reducing expenditure - A range of options is developed by services to address the funding gap over the next five years and reviewed in collaboration with directors, heads of service and service managers.

• Test the feasibility and benefits of each option throughout the PBB process - Service representatives and service accountants provide rigour on assumptions and financial modelling during the PBB process.

• Agree a directorate package of transformation, efficiency and stop/reduce options to take forward which are then prioritised against outcomes.

The options developed through the PBB process are translated into the council’s budget and five-year business plan following discussion by the council’s Corporate Management Team (CMT) and approval by elected members.

In addition to the five key elements outlined above, the PBB process for 2013/14 has been further enhanced by applying a risk-based approach to future growth areas and creating a risk fund to capture these potential cost pressures.

As a result of the council’s PBB and business planning approach, no new savings are required in 2013/14 to deliver a balanced budget. This is predicated on the delivery of the already approved savings. A clearly defined monitoring and reporting process underpins budget monitoring within ACC.

The benefits of PBB extend beyond budget setting and maintenance. It has enabled officers to think radically about how to deliver key services with a reduced cost base and it has enabled the creation and alignment of long-term business, financial and workforce plans.

This year’s annual budget was accompanied by a suite of documents: the Five-Year Business Plan 2013/14 – 2017/18, a five-year Workforce Plan and the 2012/13 Annual Report – reports which complement each other and present a “whole” approach to council activity.

I have enclosed these documents for your information.

2. **Can you describe consultation that your local authority undertook on your budget plans, both with stakeholders and the general public?**

Aberdeen City Council undertakes an extensive internal and external communication and engagement programme in developing its budget and its rolling five-year business plan.
Our communication and engagement activity in relation to the budget and business plan for 2013/14 involved:

- Public and third sector business briefing – A specially targeted business breakfast, ‘Bucking the Trend and Building Relationships’ was developed to engage directly with key influencers within the public and third sectors. The Council Leader and Deputy Leader, directors and heads of service all participated in this event with guest speakers from the third sector presenting at a business breakfast. This event was run in partnership with the Aberdeen and Grampian Chamber of Commerce.

- City Voice survey – In 2011/12 the city’s citizens panel was requested to complete a questionnaire highlighting their future priorities for the city. To check relevance and reliability for future years this survey was repeated for 2013/14.

- Public survey - a questionnaire based on the City Voice survey was devised to encourage members of the public to identify their priorities for future council investment. This was produced in a special budget supplement in the Evening Express.

- Internal communications - the Chief Executive held a senior manager briefing and each directorate also arranged a series of staff briefings and workshops. The Zone, the council’s intranet, was also used as a focus for information on business plan activity.

- Union briefing – held to discuss the business plan, budget and accompanying workforce plan.

- Website – the council’s website was used to publish the draft priority based budgeting report and provide contextual information on the preparation of the business plan. Members of the public were encouraged to give their views via responses to questions and through a specific survey page.

- Partner websites – information was also posted on the Aberdeen and Grampian Chamber of Commerce and the Aberdeen Community Planning websites including both draft copies of the business plan and budget report.

- Social media – links and posts for both the five-year business plan and draft PBB budget were presented through the council’s facebook and Twitter pages.

- Citywide ‘front doors’ – customer service and reception staff in libraries, housing offices and the city’s information points were used to promote and encourage members of the public to complete a questionnaire.

- Community councils - all received draft copies and the business plan and PBB budget document with an invitation to comment or, if required, to request a meeting with the Council Leader and Director of Corporate Governance.

- Burgesses briefing – a special briefing for the city burgesses took place in early January. Led by the Chief Executive, Head of Finance and Director of Corporate Governance the briefing enabled the burgesses to discuss and debate both draft reports.
3. How have the outcomes of your consultation fed into and influenced your budget plans?

Feedback received through the communication and engagement activity is used to inform the business planning process.

All feedback is summarised in a communications and engagement report which is shared with the council’s Corporate Management Team and elected members prior to setting the budget.

A copy of the communications and engagement report for 2013/14 is enclosed for your information.

4. What involvement has there been from external consultants / advisers in your budget planning and what influence has this involvement had on your final plans?

External consultants supported the council’s PBB project team to establish the PBB approach and the communications and engagement workstream in 2010.

The project team formed in 2010 continues to manage and further develop the annual PBB exercise and the council’s Corporate Communication and Engagement Manager is responsible for the communications and engagement programme.

I have enclosed a copy of Aberdeen City Council’s priority-based budgeting report for 2013/14 and the accompanying suite of documents for your interest. These documents can also be found on the council’s website at www.aberdeencity.gov.uk/NextFiveYears should you require further copies.

I trust the committee will find this information helpful and please get in touch if you need any further information.

Yours sincerely

Stewart Carruth
Director of Corporate Governance

Copy to: Valerie Watts, Chief Executive
Barney Crockett, Council Leader
Carol Wright, Senior Finance Officer - Projects
Victoria Livingstone, Corporate Communications and Engagement Manager
The Five Year Business Plan
2013/14 – 2017/18 and
Priority-based Budget 2013/14

Community Engagement Report
01 February 2013
Background
This paper consists of an overview of the corporate community engagement activity undertaken to date in support of the preparation of the council's five year business plan 2013/14 – 2017-18 and of the responses to that engagement received from key stakeholders, partners, and members of the public.

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1. Introduction

As with previous years, a main element in the council’s approach to the preparation of the five year business plan and priority-based budget for 2013-14 has been to ensure there is a high level of community engagement.

The 2013-14 financial year is an important milestone in the delivery of the council’s five year business plan and priority-based budgets. The year falls at a half-way point in the first five year business plan The Next Five Years; a new Administration for the council had been elected the previous summer and following the creation of their vision for Aberdeen – The Smarter City it was important to revisit the initial priorities established through the business planning process to ensure they were still relevant and appropriate for citizens, stakeholders and the council.

It was also important to take stock of the achievements already delivered by the business plan and priority-based budget process. Despite unprecedented and severe economic conditions, accompanying austerity measures and a major squeeze on public spending Aberdeen City Council is on a firm financial footing; balanced budgets have been achieved and tight financial controls ensure responsible financial management throughout the organisation. At this time of economic uncertainty, Aberdeen City Council is bucking the trend within the UK public sector and this achievement should be recognised.

The emergence of the new The Five Year Business Plan that will underpin the council’s vision for a Smarter Aberdeen has been built on the foundations of this strong financial position and one element of the engagement activity carried out for the plan has set out to revisit and re-assess the values and relevance on the priorities that are the basis for the budget and business plan.

2. Campaign plan and approach

The engagement activity carried out for The Five Year Business Plan 2013/14 – 2017/18 and Priority-based budget 2013-14 has also been presented as a benchmark and comparator to the initial large scale activity for 2011-12, the first priority-based budget and business plan.

As with previous years’ activity, this community engagement plan was devised to be integrated across all council services, measured, targeted and cost effective.

The engagement activity remains high profile. It aims to present the council as open and accessible, to actively listen and encourage comments from main stakeholders, partners and members of the public.

For this year’s engagement activity and as a way to distinguish from years’ activity the initial campaign identity ‘Have Your Say’ was dropped and the corporate brand was used instead. A number of communication channels were re-activated including:

- Public and third sector business briefing – A specially targeted business breakfast, ‘Bucking the Trend and Building Relationships’ was developed to engage directly with key influencers within the public and third sectors. The Council Leader and Deputy Leader, directors and heads of service all participated in this event with guest speakers
The Five Year Business Plan

– Community Engagement Report

from the third sector presenting at a business breakfast. This event was run in partnership with the Aberdeen and Grampian Chamber of Commerce.

- **City Voice survey** – In 2011/12 the city’s citizens panel was requested to complete a questionnaire highlighting their future priorities for the city. To check relevance and reliability for future years this survey was repeated for 2013/14.
- **Public survey** - a questionnaire based on the City Voice survey was devised to encourage members of the public to identify their priorities for future council investment. This was produced in a special budget supplement in the Evening Express
- **Internal communications** - the Chief Executive held a senior manager briefing and each directorate also arranged a series of staff briefings and workshops. The Zone, the council’s intranet, was also used as a focus for information on business plan activity.
- **Union briefing** – held to discuss the business plan, budget and accompanying workforce plan
- **Website** – the council’s website was used to publish the draft priority based budgeting report and provide contextual information on the preparation of the business plan. Members of the public were encouraged to give their views via responses to questions and through a specific survey page.
- **Partner websites** – information was also posted on the Aberdeen and Grampian Chamber of Commerce and the Aberdeen Community Planning websites including both draft copies of the business plan and budget report.
- **Social media** – links and posts for both the five year business plan and draft PBB Budget were presented through the council’s facebook and Twitter pages.
- **City wide ‘front doors’** – customer service and reception staff in libraries, housing offices and the city’s information points were used to promote and encourage members of the public to complete a questionnaire.
- **Community Councils** - all received draft copies and the business plan and PBB budget document with an invitation to comment or, if required, to request a meeting with the Council Leader and Director of Corporate Governance.
- **Burgesses Briefing** – a special briefing for the city Burgesses took place in early January. Led by the Chief Executive, Head of Finance and Director of Corporate Governance the briefing enabled the Burgesses to discuss and debate both draft reports

The campaign set four levels of engagement:

1. **Passive engagement** – “Opportunity to ‘have your say’
2. **Active engagement** - ‘We have something to say and the council is listening’
3. **Participative engagement** – ‘We are involved in the solution’
4. **Endorsed engagement** – ‘We have been given our say, got involved in the solution and support the council’s Five Year’s Business Plan

And three objectives for success:

- Every citizen of Aberdeen will have been given the opportunity to engage, review and present their priorities as the council reviewed its business plan and PBB budget.
- Citizens will have had the opportunity to engage with us in the planning process
- key community, public, private and third sector stakeholders will have met us, become actively engaged and participated in the business planning process.
3. Consultation and engagement

The programme of engagement and consultation began mid-August and ran to mid-February. A vital part of this programme was listening to our citizens, partners, local and business communities to find out what they wanted from the Council.

Engaging with our stakeholders is critical to the success of the business plan. As with the whole PBB process, the levels and detail of engagement are unprecedented. The engagement activity for the five year business plan and 2013-14 PBB included:

- questionnaires distributed to 1000 citizen panellists;
- a further 1000 questionnaires circulated through Council ‘open doors’;
- featuring the questionnaire in a special budget supplement in the Evening Express;
- briefings for the local print and broadcast media;
- business breakfast run in partnership with the Aberdeen and Grampian Chamber of Commerce, specifically targeted to leaders of voluntary and public sector partners;
- a series of directorate business planning meetings;
- Chief Executive and Convenor of the Finance Committee presented a budget briefing for 350 line managers with all staff given the
- opportunity to discuss the draft business plan with their director or line manager;
- publishing the draft PBB report and business plan on the Council’s website
- and social media channels and seeking comment.

The outcomes from this community engagement will play a vital role in prioritising our services and become the foundation of the five-year business plan. This is a long term approach and will continue across the Council for future years.
4. Summary of feedback and responses

a) Analysis of City Voice survey:

In autumn 2010, panellists were asked to identify the priorities for the council budget. The results, along with the findings of other engagement activity, contributed to the council’s annual priority-based budget (PBB) and the creation of the council’s five year business plan. As we reach the half-way point in ‘The Next Five Years’ there have been many changes both within and outwith the council. With this in mind, it was felt appropriate to revisit City Voice panellists to find out if the priorities identified in 2010 are still relevant and appropriate, and to ensure that any important changes are not overlooked.

The information provided by panellists, along with the results of wider community engagement, will inform the priority-based budget for the financial year 2013-14 and subsequent years as well as the five year business plan.

The City Voice panellists were presented with 21 service areas provided by Aberdeen City council, and asked to identify those which were most important to them. Panellists were asked to identify no more than five services, and were given the opportunity of adding their own ‘other’ response. Their responses are provided below in Table 1 (see page 11).

The results show that the most frequently selected responses, in order of selection were:

- rubbish collection, recycling and street cleaning;
- care for older people;
- road and pavement maintenance;
- schools;
- parks and open spaces;
- tackling anti-social behaviour;
- care for children and young people;
- libraries and sports facilities and services.

There were 14 ‘other’ responses. Of these, 3 (0.5%) were not relevant to the question, 5 respondents (0.8%) provided an answer along the lines of ‘all of them’, 2 respondents (0.3%) suggested care for vulnerable people in general, 2 respondents (0.3%) suggested care and services for disabled people and their family / carers, 1 respondent (0.2%) suggested drainage and 1 (0.2%) suggested public transport.

Table 1: Below is a list of services provided by Aberdeen City Council. Which services are most important to you?

<table>
<thead>
<tr>
<th>Response</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>%</td>
</tr>
<tr>
<td>Rubbish collection, recycling and street cleaning</td>
<td>412</td>
</tr>
<tr>
<td>Care for older people</td>
<td>407</td>
</tr>
<tr>
<td>Road and pavement maintenance</td>
<td>367</td>
</tr>
<tr>
<td>Schools</td>
<td>304</td>
</tr>
</tbody>
</table>
The next question asked panellists to consider the same list of services, and identify those which they would like to see the council spend more on, even if it were to mean spending less on other services. Again, panellists were asked to select no more than 5 options, and were given the opportunity to provide their own 'other' response if necessary. Their responses are laid out below in Table 2 (see page 14), and the most popular responses were:

- road and pavement maintenance
- care for older people;
- schools;
- tackling anti-social behaviour;
- rubbish collection, recycling and street cleaning;
- parks and open spaces;
- care for children and young people.

Each of the remaining options was selected by less than a fifth of respondents.

14 panellists provided an ‘other’ response. Of these, 6 (0.9%) were not relevant to the question, 2 respondents (0.3%) identified public transport and 1 respondent apiece (0.2%) identified the following options: affordable housing; homelessness services; care for vulnerable people; provision of cycle lanes; care and services for disabled people and their family / carers; sprucing up areas / buildings; and music tuition.

Table 2: Which of the services listed below (if any) would you like to see the Council spend more on, even if it means spending less on another?
The final question again presented panellists with the same list of services and this time asked them to identify those services which they would be prepared to see the council spend less money on. Again, panellists were asked to identify no more than 5 options, and were given an ‘other – please specify’ option if they needed it. Their responses are laid out below in Table 3 and the most popular responses were:

- consumer advice;
- allocation of benefits;
- planning and development of land and buildings;
- museums / galleries / theatres;
- economic development;
- social work for criminal justice.

Each of the remaining services was selected by less than a fifth of panellists.

34 panellists provided an ‘other’ response. Of these, 8 (1.2%) were of no relevance to the question at hand. 11 respondents (1.7%) said that they wanted no services to be cut, 6 (0.9%) stated that they wanted to see councillors’ pay / perks / expenses cut, 5 respondents (0.8%) said they wanted less spent on council management / managers, 2 respondents (0.3%) said...
they wanted to see less spent on twinning programmes, and 1 respondent apiece (0.2%) identified the following options: public consultations; firework displays; public sector grants; translation of council documents into different languages; statues; and road building.

Table 3: Which services (if any) would you be prepared for the Council to spend less on?

<table>
<thead>
<tr>
<th>Response</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
</tr>
<tr>
<td>Consumer advice</td>
<td>224</td>
</tr>
<tr>
<td>Allocation of benefits</td>
<td>204</td>
</tr>
<tr>
<td>Planning and development of land and buildings</td>
<td>190</td>
</tr>
<tr>
<td>Museums / galleries / theatres</td>
<td>144</td>
</tr>
<tr>
<td>Economic development</td>
<td>136</td>
</tr>
<tr>
<td>Social Work for criminal justice</td>
<td>132</td>
</tr>
<tr>
<td>Adult learning activities</td>
<td>128</td>
</tr>
<tr>
<td>Council Housing (repairs, rents allocations)</td>
<td>100</td>
</tr>
<tr>
<td>Sports facilities and services</td>
<td>91</td>
</tr>
<tr>
<td>Community centres</td>
<td>77</td>
</tr>
<tr>
<td>Street lighting</td>
<td>71</td>
</tr>
<tr>
<td>Libraries</td>
<td>70</td>
</tr>
<tr>
<td>Environmental Health</td>
<td>59</td>
</tr>
<tr>
<td>Activities for young people</td>
<td>52</td>
</tr>
<tr>
<td>Care for adults</td>
<td>49</td>
</tr>
<tr>
<td>Parks and open spaces</td>
<td>44</td>
</tr>
<tr>
<td>Schools</td>
<td>33</td>
</tr>
<tr>
<td>Tackling anti-social behaviour</td>
<td>27</td>
</tr>
<tr>
<td>Care for children and young people</td>
<td>19</td>
</tr>
<tr>
<td>Rubbish collection, recycling and street cleaning</td>
<td>14</td>
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<tr>
<td>Road and pavement maintenance</td>
<td>10</td>
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<tr>
<td>Care for older people</td>
<td>6</td>
</tr>
<tr>
<td>Other</td>
<td>34</td>
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</table>

Base = 659 respondents

Analysis of results

The results of this survey have moved slightly away from the previous questionnaire presented in 2010, but only slightly. Both surveys showed citizens identified the importance of Care for Older People and also requested this be maintained as a priority for the council. This result, along with the provision of education and the condition of the city’s roads, has remained consistently high. (a recent Scotland-wide survey also identified concern with road conditions is a top priority with all of the country’s cities).

One surprising result is in the final question. The 2010 survey had Economic Development as an element that citizens felt required less funding. This has moved to fifth place in the current results. This may be a possible reflection of the on-going economic challenges faced by the UK
as a whole and a recognition that maintaining Aberdeen’s comparative wealth and prosperity requires a long term strategy.

The questions that appeared in City Voice were also distributed to citizens through many of the council public officers and featured in the a special budget section of the Evening Express. Responses from all three sources have been collated and analysed as part of the engagement activity for the business plan and budget.

b) Summary of website and open doors responses

Roughly 225 surveys were completed. The survey was available online, it was printed in the Evening Express, and paper copies were distributed to libraries, customer service centres and housing offices across the city. Three questions were asked with the option to tick up to 5 answers for each question.

Below is a list of services provided by Aberdeen City Council. Which services are most important to you? (Please tick up to five options)

Top 5 Answers:
- Care for older people (136 respondents)
- Road and Pavement Maintenance (115 respondents)
- Libraries (98 respondents)
- Schools (95 respondents)
- Rubbish Collection, Recycling and Street Cleaning (85 respondents)
- Other suggestions: Activities for older people, parking, healthcare and transport.

Which of these services listed below (if any) would you like to see us spend more on, even if it means spending less on another?

Top 5 Answers:
- Care for older people (139 respondents)
- Road and Pavement Maintenance (106 respondents)
- Schools (90 respondents)
- Tackling anti-social behaviour (74 respondents)
- Care for children and young people (64 respondents)
- Other suggestions: overgrown hedges on pavements and lanes, Aberdeen City Gardens, healthcare, Union Street, reducing rent on Union Street properties and encouraging more entrepreneurship whilst regenerating the city centre. More green space and residential property.

Which services (if any) would you be prepared for us to spend less on?

Top 5 Answers:
- Planning and development of land and buildings (95 respondents)
- Consumer Advice (78 respondents)
- Museums/galleries/theatres (70 respondents)
- Social work and criminal justice (70 respondents)
- Allocation of benefits (64 respondents)
Other suggestions: Councillors' expenses (5 responses), people not from the UK, drug rehab, city bypass, don't spend less just make the money work harder, councillors’ wages, donations to Stonewall, cancel all printed material in foreign languages and interpretations, GLBT, legal bills, question 3 - irrelevant, care homes, bicycle planning officers and other non-vital jobs, jobs that are dealt with by others, i.e. unemployment offices, local radio stations etc., translation services, housing benefits, adult learning and consumer advice can be found easily on the internet.

**General feedback to the survey**

1. "A pointless survey not giving a full picture by restricting options. Is this because you can now say you 'consulted' and it's what 'you' told us 'you' wanted. It's like holding a gun to our heads and asking which bullet we would like."

2. "Community centre should be kept up for they do a lot of good work."

3. "Housing repairs are important. So is doing up any properties. Council property housing should not be left to run down. Union Terrace Gardens is of no importance Union Street is a mess anyway."

4. "Commit more funds to public events."

5. "Accept help and advice from people like Sir Ian Wood - a local hero, clever and forward thinking."

6. "Remove beggars from city centre."

7. "Chase up outstanding fines."

8. "Stop being ripped off by firms supplying work and services to the city."

9. "Dundee outpacing us - so accept and push for more opportunities for our city."

10. "Give more priority in housing to genuine locals, rather than incomers/spongers."

11. "Address methadone/other drug problems by tougher measures."

12. "Remove councillors who have little positive contribution."

13. "Give more recognition to our pluses like the maritime museum, art gallery and parks."

14. "I fully appreciate the many problems facing our city council in today's world of financial constraints and stifling regulations, national and E.U. One of my pet suggestions is based on self-help and motivation based on support help from the council e.g. with materials and plants. An example might be patching some small holes on side roads, treating icy sections on them, painting railings and signs all done by willing volunteers on a no payment basis. There are obviously topics of insurance, safety regulations etc. to be
considered but I personally would consider it and I’m 75 years and retired as are many who would be interested. Many others possess craft skills, driving ability etc. I was a qualified member of I.O.S.H. at retirement. Most citizens are concerned about the poor job prospects facing the young. When this is set aside some of the projects being looked at recently e.g. peripheral route, union terrace gardens etc., no projects should be considered that do not contain appropriate provisions for the employment, induction training and development of young persons deemed suitable for the type of work. ACC I believe have the potential to become leaders in this subject. The Council must set in motion an initiative to redress what is seen as decline in the city's assets, e.g. the granite mile of Union Street, the parks without amenities, the silver sands, reliant on weather but desperately needing a clear out of 'white elephants' and fresh ideas. We have a 'mix' of ages and experience to review these issues and do (or set in motion) the cures. Something has to be done about contracts being invited by our leaders, then we see costs spiral from a level that seems acceptable, to figures that amaze. Remember the Scottish parliament fiasco of a building in Edinburgh. As I have indicated, I'm almost 75; I've spent all my life in Aberdeen and never felt the urge to go elsewhere."

15. "Look to models such as Crown Street Builders social enterprise in London and Kilwinnings, Ayrshire town regeneration project. Also look at towns such as Brighton with thriving independent retailers and town centres. Aberdeen needs to look and feel like 'The Oil Capital of Europe'.

Concluding points

- It is clear the sample who answered the survey are very keen to maximise the amount spent on care for older people and road & pavement maintenance.
- At the other end of the spectrum, areas such as consumer advice, allocation of benefits, planning and development of land and buildings and social work and criminal justice all scored very low, showing that the public are much less concerned about these services.
- This survey cannot be taken as a representative sample because the surveys were anonymous.

Comparison/Analysis of City Voice vs. Website and Open Doors

- When asked which services are most important to citizens in 2010, rubbish collection, recycling and street cleaning was of highest importance and care for older people came second. In 2012, rubbish collection was much further down the list in fifth place. Care for older people was the top answer which perhaps proves the growing ageing population within Aberdeen.
- On question two, when asked what services people would like to see more money spent on, 2010 saw road and pavement as the top answer, with care for older people as a close second. These options were the top two in 2012 as well, but the other way round. This evidence shows that within the past two years there perhaps hasn’t been a big enough change in the service of roads and pavements and this should still be considered a high priority.
- In 2012, planning and development and consumer advice are the top two answers when asked which services people would be prepared for the council to spend less on. In 2010 the top two were consumer advice and allocation of benefits. Allocation of benefits was lower at number five in 2012.
• Overall – there is a high interest in care for older people spanning across the two years, and this is only set to increase in the coming years.
• There was a much higher response rate to the City Voice survey (659 respondents) in comparison to the 2012 website and open doors survey (225 respondents).
c) Summary of Bucking the Trend - public and third sector briefing

Introduction:

On 5 February, many of the city’s top civic leaders from our community planning partners, voluntary and other public sector organisations joined members of the corporate management team at a round table business breakfast Introduced by Council Leader, Councillor Barney Crockett. The Director of Corporate Governance Stewart Carruth presented the council’s approach to the preparation of the business plan together with an overview of main options, potential cost pressures and projections for the next five years included in the draft report.

The event was run in partnership with Aberdeen and Grampian Chamber of Commerce with presentations on social enterprise and seeking third sector opportunities in Aberdeen by Ken Milroy of Aberdeen Foyer and Georgette Cobban respectively. The event was chaired by Edel Harris, Chief Executive of Cornerstone. Over 60 guests attended and the event was fully booked.

Delegates commended Aberdeen City Council on their far-sighted approach to business planning and the following questions arose.

Questions and comments arising:

- Would it be possible to reinstate the model of account managers for third sector partners within Aberdeen? This has previously been in place and was felt to provide a far greater and more effective communication channel for each organisation.

- Commendation for the council for its far-sighted approach to business planning and a request for this best practice to continue.

- The environment for the business breakfast was a very good place to do business and many networking challenges have arisen.

- Congratulations to Stewart for his use of Smarter Governance in the presentation.

- Introducing Remploy and announcing to other public sector partners attending the breakfast that it was and still is open to business.
d) Summary of Burgesses briefing

Introduction:

The Burgesses briefing took place on 10 January in the Town and County Hall. It was introduced by Garry Stevens, Secretary to the Burgesses. Approximately 45 attended. The event was introduced by Chief Executive who gave an overview of the current UK situation. Presentations on the business plan and priority based budget were provided by Stewart Carruth, Director of Corporate Governance and Barry Jenkins, Head of Finance.

Questions and comments arising:

- Welcome the transparency and far-sighted approach to business planning.
- Commend the council for getting its finances into such a strong position despite the economic uncertainty that current exists across the UK.
- Question as to whether the budget is ‘back loaded’ in that many savings must be delivered in years four and five of the plan. Would this create additional pressures for these years and would it be better practice to spread these pressures across the whole five years?
- Clarification requested on various figures within the business plan.
- Where would the funding for the bid for the UK City Culture come from?
- What actually are the benefits of the bid and why do you think Aberdeen has a chance?
- Would greater efficiencies be provided through merging both Aberdeen City and Aberdeenshire councils?
e) Summary of trade union representatives briefing

Introduction:

The briefing for trade union representatives took place on Thursday 22 January 2013. Four representatives attended and the briefing was introduced by the Chief Executive with a presentation on the priority-based budget and business plan by Stewart Carruth, Director of Corporate Governance and a presentation on the five year workforce plan by Ewan Sutherland, Head of HR and Organisational Development.

Questions and comments arising:

- Welcome the openness and transparency of the business planning process.
- Welcome news that Aberdeen City Council is in a strong financial place and recognise and acknowledge the hard work that has gone into achieving this position.
- Clarification on whether the business plan figures for the council include the figures that will be taken to establish the LATC?
- Wanted the meeting earlier, very often consultation on the budget has begun with the trade unions much earlier in the process.
- This is good news and better than the ‘Valentine’s Day’ that usually happens with proposals for redundancies and workforce reductions.
- Why has so much money been allocated for the bid for the UK City of Culture?
- Cautiously welcome five year workforce plan but wanted to understand the direction it was going and to spend more time reading and understanding the proposals within the plan.
- Call for an end to all the uncertainty.
f) Summary of line managers briefing

Introduction:

The line managers briefing took place on Friday 23 November 2012. It was attended by approximately 190 line managers, service managers, team leaders, heads of service and head teachers. The event was held at the Belmont Cinema and introduced by Councillor Willie Young, Convenor of the Finance and Resources Committee with an introduction and outline of the current economic situation by the Chief Executive and a presentation on the draft budget and business plan by Stewart Carruth, Director of Corporate Governance.

The briefing announced the balanced budget for 2013/14 that was predicated on the savings currently within the business plan being delivered. It was also announced that for this year no new savings were required to achieve the balanced budget. This strong financial situation meant there would be no further reductions to the workforce required.

Questions and comments arising:

- Welcome news that Aberdeen City Council is in a strong financial place and recognise and acknowledge the hard work that has gone into achieving this position.

- Query on figures for Enterprise Planning and Infrastructure.

- Query on the figures for Social Care and Wellbeing and Housing and Environment including possibility on the establishing of the LATC and LLP.

- All three speakers recognised the work carried out by staff to deliver the savings within the current business plan and in particular the larger projects such as transformation of adult services.

- Recognition of the role played by the programme management office

- Query on why the media, citizens and business outside the council still criticise the council after so much work has taken place.

- Discussion that external engagement is still not working.
g) Summary of Elected Members briefing

Introduction:

The briefing for elected members took place on Thursday 20 December 2012. It was introduced by the Chief Executive with a presentation on the business plan by Stewart Carruth, Director of Corporate Governance and on the priority based-budget by Steve Whyte, Chief Accountant. The event was attended by 15 councillors.

Questions and comments arising:

- Welcome the openness and transparency of the business planning process.
- Welcome news that Aberdeen City Council is in a strong financial place and recognise and acknowledge the hard work that has gone into achieving this position.
- Clarification on various figures within the budget.
- Query on the use of the risk fund.
- Query on the amount of funding required by the Office of the Chief Executive for running elections.
- Far better position to be sitting here and listening to the business plan than discussion what savings are required to balance the budget for a further year.
Appendix A - Campaign identity and marketing materials

The Five Year Business Plan identity and support materials were created by the council’s in-house marketing team.

The identity was chosen to highlight:

- **People** – reflecting the mix of the city’s population
- **The city of Aberdeen** – reflecting the council’s geographical area
- **Smarter Aberdeen** – iconic buildings, essential Aberdeen
- **Inclusivity** – reflecting the council’s commitment to engage with all the people who have a stake in Aberdeen’s future

**Appearance**
All artwork focused on one message:

**Smarter Aberdeen** - an ambitious, achieving, smart city which:

- develops an economy based on knowledge and innovation;
- encourages more efficient use of greener resource which generates a competitive economy;
- uses technology and data to enable informed decisions to be taken;
- enables citizens to interact in a city where there is a sense of place; and
- encourages a form of governance which engages its citizens.

Final documentation was branded with this Smarter Aberdeen identity to create a suite of documents reflecting the new five year business plan. This suite of documents included presentation slides, the five year business plan, PBB annual budget, workforce plan and annual report.

This approach balanced the need to have maximum impact yet ensure value for money and cost effectiveness.

The website link [www.aberdeencity.gov.uk/thenextfiveyears](http://www.aberdeencity.gov.uk/thenextfiveyears) acts as a focus for all activity connected to the business plan and is used to promote forthcoming community engagement events. It encourages responses to three on-line questions and provides an email link for public responses.

The Zone – the council’s intranet site – acts as a focus for staff for all information on the business plan content, process and stakeholder engagement activity and provides contact details for community engagement representatives from each directorate.

‘Have Your Say’ questionnaire
A central element of the campaign has been the repeat of the 2010/11 questionnaire for citizens to complement questions put to the City Voice citizens’ panel. The A3 sized questionnaire was produced as cost effectively as possible and widely circulated throughout the city. It was also published in one edition of the Evening Express at no charge. To encourage maximum response, a freepost address was created.

Approximately 200 completed questionnaires of both the A4 (90%) and Evening Express (10%) versions have been returned so far.
**Dissemination**

Council ‘front doors’ i.e. places such as the Customer Access Points, libraries and housing offices where citizens and stakeholders meet with council staff, were identified as central information points where the campaign would be promoted.

Front line staff were briefed on the community engagement objectives and asked to encourage members of the public to complete questionnaires.

To date approx 150 questionnaires have been completed. 10% of the surveys distributed – an average response rate
Appendix B – Core script and key messages

Aberdeen – The Smarter City

Important information about The Five Year Business Plan 2013/14 -2017/18 and 2013-14 Budget

Introduction

Aberdeen City Council has prepared the draft Five Year Business Plan 2013/14 -2017/18.

This business plan along with the draft annual budget for 2013-14 will now be presented to staff; our public sector partners; the wider community; through the media; to the business community and to our citizens to encourage wider engagement and discussion.

Background to the Five Year Business Plan

- In a response to the challenging global financial conditions Aberdeen City Council developed an innovative approach to financial planning through the creation of a Five Year Business Plan. Beginning in 2010/11 this approach has now been recognised by Audit Scotland as exemplary.
- The business plan sets out the targets we will achieve over the next five years. It is a rolling programme with savings and targets realised in years four and five often beginning in years one and two.
- The business plan was developed to ensure we live within our financial means. By taking a longer term view of our business planning and working closely with staff, the community and our partners we identified the priority services for the city and drew up a business plan to ensure these would be delivered. Annual budgets, based on these priorities were then set to ensure delivery. The setting of the annual budgets is called priority-based budgeting or PBB.
- This longer term approach means the Council is now in the strong position of achieving a balanced budget for the 2013-14 financial year.
- This has been realised by expanding our ways of working, looking at how we deliver services and developing innovative new ways to meet our priorities.

The Five Year Business Plan 2013/14 – 2017/18 and annual budget 2013/14. What are the implications for colleagues?

- As a result of the Council’s financial planning and Five Year Business Plan no new savings will be required to achieve a balanced the budget for 2013/14. A balanced budget means we will not spend more money delivering services than we will receive.
- A balanced budget is critical for the delivery of our priority services. Achieving a balanced budget for 2013-14 and subsequent years is based on delivering all elements and targets presented previously in the Five Year Business Plan. No new savings targets have been added for 2013-14.
- Aberdeen City Council is in a strong financial situation. However, external financial pressures mean we are still required to carefully manage our finances in the future and continue to deliver services in an efficient way. We are not alone in this – the entire UK public sector is facing similar challenges.
- Council Leaders, the Chief Executive and the Corporate Management team recognise the strength of our financial situation has been achieved through the hard work and commitment of all officers and acknowledge this dedication.
What happens next?

Following a programme of consultation and engagement the final versions of the business plan and budget will be presented for approval by Councillors at the Full Council Budget meeting in February 2013.

The stable financial position achieved by Aberdeen City Council is based on the need to deliver the savings that have already been approved in the previous years’ of the business plan. The delivery of these savings is of vital importance as Aberdeen City Council along with the rest of the UK public sector will continue to face significant challenges over the next five years and beyond.

To ensure we maintain financial stability we will continue to implement all elements of the five year business plan including:

- achieving all financial targets previously presented in the business plan;
- using priority-based budgeting so our service delivery is priority led;
- continuing to engage with staff, the public, businesses, local communities, the voluntary sector and partners on all aspects of service delivery;
- seeking more ways to work with the community;
- continuing to work with the Scottish Government and COSLA to achieve funding which reflects the contribution the city makes to the Scottish and UK economy.

How this fits into the wider context of ‘everything we do’.

The Five Years Business Plan is the basis of all our activity, the services we deliver and how we will realise our vision for the city.

Our vision for Aberdeen is of an ambitious, achieving, smart city which:

- Develops an economy based on knowledge and innovation;
- Encourages more efficient use of greener resource which generates a competitive economy;
- Uses technology and data to enabled informed decisions to be taken;
- Enables citizens to interact in a city where there is a sense of place; and
- Encourages a form of governance which engages its citizens.
Our vision is for Aberdeen to be an ambitious, achieving, smart city.

Aberdeen City Council
Strategic Workforce Plan: 2013/14 – 2017/18

Smarter Planning - Smarter People - Smarter Aberdeen
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1.0 Executive Summary

The Council’s workforce is highly diverse and extremely complex – reflecting the range and type of services which the organisation delivers. The workforce, like the organisation as a whole, has undergone significant transformation during the lifetime of the Council. However, whilst it has reduced significantly in size in recent years, our workforce continues to deliver high quality and improving services to the citizens of Aberdeen.

This Workforce Plan is strategically aligned to the Five Year Business Plan (Business Plan) and the Priority Based Budget (PBB). It captures the workforce implications of the Council’s ongoing process of transformation, provides commentary on the existing workforce (both at a service and corporate level) and sets out a workforce strategy which seeks to ensure our workforce retains the capability of delivering on the objectives set out within the Business Plan.

Traditionally, like most of the public sector, the Council’s budgetary process was focussed mainly on the forthcoming financial year with limited reference to organisational priorities and medium to long term planning. The requirement for savings was met by ‘salami-slicing’ the budget and an urgency to exit staff from the organisation before 31st March in order to achieve the necessary reductions. Clearly this approach did not facilitate sensible and strategically informed workforce planning.

The introduction of PBB with its strategic, medium to long term focus has enabled services to start to workforce plan on a far more meaningful basis. Other practical benefits have followed. For example, the budget is structured to such an extent that there are no plans to reduce staff numbers during the financial year 2013/14 – a position which is clearly beneficial in relation to employee engagement and industrial relations.

Each service in the Council has developed its own business plan with a five year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of citizens and most services are well advanced on this journey.

To enable and support this level of transformation, a number of changes to the way the workforce is managed and organised have taken place i.e.:

- changes to our performance management system – moving to a model which explicitly encourages high performance;
- changes to our employee development programmes – linking to key organisational priorities;
- the introduction of an employee engagement strategy;
- moves to better empower managers; and
- changes to the way we manage attendance.

However, by virtue of the medium to long term nature of the Council’s business planning process it is necessary to assess the existing workforce (in quantitative and qualitative terms) in relation to its capability and capacity to
deliver on the longer term objectives contained within the Plan. Key considerations in this regard include:

- How we will develop workforce skills and capacity;
- How we will manage talent within the organisation;
- How we will pay and reward our workforce; and
- How we will develop the organisation.

Developing a vision of the workforce of the future and dealing with actual or perceived gaps in capacity and capability will require the Council’s HR Strategy to be re-modelled accordingly. Taking cognisance of the common themes emerging from the directorate and corporate Business Plans and with regard to the financial landscape set out in the PBB document, the following strategic workforce priorities are proposed for the period 2013/14 to 2017/18:

1. **Strengthen and make increasingly explicit the linkage between business, financial and workforce planning.**

2. **Further embed a culture of high performance across the authority.**

3. **Maximise the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations.**

4. **Further encourage a proactive health, safety and wellbeing culture.**

5. **Manage required changes to the workforce in a structured, planned and fully consulted basis.**

6. **Ensure that the Council’s status as an ‘employer of choice’ is enhanced and that the principles and spirit of equal opportunities are evident in all aspects of the Council’s employment processes.**

7. **Ensure attendance management levels equate to upper quartile performance standards.**

8. **Ensure high level management performance across the Council through robust selection processes and tailored development programmes.**

Delivering on these priorities will go a significant way to fulfilling the Business Plan aspiration to have a “flexible, skilled and motivated workforce”.

Actions in support of these strategic priorities are underway and these will be further developed. The time-scaled actions will be detailed within the Corporate Governance Service Plan (HR), which will be presented to Members in early course.

Workforce planning is by its nature iterative. Therefore, the Workforce Plan will continue to evolve to match the objectives and aspirations of the organisation.
2.0 Introduction

Aberdeen City Council has been a major employer in the city since its inception in 1996. The organisation is people intensive, borne out by the fact that approximately 60% of the net revenue budget relates to staffing.

The Council regards itself as a ‘good employer’ and can back up this contention with concrete evidence. For example, we are one of the very few local authorities in Scotland which will implement pension auto enrolment on schedule – demonstrating genuine care for the financial wellbeing of our employees in their later years. In addition, we have established one of the most extensive and creative employee benefits packages in the country and the terms and conditions of employment we offer are, in many respects, competitive.

Despite significant ongoing resourcing challenges, the Council is committed to maintaining, and indeed enhancing, our reputation as an employer of choice. This is significant as the successful achievement of the objectives contained within the Business Plan will be highly dependent on our success in continuing to attract and retain the right number and quality of employees.

This strategic Workforce Plan represents the Council’s first attempt to more fully align our workforce planning with our business and financial planning and the document, therefore, complements both the Business Plan and the Budget Plan.

The traditional public sector budgetary model of setting annual budgets with little or no medium to long term business planning was replaced within the Council by a more strategically focussed model in 2011/12 i.e. priority-based budgeting. This model enables us to set service priorities and prioritise spending towards achieving these objectives – rather than ‘salami-slicing’ all budgets which has, in the past, resulted in less being provided across a vast range of non-prioritised and potentially unnecessary services.

The PBB model is widely recognised as an exemplar in relation to public sector financial management. However, the benefits of the model extend far beyond budget setting and maintenance. The model is aligned completely to the Council’s business or service planning process (business priorities shaping the budget). In addition, the PBB model has enabled the initiation of meaningful and strategically aligned workforce planning.

Workforce planning of sorts has always been undertaken within the Council. Some services have developed an expertise in ensuring that changing service demands are catered for by appropriate adjustments to their workforce. For example, the relatively clear cut demand factors within the school sector (i.e. pupil numbers) have enabled Education, Culture and Sport to plan the teaching and other school-based workforce accordingly.

Whilst some cross-Council workforce planning success has been achieved, up until the introduction of the PBB model it is fair to say that the majority of workforce planning represented a relatively crude reaction to year on year budgetary reduction. The fact that approximately two-thirds of the revenue budget relates to ‘staffing’ created an inevitability that staffing costs would require to be reduced significantly.
The pre-PBB budgetary process was characterised by the commencement of redundancy consultation in November/December each year to ensure that the statutory period for consultation was adhered to. Large numbers of staff were exited from or redeployed within the organisation and the period November to March was traditionally difficult for employees, unions, managers and the HR Service.

Whilst the rate and extent of organisational change has arguably intensified since the adoption of PBB, the new model has allowed services to make these changes on a planned, gradual and more inclusive basis. The rationale for change is clearly articulated within the Council’s Business Plan and this has enabled more informed consultation to be undertaken.

Service planning (and PBB scoping) enables a medium to long term business perspective to be taken. Services necessarily require to give careful and considered thought to the staff resources they will need in order to achieve their core objectives (rather than the single year ‘survival’ mentality promoted by the previous budgetary model).

This strategic Workforce Plan contains evidence of existing and planned workforce transformation which necessarily accompanies the Council’s business objective setting. Each service has contributed to the Workforce Plan by providing commentary in relation to current and future workforce composition and Corporate Governance has taken a strategic overview in relation to the implications for the organisation as a whole.

The Workforce Plan is iterative in nature. It will require to be modified on a continual basis in order to capture and accommodate any directional changes in terms of business and/or financial planning.

The first iteration of the Plan focuses on key qualitative considerations such as development, engagement and strategy. Subsequent iterations will give greater clarity on the numbers of employees the Council anticipates it will employ during the life-time of the Plan and a vision of the Council’s workforce 2020.

It is planned to present a fuller quantitative analysis of our future workforce to the Council during the course of 2013/14.
3.0 Our Existing Workforce

In planning for the workforce of the future it is clearly important to take stock of the composition of the current workforce, how it is managed and to be aware of significant underlying trends.

The following factors are regarded as the most significant but are not presented in priority order.

3.1 Workforce Profile

Our workforce mirrors the complexity and diversity of the services we provide. We have a range of employment types including full-time, part-time, job-share, fixed-term, term-time and zero hours. In addition, there are individuals who work for the Council on an irregular basis, including reliefs, casuals, and supply teachers.

The situation is further complicated by the fact that approximately 200 individuals have more than one contract with the Council (some have multi-contracts albeit each one totals a relatively small number of hours).

Therefore, quantifying the workforce with any degree of accuracy and consistency can be as complicated as the workforce itself. Nevertheless, using a ‘snap shot’ position derived from PSe (as at 30/1/13), the Council’s funded establishment equates to approximately 9,300 headcount, with a full-time equivalent of approximately 7,800.

The workforce has reduced in size since the Council’s inception in 1996.

Appendix A indicates the extent of the reduction. These figures were taken from the Council’s statutory staffing watch returns to the Scottish Government and, whilst not an ideal barometer, the figures do indicate a downward underlying trend.

Other profile data includes the fact that:

- 71% of our employees are female and 29% male - this represents a steady state with only minimal fluctuations when compared against data produced previously.
- 95% of employees have a permanent contract which, again, is consistent with previous analysis.
- 59% of employees are full time (equivalent of 1 FTE) with the remaining 41% working part time. As with previous data, although there can be specific fluctuations, this represents a largely steady trend.
- The most highly populated non-teaching pay grade is G09 (approximately £18–20,000 per annum) with 20% of employees paid on this grade.
- The average length of service is 9.5 years.

Age Profile

Appendix B shows an age profile analysis of the Council’s workforce.
The data shows that we have an ageing workforce (average age being 45.5) which peaks at the 50 to 59 years of age range. This trend has remained static for the last few years. After that point the numbers in the respective ranges decrease rapidly. If these peaks are combined with those in the 40 to 49 ranges it is possible to state that around 5000 employees are aged between 40 and 59 years of age. However, it must also be noted that there are significant and arguably ‘sufficient’ numbers of employees in the lower age brackets.

This means that we are unlikely to experience severe difficulties with huge numbers of staff retiring at the same time and nobody to replace them. While there will be significant numbers of staff approaching retirement at the same time the graph indicates that there should be an adequate supply of employees coming through to fill the gap. Thus, key areas of consideration for us are managing older employees, and knowledge management for succession planning purposes.

Age profiling from previous years conducted on an ad hoc basis suggests that the trend described above is not new and represents a fairly steady state. In other words having an ageing workforce has not presented us with significant intrinsic issues in the past and has been successfully managed thus far.

**Turnover**

In the year January 2012 to January 2013, the Council had a turnover figure of 17%.

Turnover, and what it signifies, is a highly interesting concept. In some industries relatively high turnover is viewed positively in as much as it is seen as a safeguard against complacency, and stagnation (new ideas and fresh approaches being generated by new recruits). In other industries a high level of employment ‘churn’ is regarded as extremely detrimental because of the break in service continuity (within the Council, for example, home care and teaching would fall into this category).

A turnover figure of 17% is relatively high (upper quartile) for the public sector. It is more consistent with the private sector average.

Clearly there are variations within services but in general terms it is plausible that the relative buoyancy of the Aberdeen employment market (and the impact of the oil-related jobs market) places the Council at the top end of public sector turnover. Using the Council’s HR Service as an example, around 10% of staff have been lost to the oil sector during the last 12 – 18 months.

**3.2 How we reward our staff**

We recognise four sets of national negotiating arrangements for pay purposes. For Local Government employees the introduction of an objective points rated job evaluation scheme and the decision to apply this to all jobs, except Teachers, Craft Workers or Chief Officials, ensures that the employer has a defence against equal pay for work of equal value and like work claims for that group. The maintenance of the job evaluation scheme and regular equal pay audits on the pay and grading structure
should be sufficient for us to ensure the equal pay problems which emanated from the 1970s are not repeated.

For Teachers the pay scale is determined nationally by the Scottish Negotiating Committee for Teachers (SNCT). This sets out the rate of pay for all main grade Teachers. A job sizing toolkit has been provided through the SNCT to determine the rate of pay for ‘promoted posts’.

In respect of Craft Workers, a local collective agreement was reached and implemented in 2008 regarding the rates of pay for the respective trades, semi-skilled and unskilled labourers.

We recognise that the ability to recruit the right calibre of staff is at times dependent on the employment package offered, which is largely expressed as an annual salary. Where recruitment pressures have arisen creative solutions have been sought, and found, in order to ensure a viable supply of resources. Examples include the use of targeted career fairs, the use of social media for advertising and the increasing tendency to ‘grow our own’ employees.

**Employment Package**

Our employment package is constantly reviewed and updated to ensure it is both attractive to potential employees and valued by current employees. In addition to a competitive pay rate which at the lowest point meets the government’s definition of a ‘Living Wage’, we currently offer:

- a competitive pension scheme
- very competitive holiday provision
- a variety of flexible working opportunities including flexi-time, part-time, term-time and compressed hours
- up to twelve months’ sick pay (service dependent)
- an employee assistance programme
- one of the best employee benefits packages in the country – comprising several salary sacrifice schemes (from childcare vouchers to the purchase of annual leave) and a range of employee discounts.

**The Living Wage**

The Council has, to date, supported the application of the ‘living wage’ and this has clearly assisted our less well paid employees.

It should be noted, however, that the continual ‘bottom loading’ of pay awards does create difficulties for Councils as the ability to differentiate between the value of jobs at the lower end of the pay scale becomes harder. It is important that the equilibrium of the pay and grading structure is not compromised by such moves and any such future proposal will be equal pay ‘proofed’ accordingly and Members advised of the outcome.

**3.3 Our organisational culture and how we expect our workforce to perform**

We recognise that the delivery of the Council’s 5 year Business Plan, Smarter City agenda and high quality
services depends on the quality of our workforce and on consolidating and enhancing a culture which focuses on high performance. The outcomes of the 2010 Employee Opinion Survey and a subsequent ‘world café’ event in May 2011 also supported a more performance oriented culture.

To achieve this, a revised appraisal scheme, making a more positive link between performance and reward, as well as employee engagement, was introduced in September 2011. This new scheme, **Performance, Review & Development (PR&D)**, recognises that future improvement relies on employees more clearly understanding what they should be doing, how they should be doing it and how what they are doing contributes to corporate objectives. This approach is entirely consistent with the Government’s ‘Pay and Workforce Strategy’ and ‘Comprehensive Performance Assessment’.

The PR&D scheme applies to all employees, except Teachers (who are covered by a national Professional Review and Development Scheme).

The PR&D scheme describes the outcomes or objectives employees are expected to deliver and sets out the core organisational behaviours against which performance will be measured. Importantly, ‘what’ a person does (their outcomes and objectives) and ‘how’ they do it (their behaviours) are given equal weighting. These behaviours are designed to reflect the culture of the organisation and are described later.

Employees who successfully deliver on their PR&D objectives will receive a salary increment (unless at the top of their scale). In contrast, those employees who fall short in this regard or whose poor conduct or attendance is being addressed via an appropriate policy, will not automatically receive an increment.

The scheme enables us to more effectively measure and recognise good performance, reward exceptional performance and, very importantly, address underperformance.

### 3.4 How we develop our workforce

We recognise the need to invest in the development of people to enhance their skills and performance and realise their potential. To meet this need, the Council has three teams which provide a comprehensive range of development activities for employees ranging from short training courses to management qualifications.

The corporate Employee Development Team, located in HR & Organisational Development, focuses on responding to the organisation’s business needs and helping to improve performance. It manages corporate development across the organisation and has an allocated corporate training budget for this purpose. This includes helping identify needs at a corporate level, designing and delivering training, or sourcing providers where appropriate, and evaluating what has been provided.

In addition, there is a development team located within Education, Culture and Sport to support the specific
requirements of teaching staff and another team located within Social Care & Wellbeing to support the CPD for social care staff.

Proposed development priorities are put forward to CMT for approval at the beginning of each year and services are provided with monthly reports of corporate training undertaken by members of their service. The Employee Development team is also responsible for managing the corporate training budget. This is used to fund development needs which are common across services and which will enable employees to deliver against the aims, vision and values of the organisation. Development needs which are service or job specific are funded from service training budgets.

Development is planned taking into account different learning styles, the need to balance time spent on development with operational requirements and the need to make best use of our resources. We therefore offer development through a range of methods such as face to face workshops, eLearning, coaching, mentoring, short ‘hot topic’ seminars and tailored team events.

Developing skills inhouse

Trainee Schemes

To overcome the skills shortages we face, we have developed schemes to ‘grow our own’ workforce in order to supply the staff we need. Examples include, HR professionals, Solicitors, Accountants, Environmental Health Officers, Trading Standards Officers, Planners and Building Standards Officers.

Typically, these schemes involve identifying individuals with potential, either inhouse or externally, designing an individual development plan for a defined period, supporting the individual while they study for the relevant qualification (e.g. providing mentoring) and providing them with work experience. This can either lead to their appointment to a suitable post at the end of their training programme or create a pool of trained and skilled people, with the skills and behaviours we need, to recruit from when vacancies arise.

Apprenticeships

We provide a range of craft apprenticeships (e.g. skilled labourers, electricians and plumbers) which provide apprentices with an opportunity to gain experience and to learn the skills and behaviours that we need. We employ approximately 80 apprentices (under a ‘training contract’) at any one time and this provides us with a valuable pool to recruit from.

Leadership Development

Recognising the need to strengthen leadership capability so that managers have the skills to develop and motivate high performing teams and individuals, we introduced approximately two years ago a range of powerful programmes to develop managers’ leadership and strategic skills. Evaluation of these programmes has been
very positive and participants are experiencing a positive change in their job role as a result of attending these programmes.

3.5 How we engage with trades unions

As a member of the Confederation of Scottish Local Authorities (CoSLA) the Council is bound by national agreements of Terms and Conditions of Service. There are four National Negotiating Committees which determine annual pay awards and various nationally prescribed conditions of service. These are the Scottish Joint Council for Local Government Employees, the Scottish Joint Council for Craftworkers, the Scottish Negotiating Committee for Teachers and the Joint National Committee for Chief Officials.

The Council recognises the same Trade Unions as those represented on the National Negotiating Committees i.e. UNISON, UNITE, GMB, UCATT, EIS, SSTA, NASUWT and the Voice.

The Council recognises trade unions for collective bargaining purposes and has in place a number of local collective agreements. We seek to work in partnership with Trade Unions with a view to establishing a culture of trust and developing a working environment where the ideas, views, knowledge and experience of the individuals who make up the workforce are listened to, considered and valued.

We also have in place local negotiating and consultation arrangements where Elected Members meet with Council Officers and representatives of the Trade Unions at Joint Consultative Committees. In addition Trade Union Regional Officers have a regular meeting with the Chief Executive to discuss topical issues. More formal consultation is undertaken through each service having a Union Management Committee chaired by the Director or other Senior Manager within the service. In addition the local Trade Union conveners meet with senior management of the HR Service to consult on corporate issues and deal with concerns.

We also have separate regular consultation arrangements for health and safety issues, this is described in more detail in the Health and Safety section of the Workforce Plan.

In order to promote effective and positive industrial relations the Council has had in place for a number of years a Framework Agreement on Industrial Relations (‘FAIR’) which includes a process for dealing with disputes. Over the years the Disputes Procedure has been used on a number of occasions and has provided for a successful resolution of outstanding issues. It is necessary to review ‘FAIR’ with a view to incorporating many of its positive aspects into a new Partnership Agreement between the Council and Trade Unions.

It must be recognised, however, that not all employees choose to be a Trade Union member and mechanisms have been established (e.g. Employee Voice), and will need to be created, to allow all employees to have a voice.
through offering views, ideas and comment on matters which affect them. So whilst a positive working relationship through partnership is the way forward, we need to take account of those employees who choose not to join a Trade Union and develop arrangements to demonstrate and ensure they are equally valued and listened to by the organisation.

3.6 How the organisation is designed

The organisation has been configured in a number of ways since 1996. Several internal re-structurings have led to changes in the management structure. Indeed it is believed that Aberdeen City Council has fundamentally re-structured more often than any other Scottish Local Authority.

The extent of change is demonstrated by the fact that, in 1996, the Council was organised into 14 departments led by approximately fifty Chief Officials. The current structure has only five services (plus the Office of Chief Executive) and twenty four chief officials.

As a consequence of top-level rationalisation, more operational accountability is now vested in the Council’s Service Managers. Below this level there are comparatively few organisational tiers, a far cry from the traditional local authority organisational structure which would have had a large number of tiers between the Chief Executive and basic grade practitioners.

The current organisational structure is therefore deliberately ‘flat’ in nature. This, it is felt, results in efficient decision making, clear lines of accountability, improved lines of communication and flexibility.

Clearly it is essential that the Council’s structure is conducive to organisational effectiveness and, importantly, to the delivery of high quality services.

3.7 How we have empowered managers

We recognise that the quality of our leaders and managers and the relationship between line managers and their teams is key to organisational effectiveness. In this respect we have focused on recruiting and retaining the type of manager we need and achieving the right balance between empowering them to manage effectively and providing them with the right levels of support.

In line with this we have shifted the focus of our management recruitment from technical skills to ‘cultural fit’ and have introduced more rigorous methods of recruitment such as assessment centres to support this where appropriate. Once recruited, we provide an induction specific to new managers to advise them of their responsibilities and of the support which is available to them. We have also clearly defined, under the PR&D scheme, consistent standards for all managers which provides role clarity and clarity of expectations.

Over the last few years we have rolled out an intensive development programme for our managers which raises awareness of the impact of their behaviours on others and which encourages a task-oriented yet people focused
approach to management. This programme has delivered tangible results for managers, their teams and for the organisation.

We are now moving increasingly towards empowering managers through more flexible policies. As an example the PR&D scheme, which focuses on achieving a high performance culture, allows managers a large degree of flexibility in how it is implemented to suit the differing needs of different occupations and services. In addition the new job profile format, which focuses on overall outcomes rather than detailed tasks, is designed to enable managers to manage their resources to best effect.

3.8 How we have improved employee engagement

The link between employee engagement and higher performance has been well researched and well documented. The 2010 Employee Opinion Survey indicated that there was a need for us, as a Council, to improve levels of engagement across the organisation. As a result the cross-service People Dimension Group produced an action plan to address this. A number of key actions from this plan have been taken forward and implemented. Examples include:

- A focus on the quality of our leadership and management – including the shift to a more behavioural approach to recruitment and the development programme for managers, as described above;
- The involvement of employees in key initiatives which affect them – a good example being the development of the new PR&D scheme which began with a ‘world café’ event seeking employees’ views and included employee input at every stage in its development;
- The introduction of ‘communication’ and ‘engagement’ as core behaviours for all managers, against which they will be recruited and against which their performance will be measured through Performance Review;
- The introduction of Employee Voice, the Council’s online suggestion scheme, which allows employees not only to make suggestions for service improvements but also to interact with colleagues they would never otherwise meet and to discuss such improvements in a way which would not previously have been possible.

The People Dimension Group also play an active role in supporting the Communications and Engagement Manager in implementing the Communication and Engagement Strategy.

3.9 How we manage attendance

Prior to December 2010 sickness absence rates across the Council were at unacceptably high levels. In December 2010 we replaced our Absence Management Policy with a
new Maximising Attendance Policy which addressed a number of the weaknesses of its predecessor. This was a watershed for the improvement in the management of absence across the Council and, since this time, sickness absence levels have generally been on a downward trend. The current absence level is an average of 11.6 days per employee (as at 31/12/12), being four days less than the figure two years ago.

Sickness absence statistics are reported regularly to the Corporate Management Team (CMT) and on a monthly basis to Service Management Teams (SMTs) where appropriate management scrutiny takes place. These statistics are also regularly reported to Service Committees and the Corporate Policy and Performance Committee is provided with regular update reports on the subject.

Appendix C illustrates sickness rates over the last 12 months and the current position within the Council in respect of absence (as at 31/12/12).

Proactive initiatives to reduce absence are constantly being introduced. For example, employee health checks are regularly offered to the workforce where blood pressure, body mass index and cholesterol levels are all measured. Other preventative measures include advice and support on issues such as healthy eating, smoking cessation and the promotion of physical exercise etc.

3.10 How we address equality and diversity in the workplace

Equality and Diversity is an area of employment where legal considerations form a minimum position for the Council. The Equality Act 2010 consolidated all previous equality related legislation and extended provisions to the 9 protected characteristics. The Equality Act places three general and a number of specific duties on public sector organisations which the Council has or is in the process of implementing. As part of compliance with the duties we continue to monitor the makeup of the workforce and, since 2002, have undertaken a data validation exercise of employees’ personal and sensitive data every 3 years, in line with best practice. This exercise allows the Council to report the profile of the workforce and highlights areas where action is required.

The Council, like all other local authorities in Scotland, has implemented Single Status which included the introduction in May 2009 of an analytical points rated job evaluation scheme. The pay and grading structure resulting from this scheme continues to be maintained and a recent Equal Pay Audit showed that there is practically no difference in the basic rate of pay between male and female employees. This is in contrast to the position before the implementation of Single Status where a clear earnings skew in favour of male workers existed. The Council has produced an Equal Pay Policy Statement which commits itself to pay equality going forward.

The achievement of pay equality notwithstanding, there is still clear evidence of occupational segregation in some parts of the Council (e.g. a predominance of female
workers in catering and cleaning) and this will be addressed on an action-planned basis.

As an employer the Council promotes equality by providing many flexible working opportunities and, by ensuring its recruitment processes are free from unlawful discrimination. In addition it subscribes to the Department of Work and Pensions Positive about People with Disabilities two ticks scheme, which guarantees a disabled person an interview if they meet the essential criteria for the job. The Council has also been awarded Age Positive champion status for its work in developing age neutral policies. It also subscribes to the Stonewall (the LGBT Charity) workplace equality index.

3.11 How we manage Health, Safety and Wellbeing

Health and Safety has been a long-standing priority for the Council. The Council’s policy on the issue stresses that literally everyone within the organisation has clear and critical responsibilities.

Managers are held to account for health and safety performance within their work area and the Council has developed (and been commended on) a health and safety matrix which provides an explicit indication as to whether or not a particular section or team has made sufficient progress on a range of core health and safety requirements (e.g. the existence of up-to-date risk assessments).

Each service has a Safety Committee in place, facilitating Trade Union discussion and feedback. At organisational level the Central Health and Safety Committee provides a necessary overview and co-ordinating role.

The Council’s health and safety management system has received national recognition (and gold award status) from ROSPA for the past five years.

From 1st October 2012 the cost of Health and Safety Executive (HSE) interventions has been recovered from businesses found to be in a material breach of health and safety law. Under the “fee for intervention” costs will be recovered from the start of the HSE’s intervention up to the point supporting businesses in putting matters right has been concluded. This cost will be borne by directorates and related services.

Clearly this is placing an added focus to our efforts to ensure that safe working practices are routinely adhered to and that ‘health and safety’ is factored into all operational and strategic decision making.
4.0 Forecasting

4.1 Summary of each directorate’s analysis of current and future trends and resourcing/development needs

Each of the Council’s directorates has considered the workforce issues and trends impacting on their service planning objectives and these have been incorporated into the workforce planning process. This has resulted in the interpretation of corporate workforce priorities according to individual service objectives and needs. Each directorate’s contribution is appended to this report and the main themes identified are as follows:

Education Culture and Sport (EC&S) – Summary

The EC&S directorate is facing a period of potential significant change, driven by a number of external factors such as the Donaldson and McCormac reviews and the fact that education is at the heart of the Council’s own ‘Smarter Aberdeen’ agenda. It is highly likely these and other factors will see a need for greater partnership working as well as changing the way in which education is delivered across the city. For example, the McCormac review recommends increased flexibility in terms of the working week.

There are also tangible impacts for staff. These include greater numbers of staff being required to undertake qualifications or to have defined CPD requirements. This has clear implications for staff development.

In Education a key issue is succession planning. There is potential for a percentage of staff to leave the profession due to the removal of lifetime salary conservation for teachers in April 2016 as well as an issue around age distribution in senior teaching positions. Both issues will potentially involve the loss of skills, knowledge and experience and it is important that the directorate actively works to anticipate this.

The demography in Aberdeen will also have an impact upon the delivery of education services.

In terms of Culture and Sport, the City’s bid to be UK City of Culture in 2017 will require those teams to respond to the requirements placed upon them in order to produce a winning bid. In addition there is the potential for Cultural services to be delivered by a Culture Trust in partnership with other organisations with staff transferring to the trust under TUPE regulations. This will clearly have implications for staff and the Council overall and these will be considered fully as the option is discussed.

Other changes across the directorate, such as proposed new ways of working in Library and Information Services, the City Campus project, national agreements on terms and conditions, restructures of support staff in schools and other partnership projects will also impact upon structures, methods of service delivery and hence the workforce either as development requirements or perhaps in terms of the deployment of the workforce.
Housing and Environment (H&E) – Summary

The workforce plan for H&E picks up on a number of key themes that are the result of internal and external drivers such as legislation changes, demographic and economic issues as well as how this impacts upon ways of working within the directorate. Specifically the workforce plan highlights six key themes:

Empowerment – many of the working practices currently in progress are aimed at empowering individuals to take more responsibility whether on an individual or team basis. Devolved responsibility will be a major step forward and will ensure that individuals are committed to the organisation.

Performance – the introduction of the new PR&D scheme will link in very well with the empowerment element and will focus individuals on their own performance as well as that of their teams.

Commercial thinking – it will be increasingly important for staff to become commercially aware as this will be a major focus for the direction of travel of all the Services in the Directorate. Historically, the Council has not always presented itself as commercially focused and this now needs to be a critical area of development.

Supporting change – with all the major change which has been ongoing it is imperative that individuals are supported and communicated with through the continued changes.

Development – linking with supporting change, as roles change, the need for development increases and it will be crucial that training plans are in place for individuals and teams in order for them to reach their potential and deliver the outcomes which are required.

New ways of working – there will be an increasing requirement for remote working to support efficiencies in delivering services and also to improve the quality of services to citizens throughout the City. This has implications for technology, hot desking, office space etc.

Enterprise, Planning & Infrastructure (EP&I) – Summary

The EP&I Workforce Plan is particularly sensitive to external drivers and pressures and these also align to large parts of the ‘Smarter Aberdeen’ agenda in terms of the Council’s role in the development and promotion of Aberdeen. This is mirrored in the partnership approach of the directorate which includes building new partnerships as well as continually evaluating those that currently exist.

In order to respond to the challenges faced by the directorate the Workforce Plan highlights the need to examine new ways of working both in terms of technology and skills. Soft market testing in the Asset Management and Operations service area highlighted that the prospective savings could be delivered more effectively in-house. However, this places significant pressures on the service to embrace new ways of working, additional revenue generation or re-skilling. Such transformation is a
theme that appears again and again throughout the Workforce Plan.

Another key theme is the need to optimise resources against a backdrop of PBB resource reductions. Whilst this is the same for all directorates some areas that have been reduced in EP&I now, through ‘Smarter Aberdeen’ may find themselves requiring further resource in order to achieve the efficiencies or project goals. Thus, optimising staffing resources will be crucial for EP&I going forward.

A final theme is that of the need for skills development across the directorate. As new ways of working or new partners, new partnerships or a new working emphasis is embraced so the skills required by EP&I staff may evolve and change throughout the lifetime of their Workforce Plan. Skills development will therefore be an important element in EP&I successfully meeting the challenges that are set out in its Plan.

Corporate Governance (CG) – Summary

The Corporate Governance Workforce Plan is heavily influenced by the key themes contained within two complementary planning documents: The Corporate Governance Directorate Business Plan and the Corporate Governance Improvement Plan.

The vision for Corporate Governance (as set out in the Business Plan) identifies six service delivery principles; i.e.

- Customer services management
- Intelligence-led organisation

- Partnership working
- Workforce planning and development
- Financial management, and
- Business processes

The Workforce Plan aligns to these six principles, particularly the firm commitment to identify, develop and support high performing employees.

The CG Improvement paper outlined a number of cross-working themes which provide clear workforce planning considerations i.e.:

- Vision, values and staff development
- Improved management capability
- Business Intelligence
- Flexibility and changing needs
- Process re-engineering, and
- Benchmarking and good practice

The workforce planning challenge for the service is to ensure that the CG workforce has the capacity and capability to deliver on key outcomes linked to improvement themes.

The Plan further considers the drivers for change (both internal and external) to achieve the outcomes set out in the Improvement Paper. The paper identifies improvement options which will necessitate a holistic approach to the people we employ; the processes we develop; and the technology we use.

The Plan references the opportunities (and the potential workforce planning benefits) of Public Sector capacity
building. In order to capitalise on the opportunities associated with joint/partnership working and (or organisational integration) skills development within Corporate Governance and the Council generally might be necessary.

The Plan also highlights the significance of the PR&D process for employee development and recruitment purposes. In essence, ensuring that staff exhibit the right behaviours and demonstrate a positive attitude towards service delivery, will enhance the experience of customers – both internal and external.

Consideration is also given to future resourcing strategies which will ensure that the service has a sufficient supply of employees in the medium to long term. Strategies in this regard will include:

- improved succession planning
- continuing to ‘grow our own’ professional staff
- encouraging new entrants to public service and providing them with appropriate development opportunities and professional support

Finally, the Plan contemplates the new skills and behaviours which will be required within the service to enable the Council to compete and thrive in the twenty-first century e.g. commercial, negotiation and brokering skills.

Social Care & Wellbeing (SC&W) – Summary

The SC&W directorate is working in a landscape of significant legislative change including the Shifting the Balance of Care and the Personalisation Agenda all meaning fundamental change to the way in which care services are to be delivered. This is clearly a significant challenge for the service and the directorate has been gearing up for this so that it can support the change in the best way possible whilst also meeting its PBB savings targets.

Another key challenge for the directorate is the changing demographics in the city. Aberdeen has an ageing population which will place increasingly significant demands upon the care services delivered by the Council. These challenges have required the directorate to be innovative and flexible in how it plans to deliver services on an ongoing basis. Partnership will become increasingly important for the directorate and the transfer of older people’s care services to be delivered via an arms length trust, Bon Accord Care Limited; will change the landscape in terms of some aspects of service delivery.

There will also need to be a focus on skills within the directorate. The changes to the delivery of social care services will also potentially require different structures, new or amended jobs to those that currently exist in the directorate or a requirement for staff to develop different or additional skills in order to make many of these changes work.
4.2 Future workforce supply and demand

The individual workforce plans for each directorate give us some indication of specific resource issues but are, at this stage, not sophisticated enough to allow for a full numerical gap analysis and hence forecast. Much of the discussion around the workforce, as demonstrated by the summaries above, is around the themes of optimising current resources, development of staff for required new skills and the development of better jobs or structures or ways of working.

Once the decisions of the Council in relation to the Business Plan and the Priority Based Budget have been absorbed, all services will be in a position to provide more focussed commentary in relation to the staff numbers which will be required during the lifetime of the Workforce Plan and beyond. Once the figures have been compiled the information concerned will be brought back to the Council in the second iteration of the Workforce Plan.

It is clear, however, that the predicted budgetary shortfall during the course of the five year planning period will make it extremely challenging to maintain staffing levels at their current level and to arrest the downward trend in employee numbers highlighted by Appendix A.

A key benefit of the integrated budgetary business and workforce planning model is the opportunity to plan, consult and manage any required future reduction to the workforce.

The Council has been creative in mitigating the effects of resource shortfalls in the past and a similar degree of creativity will be required in the future (e.g. greater cross sector collaboration).

4.3 Critical jobs for which it is difficult to recruit and retain staff

In respect of the recruitment pressures we face, some vacancies are notably harder to fill than others, including:

- Engineering professionals
- Accountants
- Head Teachers
- Some teaching posts, particularly at Principal level
- Social Work Team Managers
- Carers
- Mechanical and Technical positions

The reason behind these recruitment difficulties may include a skills gap at national or local level, insufficient quality of supply or the high cost of housing in the area. Recruitment and retention strategies are being developed to address these difficulties.
5.0 Expected impacts on the workforce

5.1 The need for new skills to meet organisational goals

As technology, legislative and service requirements change the nature of jobs, there is an increasing need to update and develop employees’ skills and knowledge in order to raise levels of performance. This includes retraining employees where their skills may have become outdated. We need to constantly look at ways of improving the skills of our workforce so that they meet the needs and expectations of our customers and changing requirements of the Council. We therefore need to create a learning organisation and develop employees to their fullest potential.

To achieve this, we have identified a series of employee development priorities for 2013/14 within the context of the Council’s 5 year business plan. These are shown at Appendix D with the main focus being on:

- supporting the Council’s vision and delivering the priorities in the 5 year Business Plan;
- promoting positive performance management and embedding the agreed organisational behaviours; and
- increasing employee engagement.

The skills identified for meeting these goals include developing skills and confidence in:

- the increased use of technology in our day-to-day business;
- managing performance, including embedding the new behaviours (see below);
- managing projects;
- facilitation;
- relationship management;
- negotiating and influencing;
- leading and managing change;
- financial management;
- commercial awareness; and
- creative thinking/ problem solving.

5.2 The need to focus on cultural fit (having the right behaviours/attitude) rather than only on technical skills

While ensuring that our workforce has the right level of ‘technical’ skills to enable us to achieve our organisational goals, it is even more crucial that we employ people with the right motivational and cultural fit (i.e. in tune with the organisation’s values) as this will be an essential contributor to organisational success. This applies at the recruitment stage as well as of course to our existing workforce.

Our new PR&D scheme sets out the core behaviours and attitudes we expect from our workforce when performing their jobs and requires managers to review employees’ performance against those behaviours. These behaviours emphasise the need for:
- Effective **communication** – communicating in a way which is clear, open, honest and constructive: sharing, listening and responding to information, options, ideas and instructions;
- Strong **customer focus** – taking a customer focused approach which places customers at the heart of how we perform our jobs;
- High standards of **professionalism** – maintaining at all times the standards expected by the service and the organisation;
- Demonstrating **respect** - for others and promoting equality through fairness and consistency of approach.

In addition to these core behaviours which apply to our entire workforce, there is a responsibility on all managers to:

- Encourage **creativity** – promoting innovation in how we deliver services and meet customer expectations;
- Effectively **engage** – creating a positive atmosphere which motivates people to perform at their best;
- Be **future focused** – looking at the future of the organisation and its contribution to the city;
- Provide strong **leadership** – offering clear direction to their teams and demonstrating organisational values at all times.

This requires us to nurture and develop our people and create an environment which encourages and promotes such behaviours and where all of our employees are ambassadors for the Council's reputation and brand. Both senior and middle managers will set an example of how to fulfil this role.
6.0 Our workforce of the future – 2020 vision

To be successful in the next decade, our workforce will need to demonstrate foresight in navigating a rapidly shifting landscape of business transformation and skill requirements. We will need to be constantly alert to the changing environment and changing expectations of our customers and adapt our workforce planning and development strategies to ensure alignment with future skill requirements and resourcing needs. To achieve this, we must have a clear vision of what type of organisation we need to become, the type of employee we will need within that organisation and how we will do business in the future.

6.1 What the organisation of the future will look like

An organisation that:

- Both values and supports its staff who in turn are clear about what is expected of them in terms of how they contribute to achieving organisational goals;
- Has the skills and capacity to deliver a range of high quality services that meet the growing expectations of our customers;
- Has high expectations that its managers will manage in an effective and flexible way, being able to quickly respond to change;
- Has a ‘high performance’ culture supported by robust performance management systems and processes;
- Is increasingly using new technology as an enabler to providing modern and efficient services to its customers, to perform their job roles and to support flexible working and more effective communication;
- Effectively and productively engages with a wide range of stakeholders in the public and private sector;
- Is widely regarded as an ‘employer of choice’, supporting, motivating and engaging its workforce through periods of significant change.

6.2 What the manager/employee of the future will look like

In order to support such an organisation we will need managers and employees who:

- Are able to demonstrate more than job knowledge and technical expertise by excelling at creative problem solving and different ways of thinking in order to find effective solutions. This requires employees to be less mired in ‘busywork’ to allow them the ability to think about future, long term possibilities;
• Are able to meet unexpected situations with quick thinking and resourcefulness (increased agility);

• Are able to evolve their skills to meet the demands of an increasingly technology-driven workplace;

• Are able to use new technology tools to engage and persuade their audiences;

• Are able to develop strategies for engaging and motivating a dispersed group of employees, if leading a virtual team

• Are more resilient with a solution driven mind-set, coming up with solutions beyond those which are rule-based;

• Are adaptable/flexible

• Have well-developed team working/collaboration skills - more socially intelligent with the ability to assess the emotions of those around them and adapt their words, tone and gestures accordingly. This will be vital for building relationships of trust as they collaborate with larger groups of people in different settings;

• Continually reassess the skills they need (as well as those of their team if they’re a team leader) and quickly identify the right resources to develop and update these skills. This is where the real value of effective PR&D comes in and where HR has a key role to play in supporting the workforce.

6.3 How employees will work/do business

Employees of the future will increasingly be required to use mobile technologies to support flexible, new ways of working, including:

• smart phones, teleconferencing and video conferencing;

• accessing their office applications, files, emails, the intranet and internet when working from home or remotely; and

• online meeting facilities enabling remote meetings, allowing staff to share documents remotely and conduct video calls.
7.0 How we will achieve the vision

To achieve the Council’s vision and priorities, it is vital that our workforce is more diverse, flexible, skilled, engaged and motivated than ever before. We need to build on the strategies that we’ve already put in place to align our workforce requirements directly to the Council’s, and each service’s, strategic Business Plans, thereby enabling us to identify and address the gaps between the workforce we have today and the human resourcing needs of tomorrow.

Our plan will allow us to focus on the medium and long term but at the same provide a framework for dealing with immediate challenges in a consistent way.

Appendix F provides detail as to how we propose to plan and manage our workforce in relation to the following key considerations.

1. How we will develop the skills and capacity of our workforce.
2. How we will develop the organisation.
3. How we will resource and attract ‘top’ talent to the organisation.
4. How we will pay and reward our workforce.
5. How we will engage with the workforce.
6. How we will further consolidate a pro-active Health, Safety and Wellbeing culture.
8.0 Our Strategic Priorities

The Council’s existing Workforce Strategy, ‘People-first’, has been in place for the last five years. The priorities contained within ‘People-first’ and the associated action planning have successfully underpinned the current range of workforce initiatives illustrated in Section 3 of this plan.

In developing a vision of the Council’s future workforce and considering actual or perceived gaps in workforce capacity and capability, the HR Strategy requires to be re-modelled accordingly.

A number of common themes have emerged from the Directorate and Corporate Business Plan and taking cognisance of these and with due regard to the financial landscape set out in the PBB document, the following Strategic Workforce Priorities are proposed for the period 2013/14 to 2017/18:

1. Strengthen and make increasingly explicit the linkage between business, financial and workforce planning.

2. Further embed a culture of high performance across the authority.

3. Maximise the effectiveness of our employee engagement strategy – striving for positive industrial and employee relations.

4. Further encourage a proactive health, safety and wellbeing culture.

5. Manage required changes to the workforce in a structured, planned and fully consulted basis.

6. Ensure that the Council’s status as an ‘employer of choice’ is enhanced and that the principles and spirit of equal opportunities are evident in all aspects of the Council’s employment processes.

7. Ensure attendance management levels equate to upper quartile performance standards.

8. Ensure high level management performance across the Council through robust selection processes and tailored development programmes.

There is little doubt that success in delivering on these priorities will go a significant way to ensuring that the Council fulfils its aspiration to have a ‘flexible, skilled and motivated workforce’.

The achievement of these strategic priorities and realising the workforce vision as set out in Section 7 will become a major priority for the HR Service. Work is already underway in relation to a number of the themes and the HR element of Corporate Governance’s Business Plan will contain the associated action planning and this will be presented to Members in early course.

The next steps in the process will involve:
- HR Business Partners working with their client services to produce service focussed action plans
- The HR service continuing to review key HR policies, procedures and systems to ensure that they sufficiently enable organisational transformation
- Regular consultative dialogue with the trades unions in relation to the plan and its implementation
- Regular progress updates being provided to Members

It is proposed to conduct an appraisal of the Plan and the strategic priorities as part of the preparation of the 2014/15 budget to ensure that it captures any change to the organisation’s objectives and priorities and to ensure that it remains fit for purpose.

ACC Staff Watch Yearly Averages 1996 - 2012

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Workforce Age Profile (as at December 2012)

Appendix B

All ACC - No of Employees by Age

Age

No of Employees

16 - 19
20 - 24
25 - 29
30 - 34
35 - 39
40 - 44
45 - 49
50 - 54
55 - 59
60 - 64
65 - 69
70 - 74
75 - 79
80 - 84
>85

50
293
873
795
1115
1286
1373
1263
591
150
42
16
6
0

No of Employees

All ACC - No of Employees by Age

Appendix B
Average sickness days per employee (Jan 11 to Dec 12)
Appendix D

Employee Development Priorities

The Council is now entering the third year of its 5 year Business Plan. As well as delivering a balanced budget for the coming year, this Plan has enabled a degree of stability in forward planning. This means that the employee development priorities and themes for 2013-14 remain consistent with those for 2012-13, taking account of progress made within that period and any slight changes in context, including:

- The need for an increased emphasis on the use of technology to support the Administration’s Smarter City vision, the Nevis programme, the introduction of E-HR, new ways of working and the need to project ahead to what is required to support the manager/employee of 2020;
- The further roll out of Performance Review and Development (PR&D) with its implications for performance management, outcomes focus and a shift of emphasis to behaviours;
- The impact of changes in legislation such as welfare reform;
- The impact of changes in organisational structure such as the introduction of the LATC in Social Care and Wellbeing, the LLP in Housing and Environment and the need for internal transformation in other services;
- The need to be seen as an employer of choice in order to attract and retain quality staff; and
- The outcomes of the 2012 Employee Opinion Survey.

Within this overall context the key development themes for 2013-14 are proposed as:

- Supporting the Council’s vision and delivering the priorities in the 5 year Business Plan;
- Promoting positive performance management and embedding the agreed organisational behaviours; and
- Increasing employee engagement.

The remainder of this report outlines what the development priorities within each of these themes will be.

2 Supporting the Vision and Delivering the 5 year Business Plan

The Council’s vision is for a ‘vibrant, dynamic and aspirational city’ supported by a ‘flexible, skilled and motivated workforce’.

Within this context the 5 year Business Plan challenges us to look at different and more efficient ways of delivering services including the redesign of services, whether through alternative delivery models or through internal transformation.

This has implications for the skills we need to employ and develop, requiring us to be more outward looking, more engaged with partners, the private sector and the third sector, more strategically focused, more creative in our solutions and more commercially aware.

With this mind the focus of development will be on the following areas:
Technology Skills

In early 2013 the Council will move from Groupwise to Outlook and from Office 2003 to Office 2010. This is a positive move which provides the opportunity for us to match with the best of the private sector, however, it will require sufficient internal support to ensure a smooth transition for employees and for the business. The priority in early 2013 will be on achieving this transition. Following this the priority will be to develop skills in using the additional features of these packages, such as Lync instant messaging and Sharepoint, to ensure the organisation is reaping the business benefits of this major change.

At the same time the channel shift to self-service for customers is being complimented internally by the introduction of E-HR and the further roll out of new ways of working. As well as providing general support in these areas, it will be important to ensure that this is an inclusive process with adequate support provided for those who are not pc literate. We will be working on plans to tackle this aspect in the short term and in the longer term on developing skills in the use of smart phones and other devices which can be used to promote efficiency at work.

2.1 Technical Skills

a) Managing Projects – A key priority will be to increase skills in project management, option appraisal, process mapping and design. We will work with the Programme Management Office to identify and meet specific needs in these areas.

b) Facilitation skills - In becoming more outward looking, it is anticipated there will be a greater need for skills to better manage stakeholder events and multi-partner meetings as well as for managers to work with their own teams to develop creative service solutions.

2.2 Relationship Management Skills

The development of Service Level Agreements, re-contracting between services and alternative delivery models will inevitably result in more complex relationships and partnerships with the need to manage these relationships constructively. In this respect the priorities will be:

a) Negotiating and Influencing Skills

Momentum Consultants have been successful in the re-tender for this work which will result in an additional 12-18 month contract. This will allow us to complete the roll out to our target audience as well enabling us to provide a series of shorter workshops to refresh the skills of managers who have already attended the programme. Evidence shows that this training continues to deliver tangible benefits for the organisation.

b) Leading and Managing Change

As the shape of the organisation changes it will be increasingly important to ensure managers have the skills necessary to lead their teams constructively through change, particularly where that change is perceived as radical or unwelcome. Our experience suggests that this training is particularly effective when tailored to specific teams and we will continue to offer this service throughout 2013/14.
2.4 Future Focus

The new organisational behaviours place a clear responsibility on managers to adopt a business focus in order to ensure a sustainable future. Development priorities in this area will include:

a) Financial Management Skills

Finance teams are currently developing a comprehensive package of financial skills and we will provide whatever assistance is necessary in rolling this out.

b) Commercial Skills

In this respect we will continue to provide the ‘Identifying and Developing Customer Opportunities’ workshop, providing delegates with the skills to engage with customers in a more business-like and creative fashion, potentially leading to the development of revenue raising opportunities. In addition we will liaise with the Central Procurement Unit to provide any necessary support in terms of contract management skills.

c) Creative thinking/ problem solving

The need to think innovatively about service solutions will be essential for all services and is a key management responsibility under the new behaviours. A focus will therefore be placed on ensuring managers have the tools/ techniques in order to encourage a customer-centred approach to service design and delivery.

3 Promoting Positive Performance Management

The first review meetings under PR&D will take place in early 2013. 2013-14 will be the first full review year under this scheme. PR&D represents a significant change in how people are managed involving greater emphasis on performance, more clarity in standards and expectations and an increased focus on behaviours. In addition it sets the foundations for a cohesive performance management framework by linking directly to recruitment, induction, development, managing underperformance and talent management. As such it has the potential to effect real change in this organisation and will need to be carefully supported within its first year to ensure that this change is realised. Development priorities within this area will include:

a) Process Training

We will continue to support managers in using the new process – including support in the use of the online form, the 360 tool (once available) and making best use of the business intelligence coming out of the 360 reporting tool.

b) Managing Performance Conversations

We will provide a range of options to develop the softer skills of managing performance discussions, whether at the PR&D meeting itself, through 1-2-1s or through other performance conversations. This will include workshops, short seminars, online learning/ videos as well as using the existing Managing Performance workshops to place greater emphasis on managing and motivating good performance, empowerment and outcomes focus. In addition we will build
our bank of eLearning policy bytes, based on common queries received at the HR Service Centre, to further support managers.

c) Embedding the New Behaviours

If, as an organisation, we are saying these are the behaviours we expect, we need to ensure we are supporting people to develop them and that our managers are creating an environment which encourages and promotes them. We will support this through a variety of means including:

- Reviewing and updating existing workshops and eLearning modules to ensure they reflect the behaviours;
- Identifying and filling any gaps in existing provision to support the behaviours, such as current gaps in the area of promoting excellence in customer service and customer centred service design;
- Developing tools which managers can use with their teams to discuss the behaviours and agree what this means within their own work context; and
- Continuing with the programme of Hot Topic seminars themed around the behaviours involving a range of experts who can bring fresh perspectives on each for our managers.

d) Rewarding High Performers

We will work with services to develop suitable packages of support for those identified as high performers under PR&D in order to encourage retention and to assist with succession planning. This could include the use of development centres, attendance at appropriate programmes and support to undertake additional qualifications.

4 Increasing Employee Engagement

The link between employee engagement and higher performance is well documented. In recognition of this ‘engagement’ is one of the 4 agreed management behaviours. While there is a separate engagement strategy which comes under the remit of the Communications and Engagement Manager, there are areas which are recognised as contributing to engagement but which are specific to development. These include the ‘availability of training, development and career opportunities’ and the ‘quality of our leadership and management’.

4.1 Availability of Training, Development and Career Progression

Two significant advances have been made this year in terms of our ability to identify and plan required development. These include tying occupation specific development to jobs as part of the new job profiles and the online reporting available through PR&D. These should be of great assistance for individual services and will provide further intelligence corporately about service and organisational needs which will assist with forward planning.

In addition, the ability under PR&D to identify high performance should assist with retention, career progression and succession planning. Job profiles should also make it easier for employees to see what is required in posts in order to plan their own career development.
4.2 Quality of Leadership and Management

The relationship employees have with their line manager has been shown to be key to morale and job satisfaction. By introducing standard indicators for managers PR&D clearly spells out what we expect of our managers at all levels thus helping provide more consistent management across the organisation.

The use of assessment centres and behavioural interview techniques should help recruit managers with the qualities we seek. At the same time tailoring our development programmes to support the organisational behaviours will further assist.

Another important element of our leadership is, of course, our Elected Members and a full development programme for Members for the period 2013-14 is planned. This programme comprises a number of dedicated development days throughout the year based on local and national priorities. Our work with Elected Members also includes the roll out of the Improvement Service’s CPD Framework for Members, assistance with personal development planning and a quarterly development newsletter.

4.3 Supporting the Communication and Engagement Strategy

Priority will be given to supporting the work of the Communications and Engagement Manager where a development element is involved. This includes, but is not limited to:

- Assisting with the STAR awards as part of embedding the organisational behaviours;
- Assisting in action planning in response to the Employee Opinion Survey 2012;
- Promoting the Council as an employer, through a range of means including the potential introduction of a graduate recruitment programme; and
- Providing opportunities for employees to stretch their capabilities through leadership of projects, employee forums, taking on mentoring/ coaching/ champion roles, introducing a volunteering programme and, in the longer term, exploring the potential of Sharepoint to identify internal expertise which can be tapped into.

5 Funding the Development Priorities

The Corporate Training Budget for 2013-14 is estimated at £657,992. As well as the specific priorities outlined above, the need to improve ICT use and PR&D are likely to place increased demands on this. In addition it has been agreed that a proportion of this budget will be set aside to fund any additional investment in development required to support high performers.

These demands are unknown as yet. There is therefore a balance to be struck between ensuring PR&D is seen to deliver what it promises while at the same time managing expectations realistically. A key element in achieving that balance will be ensuring we continue to make best use of our resources throughout 2013-14 and that we seek savings and efficiencies in how development is delivered wherever possible.

In this respect we will:

- Continue, where relevant, to move training provision from face to face to eLearning;
• Increase the emphasis on tailored development delivered inhouse, increase our inhouse capacity as assessors and use inhouse presenters to co-present the Momentum programme, and to coach others in Momentum style techniques;
• Identify and use inhouse expertise across the Council to assist in development initiatives where possible;
• Increase the number of joint programmes run with our North East partners, such as the Collaborating for Outcomes programme, the joint supervisory programme, the joint mentoring scheme and the joint public sector management programme currently being developed; and
• Achieve administrative savings through the use of eForms.
**Education, Culture and Sport**

**External Drivers**

There are a number of significant external drivers which will impact on the workforce plan for the ECS Directorate over the next year.

The Reports of the Donaldson Review and McCormac Review will be progressed through national discussions and the Scottish Negotiating Council for Teachers (SNCT). Both are likely to see an increase in partnership working, particularly around teacher initial education and career-long Continuing Professional Development (CPD). The Directorate is currently in discussion with the School of Education at Aberdeen University regarding closer collaboration around initial teacher education. Currently ACC has one teacher seconded to the University to support teacher education, and there is the potential for further secondments, or joint appointments, in the future. The McCormac Review recommends increased flexibility in terms of the working week. This is currently under discussion through the SNCT, however no firm proposals have yet been made. Both reviews focus strongly on development of the profession at all levels.

The Christie Commission on the Future Delivery of Public Services contains recommendations around community engagement and empowerment in terms of service design and delivery. Encouraging citizens to participate in the development, design and decision making of services is also a key priority identified in the ACC five year business plan 2013/14 – 2017/18. Although no specific proposals have been made as yet, there is a suggestion that the Government may introduce an element of statutory provision in terms of Community Learning and Development (CL&D) in order to implement this recommendation. As CL&D staffing has been reduced significantly through the budget process, such a statutory requirement might lead to additional staff being required in this part of the service. Currently the staff in this area have more experience in service delivery than in service planning, and the move towards the provision of a service planned according to the needs of communities will lead to a requirement for staff development in this area.

As part of the SNCT Terms and Conditions Agreement 2011, lifetime salary conservation for teaching staff will be removed with effect from April 2016. It is likely that those teachers in receipt of lifetime salary conservation (in particular former subject Principal Teachers (PTs)) will leave the profession prior to April 2016. This potential loss of experienced teachers will have to be considered in terms of school staffing and school level succession planning.

The requirement for all staff working in Early Years and Child Care to register with the Scottish Social Services Council (SSSC) will lead to a requirement for some staff to achieve the qualification threshold within 3 years. Out of the 94 childcare staff within the staffing establishment, it is estimated that approximately 80-90% will require up-to-date qualifications.

The CL&D Standards Council has undertaken a consultation around the registration for CL&D staff. As with the S SSC registration, some staff will potentially require to upgrade their qualifications to meet the threshold.
There is a risk in both the Early Years/Child Care teams and the Community Learning and Development teams that some staff will either not succeed in updating their qualifications, or will choose not to do so, resulting in the loss of staff in these areas.

It is also likely that a requirement for ongoing CPD will result in a requirement for a CPD programme similar to that provided for teachers. The Directorate Workforce Development Procedure has been revised to reflect this requirement, and will be taken to ECS Committee for discussion and agreement.

Business Plan

The ACC 5 year Business Plan 2013/2014 – 2017/2018 outlines the Council’s vision for Aberdeen to be an ambitious, achieving, smart city. The plan contains a number of key priorities for the ECS Directorate, including:

- Improving access to and increase participation in arts and culture
- Aspiring to be recognised as a City of Culture
- Promoting and improving opportunities for physical activity and sport
- Providing a high quality education service within our schools and communities which will improve attainment and life chances
- Providing opportunities for lifelong learning
- Creating a city of learning which will empower citizens to achieve their full potential
- Aiming to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city
- Designing all new infrastructure (schools) to be energy efficient by maximising the use of low carbon technology and materials.

Over the past 2 years, options taken forward under priority based budgeting have had a major impact on staffing levels within the Directorate, with large reductions in Pupil Support Assistants (reduced by 90.5 full time equivalent), Communities Teams (reduced by 58.19 full time equivalent) and School Admin Support Staff (reduced by 19.75 full time equivalent).

The PBB proposals for the next 3 years will see fewer reductions in the number of staff employed, but there will be a requirement for a change in ways of working in some areas.

A review of the future delivery of culture and sports services is underway to improve access to and participation in arts, culture and sport for visitors and citizens.

The council is exploring the potential to deliver services in partnership with other organisations, specifically with the University of Aberdeen. This may result in a change in the delivery of Cultural Services, by a Cultural Trust or joint venture taking over the delivery of art gallery, museum, library, arts and cultural services. This could result in staff in these services transferring under TUPE regulations. The number and categories of staff affected will be determined once the scope of the Trust is confirmed. As the development of an arms length Cultural Trust would change the ACC role from being a
provider of services to that of commissioning services from the trust, there would be a requirement for any staff remaining in the employment of the Council to develop skills around partnership working, business partnering and contract management. Similar skills will also be required by staff in the Communities team who are working with, and supporting, the new Management Committees in Community Centres.

The preparation of the bid to become UK City of Culture 2017 will require the cultural services team to respond to the requirements to develop a successful bid and thereafter to build capacity in the cultural sector to develop and deliver the programme if successful. This will require flexibility, with periods of growth and shrinkage and will include employment of staff on short term and on a consultancy basis.

Proposed new ways of working in Library and Information Services, which would include use of new technology, 24/7 on line services, reconfiguring opening hours and reviewing the library estate and staffing structures could result in a reduction of 22 fte in library staffing, (as detailed in PBB option ECS C27) and a requirement for training and development in the use of new technology. Redeployment opportunities will be sought for staff affected. The increased accessibility of the services will assist with the creation of a city of learning and improved opportunities for life long learning.

Within the Schools sector, there are a number of proposals which could impact on the number of teachers employed within the City, however, there is a risk associated with these proposals in that the current position of the Scottish Government is that teacher numbers should be maintained; therefore, unless this policy changes, it will not be possible to realise savings by cutting teacher numbers unless this is in relation to a reduction in school rolls.

The City Campus Senior Phase is a change to the way in which the senior phase of secondary education is delivered, and will play an important role in achieving the priorities for improving attainment and life chances of our children and young people to achieve their full potential, and also in creating a city of learning. This will require school staff to work closely in partnership with other schools, universities, colleges and other education providers.

The Local Development Plan and the City and ‘Shire Strategic Development Plan suggest that the existing schools in the city are not in correct locations, as more residents move away from the city centre. A recent review of the primary estate carried out by the Directorate and reported to Education, Culture and Sport Committee in February 2012, identified that over the next 4 years a total of 20 primaries will go over capacity; at the same time, there are 1,400 surplus primary places forecast for the same period, but these are not in the right place to address the projected demand.

The report also identified that approximately one quarter of current primary buildings do not meet the standards required for modern education. All of the above suggests the possibility of the development of new schools and/or merging of existing schools.
This would result in a small reduction in staff required, mainly in terms of Senior Management Team, promoted teaching posts and support staff posts (in particular in the admin area). The increase in pupil rolls in other schools resulting from the closures may lead to a small increase in the amount of admin and management time allocated to these schools; however it is unlikely that this will match the admin/management time in the closing schools. The number of teachers required will not change significantly, as teacher numbers are governed by school roll figures and the same number of children will require to be taught, albeit in different schools. The Job Matching in Schools Procedure will be applied to move staff into other schools.

Other proposals for schools would require a change in nationally negotiated terms and conditions of employment and cannot be implemented unless the required changes occur. Again, the existing agreement with the Scottish Government to maintain teacher numbers will impact on these proposals. Increasing class sizes in early years (to 25 in primary 1 and 30/33 in composites and single age classes in p2/3) would result in a reduction of around 14 fte teaching posts (ECS E8d and ECS E8c).

Currently, teachers have a maximum weekly class contact of 22.5 hours, whilst pupils attend for 25 hours per week (primary) or 27.5 hours per week (secondary). In the primary sector in particular, this results in inflation in the teaching staff required (by 10% in primary). The proposal to cover teacher non-contact time with para-professional staff would result in replacing approximately 150 fte teaching staff with para-professional staff. This proposal is linked to one of the recommendations contained within the McCormac Report (external experts in schools), and has been referred to the General Teaching Council of Scotland (GTCS) for consideration. The timescales for a decision are not yet clear and there is no guarantee that the recommendation will be adopted, which would put this proposed saving at risk.

The Authority is currently facing challenges in securing sufficient supply teachers to provide cover in schools, particularly in the primary sector, and discussions are ongoing to identify solutions.

**Service Plan**

The re-design of the Early Years Service, to ensure more effective delivery within both ACC services and the services offered by our partner providers, is unlikely to reduce the number of posts, although it is likely that the scope and duties of some of the existing posts will change due to the increasing requirement (through Curriculum for Excellence) for partner providers to have access to a qualified teacher. Part of the re-design has, therefore, introduced an Education Support Officer post into the structure. The Service will require support around job design, evaluation of posts and job matching. This process has begun and is on going.

The ongoing implementation of Curriculum for Excellence will lead to changes in working practices within schools and Community Learning & Development (CL&D) staff. Ongoing development will be required for staff, particularly around areas such as assessment, reporting and moderation. This development is already underway and will continue throughout the introduction of the new examinations.
Service Development/Redesign

A recent review of the management structure within Additional Support Needs has led to the establishment of 1 Quality Improvement Officer post, 3 Education Support Officer posts and a Clerical post. This reflects the increase in demands on this part of the Service, particularly in relation to placing requests, tribunals and reducing the number of out of authority placements. The new posts have been advertised.

The Service Manager (Primary & ASN) has recently left the service of the Authority, giving an opportunity for the remit of the Service Manager to be reviewed and revised if it is felt this is appropriate.

A restructure of support staff in schools is under consideration, covering Pupil Support Assistants, Technical staff and possibly also Admin staff. The proposal is to introduce different levels of support, allowing career progression for staff and allowing schools to design the appropriate support package for their circumstances/pupil cohort.

This proposal is unlikely to result in an overall staffing reduction as the amount of work has not changed but the composition of the workforce will change, with existing staff being matched into the new structure. The benefits will be a more flexible staffing model for schools, allowing targeted skilled support where it is most needed. This proposal will be reviewed once the outcome of discussions nationally on the McCormac recommendation around “external experts in schools” is known.

There is a potential for joint working with NHS Grampian, in terms of developing a shared development programme, up to SVQ 2/3, with Aberdeen College and potentially the universities.

Other Internal Drivers

Succession planning will be crucial for the Directorate, as 27 Head Teachers, 19 Depute Head Teachers, 3 out of the 9 Service Managers and 2 of the 4 substantive Quality Improvement Officers will reach their normal retirement age within the next 5 years.

Over the past 24 months, promoted posts within the schools part of the Directorate have been identified as difficult to fill posts (in particular some Head Teacher posts and Quality Improvement Officer posts). Leadership development programmes have been developed within the Directorate, initially targeted at aspiring Head Teachers and Depute Head Teachers. At the start of the programme 12 months ago, only 1 individual identified that s/he would be likely to apply to a promoted post within the next 12 months. Following a year of leadership development, a total of 18 individuals have identified that they now feel confident to apply for promotion within a 12 month period. The programme will now also be rolled out to aspiring Faculty Principal Teachers, and more widely across the Directorate to assist with succession planning.
In addition to the Leadership Development programme, the Service is in discussion with HR around a more proactive approach to applicant search for hard to fill posts, in particular with regard to applicants currently located outwith the local area.

An annual school staffing exercise is undertaken to ensure that schools are appropriately staffed with regard to teaching staff. A Staffing Timetable has been circulated to schools to ensure that Head Teachers are aware of key dates in the process.

Support is required in terms of compulsory transfer of teachers, placing of probationers, placing of temporary to permanent transfers and teacher recruitment.

The modelling undertaken by the Scottish Government suggests that initial teacher education recruitment will increase over the next few years, resulting in more probationers to be placed in vacant posts.

**Legislation**

There is a raft of new legislation (National Parenting Strategy; Early Years Change Fund; Rights of Children and Young People Bill; Children’s Services Bill and Education (ASL)(Scotland) Act 2009) which will impact on the work of the Directorate and require changes to work practices, in particular for school based staff, Communities staff and the Families and Vulnerable Learners Team. Development will be required for all staff to ensure that the requirements of the legislation are met.

**Demographic Considerations**

The staffing entitlements for schools, for both teaching and support staff, are formulae driven, based largely on the pupil roll. For the period 2012-2016 the number of primary school aged children in the City is predicted to increase, with a small decrease in the number of secondary aged children. This would result in an increase in staffing required in primaries and a small decrease in the secondary sector.

An increase in the number of elderly people in the City will impact on the Lifelong Learning and Partnership Team, and will potentially lead to a requirement for re-skilling of some staff to ensure that they can meet the needs of an aging population. The nature of this development has not yet been determined, but the needs of the community will be monitored and development programmes organised according to requirements.

**Partnership Working**

A number of areas are being considered as potentially appropriate for partnership working/shared services.

There is potential for Education Psychology Services and Library Services to be shared with Aberdeenshire Council. This would impact on the number of
management posts required as currently both Authorities have management teams in these Services.

As previously highlighted, partnership working in the area of Initial Teacher Education is being explored with Aberdeen University; there may also be partnership opportunities with the University around the development of Curriculum for Excellence. With discussion ongoing nationally regarding the aspiration that teaching should move towards Masters qualifications, further partnership with both Aberdeen and Robert Gordon’s Universities is possible.

Getting It Right for Every Child (GIRFEC) involves staff from the Directorate working closely with other professionals from both within the Council (Social Care and Well Being staff) and outwith the Council (NHS Grampian and Grampian Police).

As the national introduction of the Early Years Collaborative is developed, ECS will need to respond to the integration of services for children and families to better meet the needs of children and families.

The implementation of Curriculum for Excellence (CfE) also demands closer partnership working across different services within the Directorate and with partner providers, as CfE embraces lifelong learning, not solely school provision.
Enterprise, Planning and Infrastructure

Internal Drivers:

Business Plan and Smarter Aberdeen Vision

EP&I’s business plan is one focussed on building the profile of Aberdeen City through the various projects which are ongoing and which feature across its 3 services- Asset Management and Operations (AM&O), Planning and Sustainable Development (P&SD) and Economic and Business Development (E&BD). These services will feed into initiatives such as the City Centre Framework as well as having technical and professional input into the Local Development Plan and the Masterplan for the Harbour area, with cross sector teams to be established to look at this. The directorate delivers a range of services which support the physical character, operation and future of the City. Forward planning and strategic functions cut across all services, with operational functions undertaken by around 80% of the workforce across the whole of the city.

As laid out at the centre of the City Council's Smarter Aberdeen Vision, the concept is 21st century sustainable living with a green, carbon neutral city working towards renewable energy with associated projects such as the plan for a fleet of hydrogen buses. The Vision also states a requirement for smarter connections both within Aberdeen and to the world beyond, in terms of taking a European lead in adapting new transport technologies to make this possible. The business plan also ties into the Seven Cities shared vision for Scotland.

A central driver in terms of achieving these projects will be to encourage future economic and business development in the city and to attract and retain funding at a European level e.g. Aberdeen currently has a lead role in the EU/North Sea Commission, tying in with another concept within the Smarter Aberdeen vision in terms of promoting Aberdeen as a great place to live, bring up a family, do business and visit. An example of this requirement from within the Smarter People part of the Vision is EP&I’s responsibilities for “creating a city of learning which will empower individuals and contribute towards the social, economic and cultural well-being of communities” as well as “sustaining and diversifying the city/region economy”. This will require teams within E&BD in particular to continue to focus on supporting new businesses as well as expansion of business to create new employment; and the associated promotion of the city which will be required in order to achieve this. The Council has a responsibility to initiate transformational projects to assist the economy and these would include those currently underway such as the superfast broadband initiative and the Hydrogen Buses. One of the workforce planning challenges associated with this is that, while some budgets have reduced, the staffing numbers within these teams have remained the same. There is a need therefore for these key employees to have the skill set to seek and facilitate funding agreements and sponsorship elsewhere through a number of strategic partners. The peripheral work around forming these groups and keeping them engaged and involved may prove more labour intensive than being in the position of running and funding these from in-house.
Aspirations to further promote business tourism, attract new events and generate funding may pose pressure points for the Directorate’s workforce planning as can be seen below in the options for these areas under priority based budgeting (PBB). These aspirations are echoed within the “Smarter Economy” vision of Smarter Aberdeen in terms of We will work with partners to promote the city as a place to invest, live, work and export from.

Specifically for EB&D, the business plan focuses on the elements of International Trade and Development such as trade missions, export surveys and twinning agreements but maintains the emphasis also on the traditional requirements under P&SD such as enhancing the built environment, addressing issues surrounding the transport network and fulfilling our statutory responsibilities in P&SD.

**PBB Options**

Under priority based budgeting (PBB) for AM&O there is a need for more mobile/remote working across all teams and this will be looking particularly at jobs with high mileage. The frameworks for flexible working will be needed, to consider how best this could be achieved e.g. by working fully remotely and using the current trackers on vehicles for Health and Safety reasons. AM&O have also undertaken to look at shared Facilities Management functions with public sector partners as a potential for income generation via delivering their services to other public sector bodies e.g. NHS. If this proposal were to proceed fully, there may be the potential for TUPE to apply.

The service has recently undertaken soft market testing for a range of AM&O services which enabled them to determine that savings originally calculated for delivery through external partnering arrangements can be delivered through in-house transformation. As recently approved by the PMO Sponsoring Group, the service is now focussing on service efficiencies and possibilities for more commercial activities which can generate additional revenues for the Council. Within this would be the need to consider the implications of a client - contractor arrangement i.e. what the constraints might be in terms of income generation to the Council. Additionally there would need to be a consideration as to whether agency usage would remain in place within this arrangement as an effective way of covering peaks and troughs in staffing requirements.

The original AM&O option has now been split into five focus areas for delivery of savings; Asset Management and Property, Fleet, Parking, Roads and Soft FM. Savings in Roads and Soft FM are likely to lead to the reassessment of large numbers of staff roles and responsibilities, and HR will work alongside the service to cover job evaluation implications to this. Fleet have already begun to implement changes (and therefore savings) within their team by changes to shift patterns to provide flexibility within the peaks and troughs of demand.

The PMO Sponsoring Group has also approved an expansion of the scope of E&BD’s PBB options for future years. To avoid redundancy risk, savings have been re-focussed towards income generation through corporate sponsorship.
and attracting external funding for the Council, and continual review of partnership funding e.g. AECC. This will be challenging for the service to achieve and there is also a need to consider how the workforce may be expanded, or new skills brought into the team, to manage complex contracts that need close attention to mitigate risks and achieve their full potential.

Also, in the current economic climate, few income streams can be considered reliable or stable in the medium to long term. The E&BD service will therefore need to continually review the external environment for new funding sources, and staff will need the flexibility to pursue opportunities as they arise. More staff resources are likely to be required to secure the significant amount of external income needed to offset required E&BD revenue budget savings for 2013/14, and mitigate against the need for staff redundancies. Given the fact that more than 35% of E&BD’s budget is already met from external income sources, securing more external income will be a continual challenge for the foreseeable future; if planned budget savings are to be realised.

An additional challenge exists in respect of the Project Director’s role within EP7I. The role is focused on the delivery major economic development projects, and requirement for overall management of E&BD continues alongside this. The Project Director’s remit therefore requires review in the context of a continuing need to achieve planned budget savings whilst, at the same time, maintain continued leadership of, and management control over, E&BD.

P&SD has only one “live” PBB savings remaining for 2013/14, though the service’s budget has undergone a detailed review during this year’s PBB cycle to confirm that staffing resources and income streams are budgeted for accurately. The service’s key workforce challenge for 2013/14 will be to sustain income streams in one of the country’s best performing economies with the existing staff resources. Partnering arrangements such as with the Strategic Planning Development Authority will also be reviewed to ensure continued best value for the Council. There may be TUPE issues if it is determined that any of these arrangements needs to be taken back in-house.

The size and number of the Council’s Non-Housing Capital Projects has a significant impact on staffing within the EP&I service. The conclusion of the legal challenge on the AWPR process means the project is moving ahead (see section below). Associated projects such as the 3rd Don Crossing also need to be supported. Planned growth in the Roads and Property maintenance budgets may lead to additional staffing requirements to manage or undertake additional work.

All Directorates continue to be charged with delivering increased vacancy factor savings in 2013/14, equivalent to 6.5% of the gross staffing budget. Vacancy management therefore becomes a key issue in delivering the budget as well as the knock-on effect that this will have on recruitment. For EP&I this is equivalent to £1.3 million and based on the final financial position of 2012/13, this appears to be deliverable.
External Drivers

Legislation changes

For AM&O there is a skill issue surrounding asbestos management requirements and around Health and Safety generally. This is being addressed via job evaluation and covered by Higher Graded duties in the interim. There are implications within this for the LLP proposal within Housing and Environment as all non-housing asbestos checks would remain within the Council remit. The Council has traditionally been unable to retain an Asbestos Surveyor so the position of asbestos officer has been explored and recruited for successfully from outwith Aberdeen.

There will also be a requirement for the upskilling of staff in response to the required enforcement of the bus lane legislation with cameras being put in place.

Within Building Standards, the role of processing Building Warrants and Completion Certificate applications must be completed by “verifiers”- who, at a minimum, operate as a cost recovery service and traditionally bring important additional income. Verifier status has currently only been awarded (by the Scottish Government) to local authorities and not to the private sector. However, groups such as NHBC continue to apply pressure regarding this as they seek to gain verifier status. In line with gaining the verifier status, a new performance framework has been introduced with special emphasis regarding compliance levels on site. This is resulting in a requirement to run more inspections which, in turn, has implications for the workforce levels. The cost for this increased resource requirement, could potentially be met by fee income or further income from the Scottish Government following consultation. It is difficult to predict the external economic environment that generates the building warrant income and the level of income achievable from external developments. The service is therefore addressing whether this resource will necessarily come from increased number of posts; or, alternatively, at different levels- in terms of Inspectors v Senior Building Standards Officers. There are a number of statutory backstops which the team seek to exceed and which have an impact on resource, e.g. the deadline that Building Standards must make inspection by 15 days of receipt of the completion submission.

A gauge has been attempted by the service in terms of assessing whether the Planning applications level is to reduce in the climate of austerity. Technician posts have therefore been put on hold in line with the expectation that household applications are to go down; however new requirements for initial checks will actually increase in terms of window applications etc in line with changes to the legislation. The service will therefore be conducting these strategic reviews on an ongoing basis to ensure the stabilisation of the staff resources to deliver. P&SD are also putting themselves forward for customer service excellence award- North Lanarkshire and Angus Councils have achieved this standard and it is very useful in terms of the verifier status.
Further statutory duties that have been placed on EP&I within the last two years include:

The responsibility for disability blue badge assessments - the funding for this has been moved to Social Care and Wellbeing for an additional Occupational Therapist in their team to cover this requirement.

Flood risk management. Changes to the demands on the service with particular reference to the implementation of the Flood Risk Management Act require specialist technical skills, for example engineering experience in the field of hydrology and flood management. An additional engineer’s post was recruited to at the close of 2011 relating to this; however the funding relating to this is coming from the revenue budget and as such will form a pressure going forward.

**Demographic Considerations and Recruitment**

EP&I’s overall workforce is as follows:

- Predominantly Part Time Staff – 59% - indicating a high degree of flexibility
- Mostly permanent contracts – 98%
- 62% Female 38% Male – reflective of ACC’s overall demographic
- 53% over 50 – indicating that succession planning may become an issue in next few years
- 75% have more than 5 years experience with the council.
- 49% have over 10 years experience with the council
- 14% have less than 3 years experience with the council – indicative of low churn.
- 35% have more than 11 years in the same appointment.
- G4 and G6 are the most common grades and take up 50%

For Economic and Business Development, wider demographic considerations are particularly important as the City looks to the new technologies to replace oil and gas. It is important to address - *what are the new industries and what do we need for them?* The service highlight the need to make sure that the plan for growth is in place before residents drift away from the city in the anticipated 10-15 years that it will take for investment in oil and gas to start to subside. In addressing these needs, the Council is looking to retain the key element of the economic development function and the expertise within it.

The Aberdeen Western Peripheral Route was given the go-ahead by the Supreme Court in October 2012 and the service have moved quickly on Transport Scotland’s indication regarding the team size required for the project, in terms of both recruiting to technical posts previously on hold and also the establishment of new posts such as Managing Agents for Procurement and Governance. The existing workforce can be flexible and mobile in this regard so that employees from other parts of EP&I can become involved as the project develops. In particular, the trainee posts in the Directorate are hoped to be incremental in this, as well as a streamlined recruitment process, on a fixed-
term basis for additional resource to the current seconded posts which could be made permanent. This project ties in effectively with the “Smarter Mobility” in the Smarter Vision, specifically: We will develop, maintain and promote road, rail, ferry and air links from the city to the UK and the rest of the world.

Recruitment has traditionally been a challenge area for P&SD and as such they have to established trainee roles for planning, technical officers and building standards. This continues to be a successful and appropriate approach for them as recruitment undertaken within the last year showed the difficulty with recruiting at Officer level; for the post of Building Standards Officer there were 7 applications made versus Building Standards Trainee which received 117 applications, despite the salary level for Officer being highly competitive in terms of the qualifications sought.

Within AM&O there continues to be scarcity when recruiting for mechanics and electricians, largely due to competition from the energy sector in Aberdeen. Going forward, HR will work with the service to look at more creative advertising and ways in which candidates may be attracted to relocate from the central belt. These posts will also be required in order to support the commitments made under income generation.

**Partnership Proposals/Arrangements**

Partnerships are key to much of the work ongoing within E&BD and the projects, partnership and funding team handle arrangements for example with Aberdeen Renewable Energy Group (AREG), AECC, ACSEF, and the Hydrogen Buses Project to create an environment for businesses to flourish. New markets are developed within the trade and development team which requires a core staff focussed on projects and business growth going forward. This team works with contacts in various countries, such as Brazil, USA, Norway and Iran, to win export contracts and attract companies to Aberdeen.

(ENET - Enterprise North East Trust) is also a key Economic and Business Development partner, as it delivers the Business Gateway service which is jointly funded by ACC and Aberdeenshire Council. This type of contract/partnership arrangement could be extended in the future to encompass a possible TUPE arrangement for some elements that ACC currently deliver. Similarly, there may be the potential for Enterprise and Skills services to be provided by either extending the ENET contract or an additional contract with another suitable external contract - possibly a third sector company. This could equally be the case for the City Promotions team, where they may be encouraged to work more closely with Visit Aberdeen, whilst business growth would be retained to encourage market diversity through exporting, attract investment to the city, alongside partners such as ACSEF, Oil & Gas UK etc, and continue to maximise investment in the North Sea, maintaining Aberdeen’s stance as an International Energy Hub. New governance proposals for the Common Good fund to be approved at Council in February may provide access to new funding streams in support of new partnering arrangements. Managing these types of complex relationships, however, requires employees to possess well developed skills associated with project management, procurement,
contract management and managing external partnerships. This would therefore create a skills development issue that would need to be addressed.

Finally, it should be noted that E&BD currently has staff on long term secondment to ACSEF, BID and AREG which require review in budgets going forward.

As above, the soft market testing process within AM&O has been completed, with services remaining inhouse. The service is furthermore looking at ways in which they can work alongside the Environment Service’s Streetscene team more efficiently in similar ways to those used by Authorities such as Flintshire in North Wales e.g. through multiskilling within specific teams, having “super-depots” and branding the service, e.g. with a staff uniform, logo etc that is easily recognisable by the public. The effect of a super-depot would be to potentially remove 1 of the management roles. Improved asset utilisation and a more efficient workforce avoids the need to seek staff reductions and overall works towards one of the high level priorities in Smarter Aberdeen; “We will provide a clean, safe and attractive streetscape and promote bio-diversity and nature conservation. We will encourage wider access to green space in our streets, parks and countryside”.

Christie Commission

EP&I is very focussed towards increased working with Partner authorities and there is the expectation that the Council generally will be increasingly working towards that goal going forward. Services within the Directorate are striving to meet the needs of communities at the same time as increasing their focus on long term strategic planning such as PBB in terms of managing the workforce implications. This also links to the Christie Key Objective to improve performance and reduce cost. AM&O have applied this particularly in terms of their soft market testing exercise and in their creative approach towards efficiencies between their own teams and the Environment Team. Workshops within their service have highlighted the need to optimising staff skills by empowering them to make decisions at a lower level. This is with a particular emphasis on increased responsibility in budgets and resourcing as well as a review of bureaucracy generally.

Service Development/ Redesign

Teams in AM&O under particular focus are those of Soft Facilities management and Roads, both of whom have a project board dedicated to their transformation, required to have a plan to achieve the savings set out via PBB by March 2013. The delivery will therefore follow in financial year 2013/2014. These project boards are designed to be a platform to allow change to be developed from both staff and managers. As such, there is an email address specifically designated to this and a staff newsletter to update stakeholders. For Soft FM, the direction for change looks to be very much led by the option appraisal process which has been undertaken with staff, trade unions and key stakeholders. This will include consolidation amongst some of the roles e.g. to look for more generic supervision as well as greater use of IT across the board.
Within Roads, the project team are reviewing the majority of roles as well as existing processes to address structural issues and reporting lines.

Development is identified across the services as an ongoing need. The model of a career development scheme which rises in grade from entry level to fully trained, according to pre-agreed outcomes (achievements, experience, competence), looks to be one that would work well to fulfil these needs. This would also enable the Service to budget for a role at the top grade but recruit across the grades and potentially make a saving in the meantime if appointing at the lower level.

Against the context of the Council’s strategic direction, there has also been identified at service level the need to develop managers in project management skills, brokering and negotiating with contractors as well as the need for skills related to conducting option appraisals.

**Business as Usual Delivery Responsibilities**

All statutory roles within P&SD will come under the BAU category and Architectural, Property and Estates Services within the directorate look set to remain as is; with Investment Estate to stay in-house. However, even within the architectural team there will be structural amendments to recruit more at technician level as a “spend to deliver” from the capital programme. The slightly lower level post Senior Architectural Technicians have the skill level to take forward the capital programme, and will be appointed on a fixed term basis. These posts would need to potentially be permanent if there was a confirmed longer term view of capital investment priorities – i.e. beyond 3 years. The Council has been asked for its long term capital investment priorities by Audit Scotland and COSLA’s strategic infrastructure group and work is ongoing by the Corporate Asset Group to identify these.
Corporate Governance

Context

This workforce plan recognises that Aberdeen City Council is a major employer in the city and that Aberdeen is highly placed in Europe for quality of living and continued economic success.

The downturn in the national UK economy since 2008, had a limited impact on the Aberdeen economy with the energy sector continuing to flourish.

Looking forward, the economic outlook for the UK remains difficult whilst locally the economic outlook is positive.

The council’s five-year business plan vision is for “Aberdeen to be an ambitious, achieving, smart city”. One of the eight smarter priorities is ‘Smarter People’ and this means we will employ and develop our staff with the aim of having a workforce across the city which has the skills and knowledge to sustain, grow and diversity the city/region economy.

Corporate Governance Business and Improvement Plans

As set out in the Corporate Governance Directorate Business Plan 2013/14 – 2017/18, the directorate employs over 600 staff working across the city delivering services across five key services. It has an annual net budget of more than £28M which represents 6.7% of the council’s total expenditure. The services delivered by the directorate are:

- Legal and Democratic Services
- Human Resources and Organisational Development
- Procurement (shared with Aberdeenshire)
- Finance
- Customer Services and Performance

The directorate contributes to the council’s vision of being “…an ambitious, achieving, smart city” as set out in the council’s five-year business plan 2013/14 – 2017/18. In addition, the Corporate Governance Improvement Discussion Paper which was the subject of extensive engagement with staff, services, trade unions, elected members and other stakeholders has contributed to the future shape of the directorate. The outcome of this extensive and comprehensive engagement exercise will form the basis of a business case, that will identify the future direction for the service and it is anticipated being reported to council in spring 2013.

Moreover, it is worth noting the progress to date which has focussed on improving the services delivered by the directorate and has involved significant levels of engagement of staff in the design of solutions. These include:
introduction of Business Partners in Finance and HR
integration of the Registrar’s Service into Democratic Services
introduction of the Programme Management Office
bringing together of all staffing functions into the HR Service Centre
centralisation of all financial processing operations.

Not only have these, and many other changes resulted in improvements in the services delivered to customers, they have also resulted in significant financial savings.

Vision for Corporate Governance

The vision statement for the directorate as set out in the Corporate Governance five-year business plan 2013/14 – 2017/18 is to provide high quality, cost effective services which put the customer at the centre.

In order to achieve this, a highly skilled and motivated workforce will be required, committed to a clear set of values:-

- Excellence
- Customer focused
- Teamwork
- Respecting others
- Openness and honesty
- Upholding the reputation of Aberdeen City Council

In aligning the workforce plan to the five-year business plan the directorate has identified six principles for service delivery:

- **Customer services management** - Consistent, high quality customer experience whether it is our internal customers or citizens, using a range of different ways to communicate that are tailored to the needs of different customer groups in order to embrace a council-wide customer service culture.
- **Intelligence-led organisation** - Efficient and consistent gathering and sharing of knowledge and information across the organisation to inform strategic decision making.
- **Partnership working** - Working with our partners to deliver a range of corporate and transactional services.
- **Workforce planning and development** - Developing high performing employees through a joint commitment to development between employees and employer.
- **Financial management** - Challenge our ways of working to ensure we deliver value for money by exploring ways in which new methods of working and organisational arrangements will further improve services and reduce costs.
- **Business processes** - Streamline and standardise high volume processes in order to fully integrate back-office functions and to increase efficiency and effectiveness in the way the council
The CG Improvement Discussion Paper outlined a number of cross-cutting themes and options which will form the basis for the directorate’s improvement in service delivery in the year ahead. These are:

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<th>Improvement Theme</th>
<th>Key Outcome</th>
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<tr>
<td><strong>Vision, values and staff development</strong></td>
<td>Enhance the clarity and importance of vision and values to the directorate. Review and develop the operating model for Corporate Governance further developing roles such as business partners and account managers to provide an enhanced service to customers. Development of staff capability and skills plays a crucial role in ensuring that the council can run effectively. A highly skilled, knowledgeable and motivated workforce which takes responsibility. Provision of high quality services to customers using, appropriately skilled, well trained, competent staff to deliver a consistent service.</td>
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<tr>
<td><strong>Improving management capability</strong></td>
<td>Managers are critical to all aspects of council service delivery. It is important that they are competent, capable and confident in delivering their management responsibilities. Capable managers able to deliver management responsibilities.</td>
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<tr>
<td><strong>Business intelligence</strong></td>
<td>In general terms, the council would benefit from improved management information on all aspects of Corporate Governance. This enhanced customer intelligence would support effective decision making across the council. Having accurate, reliable and easy-to access management information available in real time is critical for effective and efficient decision making. In a complex environment, streamlined business intelligence tools are needed to enhance and automate reporting and forecasting activity through the development of a manager’s portal that will enhance their ability to manage their services successfully by access to better information. Interoperability of all systems and adoption and adherence to standards are key to the success of better clean data management. Ensure an approach and The right decisions can be made backed by good quality and timely data so that management information drives improvement across the council. Enable the organisation to maximise return on investment in systems by exploiting data about our customers, service users, employees and business functions to fuel business intelligence and drive service improvements.</td>
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plan to adopt a common set of data and system interoperability standards for the organisation, linked to the Enterprise Architecture framework.

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<th>Flexibility and changing needs</th>
<th>Customers (both internal and external) receive services tailored to their needs based on the appropriately skilled staff, technology and workflow. Enhanced position to support changing customer requirements such as those required by arm's-length arrangements and welfare reform.</th>
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<tr>
<td>The shape and structure of the council is set to change, potentially leading to the creation of different service entities. This is likely to offer opportunities and challenges for Corporate Governance to operate differently and be more receptive to the changing needs of the organisation.</td>
<td>Better understanding of our customers needs, using this insight to change the way existing services are delivered opens up opportunities for delivery of other services.</td>
</tr>
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<th>Process re-engineering</th>
<th>Automated and standard processes reducing dependence on manual intervention. Process should be compliant with the appropriate regulations and clearly understood by all users.</th>
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<tr>
<td>Processes and workflows need to be consistently reviewed and refined to ensure they are fit for purpose and are efficient and effective and standardised as far as possible.</td>
<td>Automated and standard processes reducing dependence on manual intervention. Process should be compliant with the appropriate regulations and clearly understood by all users.</td>
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<th>Benchmarking and good practice</th>
<th>Greater consistency and level of service delivery.</th>
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<tbody>
<tr>
<td>Harness and extend good practice and innovation to raise good standards of customer service as a core organisational behaviour and expectation.</td>
<td>Greater consistency and level of service delivery.</td>
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In addition, the CG Improvement Discussion Paper outlined the key areas for individual service improvement, all of which have been subject to engagement.

This position represents the future direction over the next five years and the workforce plan needs to assess how the workforce will need to change to achieve the key outcomes. Outlined below are some of the key drivers both internal (which we can influence and affect) and external (which we probably cannot influence or affect) which the council needs to be aware of in making the necessary changes to the workforce.
Drivers for the Workforce Plan

This section of the workforce plan details the drivers for change to achieve the outcomes set out in the CG Improvement Discussion Paper. The paper also identified options for improvement which will require a holistic approach to the **people** we employ, the **processes** we develop and apply and the **technology** we use.

Internal Drivers

People (Current Position)

The outcome of the Performance, Review and Development (PR&D) Scheme currently being rolled out across the directorate (and council) will identify individual training needs to equip them with the skills and behaviours to do their job. The PR&D Scheme specifies behaviours against which those with management responsibility will also be assessed. The behaviours set out in PR&D are:

- Communication
- Customer focus
- Professionalism
- Respect

It is an option to supplement this by undertaking a skills audit of the directorate.

A focus on behaviours and skills will be backed up by a needs-led approach to personal development. The behaviours also underpin a set of values which are clearly outlined in the CG Improvement Discussion Paper.

Technology

Investment in technology and understanding how technology can be used as an enabler for a more efficient and a high performing organisation is vital to move the directorate and organisation forward. It may be necessary to replace existing systems as a means to support the step-change to customer focussed services delivered through direct access (self-service) where possible. The new technology must also integrate with existing legacy systems and by doing so will provide the required business intelligence through robust and up-to-date management information.

This investment in technology and move to direct service will require technology to be developed and maintained. Hence the technical support capacity for these arrangements will need to be enhanced. In addition an appreciation of emerging technologies, e.g. Cloud, should be swiftly evaluated and applied where it realises customer service benefit.
Processes

Currently the council offers a number of flexible working opportunities for people which are provided for in terms and conditions of service. The Equal Pay and Modernisation employment contract allows for flexible working opportunities and frameworks have been developed for these to be applied. Across the directorate there are many arrangements where staff work flexibly with many staff enjoying the benefits of flexitime, compressed working arrangements, part-time working, term-time working, career breaks, granting of unpaid leave to name just a few.

The New Ways of Working programme is looking to support more home, remote or satellite working arrangements and this will require a review of existing processes.

The council has a number of approaches to customer service e.g. customer contact centre and customer service centre. Behind the customer service centre there are specialised services to deal with specific queries e.g. Social Work Duty Team, Revenues and Benefits, Homelessness, Environmental Health, Trading Standards etc. This provides an opportunity to review processes, end-to-end, across a range of services, ensuring that this is linked to any work on technology and people.

The council is also exploring options to set up a variety of arms-length arrangements to undertake work currently done by the council. One proposal is the establishment of the local authority trading company, which has been agreed in principle by the council. In the short term, whilst these organisations are in their infancy and finding their commercial feet, the current service provision arrangements will continue and will be managed through an SLA. However, it is envisaged that such organisations will quickly need to determine their own strategic approach to these functions. Therefore, whilst still continuing to use council services, their plans may develop to either move away from the council by buying such services elsewhere from the market or negotiating with the council to continue to provide services.

External Drivers

The directorate must also be aware of the state of the local and national labour market for key occupations within areas of Corporate Governance. When the national and local economy was booming there were posts for which it was difficult to recruit and compete in the market. However, the downturn in the national UK economy since 2008 has meant that previously difficult-to-fill occupations e.g. solicitors, have eased. Looking forward, the directorate is projecting a stable workforce and in general the ability to recruit is favourable. It is recognised that there will be specialised, particularly professionally qualified posts where there is a need to compete in the market. This presents the directorate with options which include a “growing our own” initiative through offering traineeships, internships and succession planning. Human Resources and more recently Finance have supported trainees
through professional qualifications. This approach needs to be rolled out further and areas where this could be successful scoped.

There is also the potential that the council could potentially lose business critical people. In some cases staff could choose to go elsewhere for higher salaries irrespective of the work being done to promote the council as an employer of choice and a great place to work. Therefore, the council needs to keep its pay and grading structure positioned correctly supplemented by an excellent reward package.

The directorate keeps an external perspective by establishing and building networks with other companies where there are opportunities to look to second people to/from these companies and give employees and the private sector a wider perspective on how things are or could be done.

One key initiative that will directly affect the Revenues and Benefits section as well as other services across the council is that of welfare reform. The changes to the benefits system, the first of which are planned to take place in April 2013 (but may be pushed back by Government) will involve the council losing responsibility for administering housing benefit, which will move to the Department of Work and Pensions (DWP), who will be responsible for administering the new Universal Credit. However, it would appear work will be coming the other way from the DWP for the council to administer emergency crisis loans.

The welfare reform agenda will have significant implications for the council across a number of services (Social Work, Homelessness and Customer Services). Corporate Governance will need to support this through understanding what impact this will have on frontline customer delivery and support operations will be required. The retraining / upskilling of staff to support customers who will no doubt struggle with the changes to their benefits.

Partnership Working

There is a strong emphasis on building public sector capacity through partnership working which could potentially permeate all services. This is being seen by the prominence given to community planning. Indeed, in forward planning for partnership working both Corporate Governance and the wider council could seek to position itself by developing skills required for managing joint/partnership working and/or organisational integration. Alternatively it may identify areas of activity where it is strong and ensure the business case for retaining such services are irrefutable in the face of potential competition from other partners with similar areas of work. It also may consider competing with other partners to deliver services outside of the council.
Next steps skills audit and training needs analysis

The PR&D Scheme will determine future development requirements. The change already seen in the recruitment process to ensure people with the right behaviours is a good start to move to a better experience for our customers. This needs to be aligned with training programmes that are designed appropriately. There should also be joint arrangements with other directorates to ensure the skills of the people across the council are flexible.

To ensure there is a suitable skill-mix across the directorate the structure will recognise roles for professional, para-professional, technical and support roles where the people occupying these posts will be highly trained and appropriately qualified. We should not and cannot rely on the future supply of professional and or highly specialised people from the market. In order to mitigate the loss of key staff we need better succession planning, ensuring appropriate knowledge transfer. Furthermore, we should be looking to “grow our own” professional staff through the offering of traineeships, internships, modern apprenticeships with a view to supporting new entrants to public service identify a career path and support them. It is recognised many may leave for the private sector as we are unable to compete on salary but as long as the council gets “pay-back” for its investment in training and support, those who remain will make the schemes worthwhile.

In recognising the direction of travel for the directorate there may be a requirement for staff to adopt a more commercial edge and develop new skills and behaviours. This means looking at opportunities for identifying and maximising streams of income. This is also recognised by the opportunity for providing services to the emerging arms-length companies being set up by the council. It is envisaged that different types of skills will need to be developed such as brokering, commercial negotiation, facilitation and commercial awareness.

The move of the council to more arms-length arrangements will require the directorate to develop new skills and behaviours in dealing with such commercial arrangements. It is envisaged a different types of skills will need to be developed such as brokering, commercial negotiation, facilitation and commercial awareness.

It is envisaged that over the next few years that programme management to co-ordinate the many projects that will be required to deliver the business plan. As a result there is a need to identify staff with latent project management skills and develop these.
The Social Care and Wellbeing service delivers social work and social care services across the areas of children’s services, adult’s services and older people and rehabilitation.

Currently, the Social Care and Wellbeing Service has a total staffing establishment of 1401 fte or 1632 in headcount terms (December 2012) with 91 vacant posts (December 2012).

Since the adoption of Priority Based Budgeting in all Services was approved by Council in February 2010, options for Social Care and Wellbeing have reduced the base budget for 2013/14 by £7.6M. Additional savings are also due for 2014/15 (£2.2M) and 2015/16 (£2.1M).

Workforce Planning Data Analysis

Number of employees by gender:

87% of SC&W employees are female which is not unexpected as the care sector tends to be female dominated. In itself this poses no significant issues other than ensuring that equality is maintained and that proportionate numbers of women feature in the more senior positions in the directorate. If we examine posts in the directorate at grade G16 and above we see that 76% of these posts are filled by women and 24% by men. Thus, although showing a difference in distribution of about 10%, the gender split is replicated at the senior level in the directorate.

The real value of this indicator is its use as a cross reference with other indicators as described below. However, this indicator may suggest that working with universities and colleges to encourage more men into the profession could be worthwhile considering, particularly as, historically, there have been difficulties in recruitment to social care and social work vacancies.

Number of employees by FTE:

The number of full time vs. part time staff is quite a close statistic with 55% of staff working full time and 45% working part time. The numbers of part time workers might have been expected to be higher given the gender split of the directorate but this perhaps reflects the impact of the age profile which is described elsewhere.

This indicator can be important from a workforce planning perspective as it provides a framework of deployment for resources. Clearly when working with large numbers of part time staff it is crucial to ensure that their deployment is carefully structured and understood so as to ensure service delivery is maintained at appropriate levels at all times. It can also make it more difficult to make staff based savings as more staff numbers have to be taken into account to achieve an FTE saving.
Number of employees by contract type:

The Social Care & Wellbeing service is staffed predominantly by permanent staff (97%) with only a small percentage of temporary (fixed term). This provides a degree of stability in the workforce although it is necessary to also include an analysis of the use of agency workers within the service to cover vacancies and sickness absence, as agency usage is costly and unsettling from a planning and risk point of view. This exercise will be undertaken and outcomes reported separately. The service would also need to consider that with such a large percentage of permanent staff the options to reduce costs through the ceasing of fixed term arrangements are limited.

Number of employees by grade:

The grade distribution across the directorate shows three distinct spikes:
G9 – 33% of total staff
G11 – 18% of total staff
G13 – 22% of total staff

There are concentrations of staff both below G9 down to G4 as well as above G13 to 16. The distribution of staff across the 3 main spikes appears to demonstrate a service where the focus is on the delivery of a service with qualified professional staff with the 3 spikes indicating progression from para-professional through newly qualified to experienced professional which is not unexpected. The data shows that it would be possible to reduce service costs by altering the balance of para-professional and professional staff, but this must be counterbalanced by the requirements of service delivery that are required. This indicator would be best utilised in future planning when set against the forecasts for service demand and the mechanism for delivering on that service demand.

Number of employees by age:

The data shows that the Social Care & Wellbeing directorate is an ageing one with a significant population of staff over 40 years of age. However, the spread of data across the age ranges demonstrates only a moderate ageing trend. There are significant distributions of staff in the lower age ranges to counterbalance those at the higher ranges. The overall distribution therefore is actually relatively flat.

The data itself shows two concentrations of staff. The first peaks at the age of 31 with 41 staff. This is the highest point in a range that runs approximately from the ages of 24 to 35 and incorporates 24% of the directorate. The second concentration of staff peaks at the age of 52 which has 60 members of staff at that age. This is the highest point in a range that runs approximately from the ages of 39 to 58 and incorporates 58% of the directorate.

Clearly with a range of almost 20 years covering the second concentration compared to the 11 years covering the first this re-enforces both the notion of an ageing workforce but also demonstrates the concentration of younger staff
which provides opportunities in terms of succession planning routes for them into posts currently occupied by older and experienced members of staff. Such a process combined with active knowledge management is vital for service continuity. It will also be important to continue to ensure that there remains this group of younger staff in the organisation bringing new ideas, energy and skills into the directorate and so this needs to be one focus of the directorate’s recruitment strategy, possibly requiring continued engagement with schools, colleges and universities to ensure that young people still continue to enter the profession.

This type of process means the service can negate the large number of experienced staff that are within ten to fifteen years of retirement (assuming approximate age 65).

Absence:

The graph below shows the number of days absent per employee for the Social Care and Wellbeing service from Dec 2011 to Nov 2012:

The graph demonstrates an overall decreasing trend although in keeping with the overall ACC figures there is a more recent increase seen in April 2012 and the trend has stagnated into a no change state from September 2012 onwards. Regardless of an overall decreasing trend which represents progress, the actual number of days absent remains high and represents significant cost as there will be a requirement to cover some of this absence with relief or agency workers, thus the cost of the absence is not just calculated in lost productivity. Reducing absence should be a key workforce planning objective for the service. Further information on this would be required to understand the split between short vs. long term sickness and to highlight further trends in sickness, reasons for sickness or locations where sickness absence remains an issue thus allowing the service to target proactive management in key areas to reduce the rate again.
The table below shows the numbers of leavers for SC&W for the year April 2011 to April 2012 and includes both voluntary and involuntary leavers:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Number of Leavers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Death</td>
<td>4</td>
</tr>
<tr>
<td>Did Not Start</td>
<td>1</td>
</tr>
<tr>
<td>Dismissal</td>
<td>20</td>
</tr>
<tr>
<td>End of Temporary Contract</td>
<td>93</td>
</tr>
<tr>
<td>Ill Health Retiral</td>
<td>9</td>
</tr>
<tr>
<td>Leaving the Area</td>
<td>10</td>
</tr>
<tr>
<td>Maternity Non Return</td>
<td>6</td>
</tr>
<tr>
<td>Max Attendance</td>
<td>-</td>
</tr>
<tr>
<td>Capability</td>
<td>4</td>
</tr>
<tr>
<td>New Job Outwith ACC</td>
<td>25</td>
</tr>
<tr>
<td>None/Resigned</td>
<td>66</td>
</tr>
<tr>
<td>Redundancy</td>
<td>1</td>
</tr>
<tr>
<td>Retiral</td>
<td>17</td>
</tr>
<tr>
<td>Severance</td>
<td>20</td>
</tr>
<tr>
<td>Termination of Contract</td>
<td>15</td>
</tr>
<tr>
<td>Grand Total</td>
<td>291</td>
</tr>
</tbody>
</table>

The number of voluntary leavers is: 107 (6.74% turnover)
The number of compulsory leavers is: 184 (11.59% turnover)

The fact that the greatest number of leavers comes into the ‘end of temporary contract’ category could be of concern. This demonstrates a significant transient element to the workforce, largely made up of fixed term workers. This has potential implications on service quality, risk assurance and costs as well as impacting on team morale and cohesiveness. It has been recognised by Social Care and Wellbeing SMT that in recent years, the underlying reason for larger numbers of fixed term / relief workers has been budget driven. Recruitment has been restricted to fixed term rather than permanent contracts and it is not expected to be an ongoing issue due to transformational change in the service.

A relatively high percentage (7%) of leavers were by reason of dismissal which may reflect a positive move towards a performance culture where poor performers and conduct issues are managed effectively. Further analysis of these dismissals would be required to identify patterns or trends that can be acted on. More details would also be required to better understand the reasons for the 66 people that left in the ‘none/resigned’ category as there may be useful workforce intelligence in that group.

**The Social Care & Wellbeing Agenda**

The 5 Year Business Plan and the Priority Based Budgeting (PBB) approach coupled with a vast and complex national strategic agenda has resulted in
proposals for huge transformational change in the way the Social Care and Wellbeing delivers its services and will deliver its services in the future. As a result there are very significant demands on the current and future workforce. To be in a position to deliver these agendas both now and in the future, it is essential to consider the workforce implications associated with these proposed changes.

**Internal Drivers: Business Plan**

The ACC 5 year Business Plan 2013/14 - 2017/18 outlines the Council’s vision for Aberdeen to be an ambitious, achieving, smart city. The plan contains a number of key priorities for the SCWB directorate including:

- Smarter Living – this is a commitment to enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem.

**PBB Options**

**Review workforce skills mix to consider the number of professional staff and replace with para-professional staff. (SCW6)**

This option comes from the Changing Lives: 21st Century Social Work review. There are a number of considerations:

- determination / clarification on the term para-professional.
- the criteria for allocation of work responsibilities needs to be determined;
- the qualification level needs to be determined. e.g. will a para-professional require SVQ Level 3 or Level 3 and HNC;
- need to consider job profiles for professional roles and determine what duties / support could be undertaken by para-professionals;
- Potential opportunity to rationalise job titles, job profiles, qualification levels and grades.

In the Older People & Rehabilitation section, para-professionals already exist and the model works well. For example, Care Managers undertake the full professional role, assessing and developing care packages. Care Coordinators are the para-professionals and undertake the maintenance of care packages and carry out reviews.

In Children’s Services there are para-professionals in the form of Family Support Workers and Family Aides. This may well be an increasing area of the workforce – using para-professionals and other support staff to carry out support and practical tasks ensure that social workers are used to carry out the core function of their regulated post. The use of para-professional staff needs to be overseen closely to ensure that when work or a task meets a certain threshold that a social worker is allocated, for example, assessment and statutory work. It should to be noted that para-professionals are not a substitute for social workers.
For other parts of the service, there is an option to consider the use of para-professionals as Social Work Assistants to undertake non-statutory social work or other duties. It is not clear at this stage what the workforce implications of this option are. Further work will need to be undertaken to determine the business case.

**Reduce the number of specialist care placements for children and young people by redesign and small addition to existing local services (SCW14)**

The build of the new children’s unit at Marchburn Road is part of this option. This means additional capacity and an increase in the residential staffing establishment. The recruitment of residential childcare staff is difficult both in terms of the quantity and quality of applications. There is also a link to the review and redesign of the residential service within children’s services, which will consider staffing models and possible changes to existing terms and conditions, all of which will have workforce planning implications.

**Redesign of family and community support services (SCW15)**

The service has been developing a range of community based services including redesigning the family and community support service to ensure a proactive, flexible approach. This is part of the strategy to build capacity in the city as alternatives to residential or secure accommodation. One of the major challenges in workforce planning terms is that this change to service delivery requires a much more flexible workforce providing a service 7 days per week outwith normal core hours.

**Investment in local fostering and adoption capacity (SCW16)**

This is likely to be an increasing area of service with the development of a SVQ Level 4 or ‘professional’ scheme. There will be increased training, development and qualification requirements.

**Jointly commission service with other organisations (SCW13)**

There are potential efficiencies and economies of scale to be made from this approach. Examples could be having a single prison social work service which covers all three of the Grampian area local authorities and hosted by one employer, which reduces duplication of services. There may be other social work services which can potentially work on a similar model. There may be implications for reduced workforce in these areas but these will not become clear until the business case is drawn up and costed.

**Establish a LA trading company to provided direct social care services for older people (SCW21)**

The business case to create and establish a local authority trading company has been approved and the implementation stage commenced. The
implementation plan involves creating an organisational structure for the company, developing the governance arrangements for operation of the company and developing the TUPE arrangements for all relevant staff. The target ‘go live’ date for the LATC is April 2013.

In workforce planning terms, the move of all older people’s services, occupational therapy and rehabilitation services and learning and development to Bon Accord Care Limited will result in a significant reduction in the Social Care and Wellbeing workforce. Approximately 600fte employees are in scope to transfer to the LATC under the TUPE regulations.

Ongoing workforce implications of the LATC workforce will need to be determined in conjunction with the Board of the LATC. In addition, there are implications for the employees and services not transferring to the trading company which need to be considered.

**Redesign of learning disability services (SCW1)**

This redesign, now completed, represents significant change and has rationalised the management structure across the four residential learning disability units and one day care unit within the Council.

In terms of workforce implications, it is likely that the personalisation agenda is likely to result in a radically different workforce to that which is currently in place.

With service users being able to choose the type and level of care they require, establishment day care is likely to reduce. It may be that what is required is a pool of employees which service users can tap into on a spot purchase basis.

Another option might be that rather than being employees of the Council that our existing employees become ‘employed’ by the individual service user on a personal support assistant basis and this clearly has significant workforce implications which have yet to be determined.

**External Drivers: Legislative Changes**

The major piece of legislation on the radar with huge implications for the Social Care and Wellbeing Service over the next few years is the *Self Directed Support (Scotland) Bill* – which if approved will become the Self Directed Support Act later this year. This legislation empowers people to direct their care - to have informed choice and control about how their support is provided. There are several options to enable service users to take more control.

One way is taking a direct payment. This is where a local authority makes a payment direct to the citizen in place of services that otherwise would have been arranged by the authority. As an alternative, people can direct the
available resources. They can take and manage a direct payment as part of this but they do not have to - an individual budget or individual service fund.

If this legislation is approved it will require the Council to provide the various options available to citizens - making it clear that it is the citizen's choice as to how much choice and control they want to have. As a result, it will have a fundamental effect on how local authority social work services are delivered, predominantly in adult services, but will have an effect across the board. It will completely shift the relationship between service users and funding bodies.

Workforce implications are significant in that currently the Council provides a range of day and residential care services which are establishment based and a range of staff are employed to operate these facilities. If service users choose to purchase alternative care services or from other providers, there may be issues in terms of workforce requirements.

**External Drivers: Demographic Considerations**

The population in the 65+ age group is predicted to rise in Scotland by 10.5% in the period from 2012 to 2017. In Aberdeen, the increase is projected to be slightly lower at 10%. This has a significant impact on the Council’s future planning for care of the elderly, which is a major driver of demand for social care and wellbeing services. The increase in the 65+ age group will also have an impact on housing, which whilst not a general fund service, will be key in supporting the balance of care agenda.

Although a national issue, the ageing population in the Aberdeen area and an ageing workforce within Social Care and Wellbeing is a considerable challenge in workforce planning terms.

Existing care staff are predominantly female and within an older age group and it is an ongoing concern about how to recruit and retain new talent when the current workforce retires or exits the organisation.

At present it is not possible to recruit sufficient direct care staff to fill jobs on the Social Care and Wellbeing establishment. The core staffing is supplemented by relief staff or in the majority of cases by external agency workers, for which the organisation is paying higher rates than the established pay rate for the job. There are implications in terms of the (sometimes poor) level of training of agency workers, the impact there is for service users in terms of continuity of care and the loyalty and commitment they have to the organisation.

The ‘Aberdeen’ factor - the low unemployment rates coupled with the cost of living in Aberdeen has meant that it is increasingly difficult to recruit social work and social care staff from outwith the Aberdeen area. There is anecdotal evidence that providers are unable to source staff within the locality to fulfil some social care contracts, and are sourcing staff from the central belt (and paying for the associated costs).
Workforce planning issues for consideration:

- Potentially redesigning roles to make them more attractive and jobs more fulfilling;

- Providing career paths – ‘care’ as a career choice - providing career progression from unqualified carer to qualified carers and / or management.

- ‘Growing our own’ scheme – both for Social Workers and for Carers. There are cost implications of seconding staff to BA courses across the service – but this could be a ‘spend to save’ initiative. Also there is a need to consider alternatives to the academic qualification route, such as vocational training. Trainee Carers could be offered development opportunities / further responsibility and could be rotated around different parts of service in order to gain further experience?

- Market the ‘Carer’ role to different segments of the recruitment market such as school leavers / female returners / men. Such initiatives focus on selling the positives of the roles; a rewarding job, flexible hours, good benefits package and career path.

- Consideration will need to be given to modern apprenticeships / apprenticeships and developing improved links between schools and colleges to market the job / career options. These are issues currently being considered within the HR Service.

External Drivers: National Policy / Strategic Initiatives


This strategic initiative has a number of recommendations relevant to workforce planning which need to be considered:

- to enable and support social workers to practice accountably and exercise their professional autonomy;

- to develop a learning culture that commits all individuals and organisations to lifelong learning and development;

- to deliver services by effective teams designed to include the appropriate mix of skills and expertise and operating with delegated authority and responsibilities;

- to develop enabling leadership and effective management at all levels and across the system.

The Personalisation agenda

This links to the Self Directed Support (Scotland) Bill (see above). The definition of personalisation is to ‘enable the individual alone, or in groups, to find the right solutions for them and to participate in the delivery of a service. From being a recipient of services, citizens can become actively involved in selecting and shaping the services they receive’. (Scottish Government website)
Personalisation will have implications for the roles, tasks, skills and development of the workforce overall. There is a need to look at the current and future requirements of those working in the areas covered by the personalisation agenda and to establish whether there are any skills gaps or training and development requirements to equip people for a changing environment and requirements.

**Shifting the balance of care (SBC)**

This is a nationally led agenda that requires a partnership approach between the NHS, Local Authorities and the voluntary and independent sectors. By Shifting the Balance of Care (SBC) the aim is to improve the health and wellbeing of people by increasing the emphasis on health improvement and anticipatory care, providing more continuous care and more support closer to home. In essence it’s about moving resources from ‘institutional’ hospital or residential care to enabling people to be cared for at home.

In workforce planning terms this agenda requires professionals and staff to develop their skills, expertise and roles. It requires real partnership working between staff in the NHS, and Local Authorities, and agreement on outcomes and care pathways delivered by community based multi agency teams. It means shifting our view of individuals as passive recipients of care towards full partners in improving their health and managing their conditions.

All of these strategic agendas have huge workforce implications as it may result in a reduced need for staff within ‘institutional’ care such as residential establishments, but a much higher need for staff working in service users’ own homes or in other service provision. This may require changes in skillsets, working hours, how employees are contracted and terms and conditions.

The social care and wellbeing workforce has already begun to reflect these changes through utilising the Scottish Government Change Fund (funds set aside for initiatives for reshaping care for older people to enable people to live at home and avoid admission to hospital.

As part of the preventative agenda, much progress has already been made. A re-ablement team has been created which sees a team of Occupational Therapists and Carers working together with service users to enable them to remain in their homes and to live as independently as possible. The aim is to use intensive occupational therapy to enable service users to re-learn skills that may have been lost, to gain confidence and independence and to learn to live and adapt to changes in their disability or illness, thereby reducing care input.

Workforce implications associated with these changes are as follows:

- Skillsets may be different, additional staff may be required but with revised job profiles;
- Training implications across the service;
- A review of employee terms and conditions may need to be considered in that this agenda requires a seven day service, but what is required is flexibility without the cost of current shift enhancements etc.

**Integrated Children’s Services Agenda: Getting it Right for Every Child (GIRFEC)**

The service is working to embed the principles of Getting it Right for Every Child (GIRFEC). This will support GIRFEC’s key principles of keeping children and young people within their own families and communities, supported wherever possible, by universal rather than specialist services. This is in line with the Single Outcome Agreement objective that we have improved the life chances of Children and Young People and families at risk and the local objectives that children and young people live within a supportive family setting with additional assistance, if required, or where this is not possible, within another care setting ensuring positive and rewarding childhood experiences and that children and young people are protected from abuse, neglect and harm by others (and self) at home, at school or in the community.

The Children’s Social Work Service has continued to build on the positive improvements to outcomes. We have developed a number of new services and interventions to better support children and young people in Aberdeen.

The Service priorities are;

- To retain children at home with their families when that is safe and appropriate
- To provide quality care locally to children who require to be accommodated either in foster or residential care
- To retain children and young people in the Children’s Hearing system
- To support children and young people while minimising their involvement in statutory systems
- To listen to children and families and involve them fully at every stage of our involvement
- To contribute to positive outcomes for children
- To work closely with a partners in the Third Sector.

There is a new multi agency Child Protection Improvement Plan following the 2011 Child Protection Inspection which is managed through the auspices of the City Child protection Sub Committee.

Since April 2011, there is an Intensive Support and Monitoring Service in the City available to the Children’s Hearing as an alternative to secure Care. Partners in Youth Justice Services are working closely together to ensure successful implementation.

The city has received a three year allocation of funds from the Early Years Change Fund. The focus of the change fund in the city will be the promotion and support of positive, secure attachment for children. This recognises the importance of attachment in the long term development of children.
New operational procedures for Getting It Right for Every Child have recently been launched and a programme of multi agency training is underway. There is now a city wide format for the Child’s Assessment and Plan which will be used by all working in Children’s Services.

**Core Competencies for all Children's Services Workers**

The goal is to have interchangeable skills across social care, education and health. The Scottish Government paper which sets out the common core competencies and skills for children’s services was published in August 2012. This supports the GIRFEC approach and national introduction of named person and lead professional. It sets out a baseline of expectations for staff working with children.

**External Drivers: National Qualification and Registration Requirements**

The Scottish Government introduced required registration for key groups of social service workers to ensure that workers are competent and confident to undertake the important and complex work required of them and that they are suitable and remain suitable to work with children and adults who are vulnerable. Registration sets qualification requirements and standards of conduct for workers.

The Scottish Social Services Council (SSSC) opened their register in 2003 and operates a rolling programme of registration dates for the various categories of social service workers. The qualification requirements affect the whole social care and wellbeing workforce.

There have been huge implications to get the various categories of social work and social care staff qualified in line with the programme and this is ongoing through to 2020.

There have been and will continue to be implications for some employees who have been employed with ACC for many years and work well as practical carers, but as they are required to register and the qualification requirements are set, are unable to pass the qualification or perhaps to take on the responsibility for managing staff. There are potential capability / redeployment implications to be considered.

**Partnership Proposals / Arrangements**

**Integration of Adult Health and Social Care – Scottish Government Proposals**

There is a recognition that separate, and sometimes, disjointed systems of health and social care can no longer adequately meet the needs and expectations of increasing numbers of people who are living into older age, often with multiple, complex, long-term conditions, and who need joined up, integrated services.
There are already examples of joint working and joint teams between Health and Social Care in Aberdeen and there are a number of jointly funded posts. An example is the recent integration of the Council’s out of hours care at home service and the community nursing out of hours service, with a joint coordinator post to maximise the benefits of integrated working.

The Scottish Government consulted on proposals for the integration of Adult Health and Social Care and are currently considering the analysis of the consultation exercise. It is anticipated that a report will be issued in early 2013. It is proposed that new legislation will be required to implement the necessary changes resulting from the recommendations.

As the consultation is at an early stage, the workforce implications cannot yet to be determined.
Housing and Environment

Business Plan

A redesign of structures and roles has been undertaken in most areas to meet the requirements of the business plan. These included amalgamating teams and establishing new posts which incorporate new ways of working. There has been a reduction in a Service Manager’s post. The needs of the business will be kept under review.

There is the potential for an apprenticeship scheme to be introduced for the housing management area.

Other Internal Drivers

The creation of a Housing Options and Advice centre is a creative and innovative concept which may involve bringing together various teams including Welfare Rights, Housing Selections, Allocations, Debt Advice, Homelessness and others to meet the needs of the citizens of Aberdeen. The development of this has already commenced although actual implications on the workforce are not yet known.

A review of parking in the City is ongoing and being led by EP&I and there are unlikely to be implications on the workforce in the short term although discussions around capital assets, such as car parks and the need for investment may, in due course, have implications.

External Drivers

Legislative
From the 31st December 2012, with the removal of priority needs status, the obligations on the Council in delivering its Homeless Service will increase. The Council has placed considerable emphasis on early intervention and prevention activities and this is already paying dividends. The full implications of the 2012 targets are not yet known and, as this is predominantly a reactive service, our resource implications will be kept constantly under review.

The impact of the welfare benefit reform cannot be overstated and will impact substantially on the economy of the City, its environs and the way in which we will require to respond in firstly preventing additional homelessness, income collection, demands for support and advice, and how we develop a future anti-poverty strategy. The exact implications are unclear at this time but are unlikely to be considerable and will impact on every Service within the Council. A multi-directorate and agency programme is currently underway including developing proposals to respond to the changes. One area of change could provide for the co-location of Council and other agencies staff.

Staff resources for benefits, budgeting advice and housing support will require to be kept under continual review as the impact of the changes on the Council and its residents becomes clear.
Partnership Working

Discussions have been ongoing regarding a joint project with the Police regarding Community Safety and CCTV – the Community Safety Hub, which will include a number of teams. The HUB is due for implementation in January 2013 but CCTV discussions are ongoing. The workforce implications of this are unknown at this time. The evolving Scottish Governments regeneration strategy will require a considerable degree of increasing involvement by local communities in decision making that effects their housing estates. Responsibility within H&E will be taken up by the expanded generic role for Senior Housing Assistants and Housing Assistants in the area offices.

Regeneration and Housing Investment

PBB Options

One proposal which is still being considered is to establish an arms length Local Authority Trading Company which will result in ‘in-scope’ staff being transferred into the new vehicle under TUPE regulations. This accounts for approximately 483 fte. There will be a requirement for any staff, who currently support the Service and who will remain in the employment of the Council, to develop skills around partnership working, business partnering and contract management, and may include a potential small increase in the retained staffing element. Discussions are ongoing regarding this to ensure a clear understanding of roles and responsibilities.

The business model needs to change to meet the increased demands of this area of work and/or manage the decline of work and alternative proposals are being considered. The workforce implications for this are unknown at this time.

The Service is also currently re-invigorating the Council’s Regeneration programme although no clear indication of specific staffing implications is known at this time. This process will be developed at a corporate level with other Services of the Council and other agencies through Community Planning Aberdeen.

Business Plan

This is predicated on ensuring the Service responds to the property maintenance and development needs of the Council’s estate. The current workforce is employed to meet current demands, and the business planning reflects that the core business of repairs and maintenance will continue to be delivered by either the Service or its Arms Length Company into the long term future.

The plan however, also indicates a shift in responsibility for delivering capital works, with much of this now being delivered by the Service ‘in house’ instead of being contracted out. In addition, a major element of the current
programme of capital works finishes in 2015. As a result, the Service has developed its staff and uses an increased number of agency staff to deliver the capital programme. Planning into the future, the Service will need to be equally flexible with its staffing needs to meet changing capital development programmes from the Council, or in the Commercial Market as an Arms Length Company. It is also committed to establishing fixed term contracts proposals with staff who may currently be employed through an agency.

Finally, integral to the business planning of the Service is the continuation of a well established apprenticeship scheme which provides social and economic benefit to the Council.

Other Internal Drivers

There are a number of planned contracts currently in place which have the potential to come in-house resulting in a potential increase required in Craft worker positions.

The responsibilities of our Corporate Parenting policy are currently incorporated into apprenticeships being available. This is within the craft workers area and will continue to be developed. It is anticipated that this will continue with the establishment of the Arms Length Trading Company.

External Drivers

Economic
There is little sign of an increase in the performance of the economy throughout the UK and although to date Aberdeen has been resilient to the effects of the downturn economy, this may still impact on House Builders in particular. The implications are that, for the next 5 years, the position will remain largely unchanged and there is likely to be an increasing demand for Council services such as welfare rights support, Council and affordable housing, and support to maintain tenancies.

Regulatory
From 2015 new Scottish Housing Quality Standards (SHQS) requirements will dictate the capital investment and the work programmes that will be required through until 2025. This will most probably result in upskilling or training programmes for staff or a reduction in the requirement for certain posts if the standards are amended.

Environment

PBB Options
The external delivery or attaining equivalent efficiency savings as part of PBB on grounds maintenance and street cleaning services has been achieved. The service will continue to look at methods of work and working patterns and if better, more efficient ways of working are identified the service will, where applicable, follow consultation and negotiation using agreed procedures, prior to implementation. In addition, there may be the requirement to offer staff
training so that they can perform effectively in delivering the work in a different way.

Attaining equivalent efficiency savings on the fleet aspect of street cleaning, grounds maintenance and waste, although being led by EP&I will have an impact on H&E particularly if part of the fleet maintenance is procured externally. The result could give an increase in productivity due to a reduction in vehicle down time. The implications upon staff are unknown at this time.

There have historically been reductions in the service to selected parks and gardens. The service has been and is currently exploring alternative funding arrangements to add additional value in the parks and gardens through various schemes. These initiatives have been and will continue to be considered and introduced. To date there is little indication of a negative impact of these initiatives on the workforce. Certainly the development of friends groups and becoming more customer focused to attract investment will mean changes in the way that staff have worked, and may require a review of skills and competencies.

The implementation of mobile working for field staff in Environmental Health and Trading Standards has commenced and will result in a reduction of four posts over the next three years. The team are aware of this proposed change in the structure, which is to be achieved by not recruiting to vacant posts (both current and those which will become vacant through retirement). Alongside mobile working, the ways in which staff worked have been reviewed and the service continues to move away from specialist teams to generic teams which will result in staff multi-skilling and achieving a more flexible service. A career progression scheme will be introduced to ensure that we are growing our own which should assist with retention.

In terms of implementing the waste strategy there will be changes in the number and types of domestic waste collections and commercial waste collections, including changes to the charges mechanism and the implications of this could be numerous. Schedules for collection could change, either resulting in more staff or less staff being required and volume/weight of materials collected may increase following promotion and awareness raising with the citizens. A revision of working practices is underway to accommodate the changes to ensure delivery of an efficient service.

The Scientific lab is looking to increase its commercial work which could result in an increase in staff. However there is currently a review of the Public Analyst and Scientific Laboratories across Scotland with a view to developing a unified Scottish service jointly with SEPA. This is at an early stage at the moment but the proposed timetable should the review develop is to create the new service within the 2013 /14 financial year. There would be an impact upon the staff in this service but to what extent is unknown. There will be a requirement to commence discussions with staff early in 2013 regarding progress and, when relevant, the impact of this review.
Business Plan

New ways of working are being explored to ensure that the service delivery gives both value for money and is competitive. This could involve new working patterns, new structures and posts.

Other Internal Drivers

A career progression scheme for Environment services will be developed to ensure that we are growing our own and retaining competent staff where training has been invested.

Within waste services a new routing system is being developed which will require training for individuals. Once the technology is established, this will feed into the work methods being developed to ensure that productivity levels are increased.

Vehicle/fleet maintenance compliance/health and safety is an ongoing driver and continued training of the workforce in these areas is required.

External Drivers

Regulatory
There are national reviews currently being carried out on Trading Standards and Food Safety (Environmental Health) services. It is not yet known what the outcomes of these reviews will be or if they will have an impact upon the service. Some of the reviews could run into 2014.

Demographic
The development plans for Aberdeen indicate a growing population over the coming years. This could result in increased materials to be collected as waste, recycling and compost. Current trends show that the total tonnage of “waste” generated is decreasing; which could be due to various reasons such as the downturn in the economy or reductions in packaging. There are also legislative drivers to reduce the amount of waste land-filled and to increase the amounts of waste recycled and composted. These drivers require the service to review the methods used to collect the waste and recyclate/compostable materials. These drivers will also influence the levels of staff resources required to deliver the service.

Partnership Working

Within Environmental Health there is a potential joint venture in the areas of private water, animal feed etc. This could be on a mutual basis in that work which is within the Shire is undertaken by the City and work which is within the City is undertaken by the Shire.

The Heritage Lottery Fund is currently involved in the Duthie Park restoration and it is anticipated that further funding could be sourced for new initiatives in the future for other parks and gardens.
Work has been ongoing with the Foyer in relation to Environment and it is anticipated that this will continue. The benefits of this are that it allows an opportunity for disadvantaged young people to develop skills to enable them to enter the work place. An additional advantage is that it reduces the services need for agency. The service has employed several individuals from the Foyer following them working through this system. Although the process seems successful we may still need to place a tender for these works in the future.

**Support Function**

**PBB Option**

A saving has been identified to be made from the support function and it is anticipated that this will be made from current vacancies.

**Other Internal Drivers**

It is crucial that the support function is able to adapt to the needs of the Service at all times and an ongoing assessment of requirements is being undertaken to ensure that the function is meeting the needs of the Service.

**Other Considerations**

If there are apprenticeship schemes which have financial incentives these will be looked into and a mentoring scheme could be created. It would be beneficial to establish a mentor post for the craft areas which could incorporate this element.

The introduction of new electronic management systems throughout the Council will have an impact on the way many individuals carry out certain aspects of their roles and may impact on required levels. The exact impact of this is unknown at this time.

**Other Partnership Working**

The Christie Commission will impact on all areas of work and will require a significant effort for local involvement and non-silo working. Discussions are beginning with community planning partners and the review of the single outcome agreement may have an impact on how we work.

There is the potential for joint venture/partnership arrangements within the public sector to be sought for the procurement of North and North East based contracts, which will be pursued.

**There are 6 key themes emerging from the workforce plan so far:**

Empowerment – many of the working practices moving forward are aimed at empowering individuals to take more responsibility whether this be on an
individual or team basis. Devolved responsibility will be a major step forward and will ensure that individuals are committed to the organisation.

Performance – with the introduction of the new performance review and development (PR&D) scheme, this will link in very well with the empowerment element and will focus individuals on their own performance as well as that of their teams.

Commercial thinking – it is increasingly important that staff become commercially aware as this will be a major focus for the direction of travel of all the Services in the Directorate. Historically, the Council did not always present itself as commercially focused and this now needs to be a critical area of development.

Supporting change – with all the major change which has been ongoing and with the introduction of an Arms Length Trading Company, it is imperative that individuals are supported and communicated with through the continued changes.

Development – linking with supporting change, as roles change, the need for development increases and it will be crucial that training plans are in place for individuals and teams in order for them to reach their potential and deliver the outcomes which are required.

New ways of working – there will be an increasing requirement for remote working to support efficiencies in delivering services and also to improve the quality of services to citizens throughout the City. This has implications for technology, hot desking, office space etc.
Appendix F

How we will achieve the vision

1. How we will develop the skills and capacity of our workforce

- By continuing to invest in the development of people to enhance their skills, and performance and help them meet the changing organisational requirements;

- By further embedding the new manager/ employee behaviours in the organisation through our PR&D scheme;

- By ensuring that personal development plans resulting from the annual performance review meeting reflect organisational needs as well as individual needs. In a time of constant change, our workforce needs to feel that their skills and opportunities are growing and be clear about how they can develop their careers in the organisation;

- By continuing to offer a powerful leadership development programme for managers;

- By actively planning for succession, by using the PR&D scheme to identify our managers and leaders of the future and ensure that they are ready and capable for the change in demands of higher level posts when they become available;

- By designing and delivering Modern Apprenticeships;

- By providing support for employees in planning and managing their careers. This is an important feature of the PR&D scheme;

- By continuing to work jointly with partners through strategic partnerships, thereby enabling us to share information and expertise and to plan jointly;

- By offering staff a range of in-house programmes and learning opportunities based on the learning and development priorities identified by directorates. This includes an increasing range of e-learning materials;

- By developing our “Growing our Own” initiatives as a means of addressing recruitment and retention problems;

- By creating better business support services so that employees know who to go to for help. For example, by developing Sharepoint which enables employees to list their areas of skills, knowledge and expertise on our intranet to allow for informal mentoring, coaching and sharing of good practice.
2. How we will develop the organisation

- By promoting a culture and leadership style that reflects organisational values. The behaviours set out in the PR&D scheme set the culture of the organisation;

- By ensuring that a high performance culture is embedded within the organisation and that it delivers ongoing improvements in quality and efficiency;

- By empowering employees to take direct responsibility for responding to the needs of our customers quickly and effectively without unnecessary bureaucracy getting in the way;

- By ensuring that the culture changes required for increased use of new technology (e.g. e-forms, YourHR) are embedded in the organisation;

- By ensuring that the organisation’s structures are designed to cope with the changes needed;

- By introducing new systems and technology to enable transformation and smarter performance;

- By providing managers with workforce planning tools that support them more practically in their workforce planning which in turn will allow for iteratively more sophisticated conclusions and subsequent action planning.

3. How we will resource and attract ‘top’ talent to the organisation

- By developing smarter recruitment and retention strategies to address current and future hotspots;

- By increasing use of digital recruitment strategies to build a relationship with potential staff and convey the benefits of working for the organisation. This includes using bespoke social media campaigns and creative messaging to promote the organisation in both general and specific roles;

- By strengthening the organisation’s reputation through conveying and promoting our values and achievements via a range of media sources. This will help retain our position as an ‘employer of choice’;

- By ensuring we employ people who are able to display the right behaviours, with the right motivational and cultural fit, as well as having the right ‘technical’ skills;

- By continuing to explore the creative use of graduate, apprenticeship and other trainee schemes;
By introducing a new recruitment framework, referred to as Talent Resourcing, which is designed to attract new talent into the organisation, particularly at a graduate and school leaver level. This includes the following elements:

- **Adopt an Intern (graduate internship)** – a graduate level paid internship giving graduates the opportunity to gain work experience in their relevant field of interest;

- **Corporate Parenting Internships** – typically an entry level paid internship for those who have been looked after children (i.e. children in the care of Aberdeen City Council);

- **Modern apprenticeships** – aimed at school leavers and providing paid work experience and development, often in business areas such as ICT and finance;

- **Graduate recruitment scheme** – a structured scheme to develop university graduates with potential into future managers and leaders of the organisation.

By focussing on non-financial benefits when looking to attract staff, particularly where it has proved difficult to market certain jobs. This involves stressing our values and building recruitment strategies around the intrinsic rewards of public service (e.g. promoting flexible working);

By re-evaluating the skill set needed when replacing staff who leave, thereby ensuring that we secure the skills we need.

4. How we will pay and reward our workforce

In seeking to realise our aspiration to maintain our reputation as a good employer and an employer of choice:

- By continuing to ensure our pay and reward systems are equal pay compliant by undertaking and reporting an annual equal pay audit, which will identify any areas for concern and action planning solutions;

- By ensuring our system of pay reflects and supports the shift towards a performance culture. This includes pay increments being made when individual performance has been satisfactory and being withheld where individual performance is unsatisfactory. In addition developing measures to recognise exceptional performance identified through the PR&D scheme;

- By implementing auto-enrolment for all eligible employees at the Council’s staging date of 1 April 2013, assisting and supporting the workforce to make sufficient pension provision for when they retire;
By developing and giving access to annual total reward pay statements for all employees in accordance with our migration to technology based systems to process pay and benefits. This will report the total value of an employee’s employment package and highlight the value of the many non-salary based benefits (e.g. employer pension contributions, value of holidays etc);

By further developing our Employee Benefits Scheme. This currently comprises seven salary sacrifice schemes (Childcare Vouchers, Green Car Leasing, Annual Leave Purchase, Cycle to Work, Professional Fees, Workplace Training and Carbon Offsetting) in addition to a huge array of other offers and discounts. As well as being an employee engagement, attraction and retention tool, the salary sacrifice schemes generate financial savings for the Council and ensures that the benefits are delivered on a 'cost neutral' basis. We will continue to extend this package and market the provision extensively to promote take-up.

5. How we will engage with the workforce

By responding to the outcomes of the 2012 Employee Opinion Survey, developing and implementing action plans which ensure we continually improve our outcomes in future surveys;

By involving employees as far as is possible in decisions which affect them, following the pattern adopted when developing the PR&D scheme;

By using the PR&D scheme, among other tools, to recognise and reward high performance and to share good practice;

By providing a comprehensive development programme which encourages employees to develop their potential;

By recruiting and developing managers who match our core and management behaviours, particularly in the areas of ‘communication’ and ‘engagement’;

By continuing to support the Communication and Engagement Manager in implement the Communication and Engagement Strategy – including the further development of Employee Voice and the introduction of the Council’s STAR Awards recognising the outstanding contribution of employees.

6. How we will further consolidate a pro-active Health, Safety and Wellbeing Culture

By ensuring that visible leadership and commitment promotes, sets and enforces a positive health and safety culture within the organisation. Further enhancement will be achieved via PR&D, through acceptance of roles and responsibilities and setting of targets and objectives. A focus on behavioural safety will assist in reducing unsafe behaviours in the workplace while improving
employee engagement and visible leadership and commitment by management. To further embed a positive health and safety culture particular attention will be given to:

- Methods of control within the organisation – control of service delivery;
- Means of securing co-operation between individuals, safety reps and groups;
- Methods of communication throughout the organisation;
- Competence of individuals.

By promoting a continued combined proactive and reactive approach to ensure maximum impact in supporting and further enhancing health and safety performance and resource benefits. The promotion and achievement of safe and healthy conditions will be assisted through the improved engagement of employees, trade unions and Elected Members. Health, safety and wellbeing impact will also be strengthened through:

- Refreshment and implementation of the Health, Safety and Wellbeing Strategy and Corporate Health and Safety action plan;
- Integrated holistic approach to occupational health, safety and wellbeing;
- Programmes of Fire Risk Assessments and Audits will be further developed to continue in the identification of good practice and areas of improvement. This will enable the appropriate assistance and support to be provided to Services and remedial actions implemented;
- Supporting services in consistent service delivery in conjunction with fulfilling the needs of the services. In addition to HSE intervention specific focus will be given to the management of contractors, asbestos and legionella throughout the organisation;
- Continued focus on maximising attendance and employee wellbeing with interventions on both short and long term absence while retaining and maintaining employees at work. Linkages to absence management will be expanded between occupational health and employee assistance providers;
- Review of corporate health, safety and wellbeing training programme tailored to services and the organisation. Expansion of blended on-line and face to face approach delivered internally via the health and safety team and by external providers;
- Continuing proactive health and wellbeing related events and opportunities for employees and maintenance of the Employee Good Health Group.
Our vision is for Aberdeen to be an ambitious, achieving, smart city.

Aberdeen City Council
Annual Report 2012 -13
Aberdeen the Smarter City

Our vision is for Aberdeen to be an ambitious, achieving, smart city. We will ensure all citizens are encouraged and supported appropriately to make their full contribution.

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Chief Executive Aberdeen City Council

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Welcome

With the official re-opening of Marischal College on 24 September 2012 by Her Majesty Queen Elizabeth II, yet another milestone has been passed in the history of this extraordinary and important city.

The building was officially opened in 1906 by her great grandfather, King Edward VII and Queen Alexandra, and after a period when the building was no longer maintained and in use, we’re delighted to have restored, reopened and created a civic heart for the city in this historical and iconic Aberdeen building.

Our Marischal College project was completed on time and £20million under budget. It has provided an opportunity to totally transform the way we present our services and you can read more about these in this Annual Report.

The move to Marischal is just one of the milestones that took place in 2012 and I’m delighted that our annual report gives us the opportunity to showcase the varied range of services provided by the Council for our 215,000 citizens, visitors, businesses and communities.

This Annual Report is a way of presenting “what we do” – the services we provide, where we have improved and where we will continue to strive for further improvement. Throughout this guide we have highlighted some of the wide variety of services provided by the Council. Some you will be aware of, some may be new.

They add up to a comprehensive network of support, infrastructure, services, projects and developments that have been developed and designed to fulfil and deliver the priorities for Aberdeen.

Every minute of every day the Council’s numerous teams deliver vital services, support and transactions that enable this important economic city to flourish. In recent years we have received considerable external recognition for the way we manage our finances, business planning, regeneration and development programmes, carbon reduction schemes and new build programme for affordable housing.

Everything we do is built upon sound financial planning and this annual report demonstrates how we have delivered services over the previous twelve months and, in these times of economic austerity, how we continue to concentrate on the most important areas that will have the greatest impact across our city.

Valerie Watts
Chief Executive, Aberdeen City Council
September 24 2012.
Understanding the Council’s Finances

Careful financial management and the emergence of the five-year business plan, Aberdeen - the Smarter City has put solid foundations in place for us to transform the way we work and to enable us to afford our future obligations to deliver high quality, essential services for our customers.

Strong financial foundation
2012 was the year we consolidated our financial position through our innovative priority-based budgeting approach. This has enabled us to prepare for future demands and challenges. It is a year when we worked together across all Council services to develop the detailed plans that will enable us to not only to live within our means, but also to go further and review our services across the Council to identify ways we can do things better, make services more efficient and deliver the services our customers will require of us in the future.

Actual performance against budget of the Council

<table>
<thead>
<tr>
<th>Fund</th>
<th>2011/12 Budget £’000</th>
<th>2011/12 (Surplus)/Deficit £’000 (Favourable)/Adverse Movement £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>0</td>
<td>(3,909)</td>
</tr>
<tr>
<td>Housing Revenue Account</td>
<td>0</td>
<td>(420)</td>
</tr>
<tr>
<td>Common Good</td>
<td>268</td>
<td>(714)</td>
</tr>
</tbody>
</table>

Balances (Prior to earmarking sums) at 31 March 2012

<table>
<thead>
<tr>
<th>Fund</th>
<th>1/4/11 Balance £’000</th>
<th>Movement in year £’000</th>
<th>Transfer £’000</th>
<th>31/3/12 Balance £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>(35,466)</td>
<td>7,044</td>
<td>-</td>
<td>(28,422)</td>
</tr>
<tr>
<td>Housing Revenue Account</td>
<td>(6,875)</td>
<td>(546)</td>
<td>430</td>
<td>(7,003)</td>
</tr>
<tr>
<td>Common Good</td>
<td>(67,183)</td>
<td>(6,870)</td>
<td>-</td>
<td>(73,853)</td>
</tr>
</tbody>
</table>

Ready to deliver
We look forward to the financial Challenges with this track record of success in delivering true efficiencies and not cuts. Our programme of priority-based budgeting has been widely welcomed with Audit Scotland promoting Aberdeen City Council’s priority-based financial management as an exemplary model for the rest of Scotland’s public sector. The watchdog body featured the financial forward planning in a major report Scotland’s Public Finances – Addressing the challenges. This was reported in the local media, with the Press and Journal commenting how the Council has turned around its financial planning following a critical Audit Scotland report in 2008 to become “cited by that very same organisation [Audit Scotland] as the epitome of fiscal prudence that others would do well to emulate” [P&J editorial, 25 August 2011].

Beyond 2013 we will still face significant challenges. We need sharp financial focus to manage the 16% reduction in our funding that is necessary to fund the additional financial obligations. I am confident that Aberdeen City Council is in good financial shape to meet this challenge.

Stewart Carruth,
Director of Corporate Governance
In May 2012 the emergence of our draft five year business plan has underpinned the council vision of Smarter Aberdeen.

To realise this vision of a Smarter Aberdeen our work and the services we deliver will support an ambitious, achieving, smart city which:

- develops an economy based on knowledge and innovation;
- encourages more efficient use of greener resource which generates a competitive economy;
- uses technology and data to enable informed decisions to be taken;
- enables citizens to interact in a city where there is a sense of place; and
- encourages a form of governance which engages its citizens.

Throughout this Annual Report case studies, examples of innovation and details of many aspects of the services we deliver are presented against the Strategic Priorities of Smarter City Vision. These are detailed below:

### Strategic Priority | Definition | Examples of what we are doing to support the Smarter City Vision
---|---|---
**Smarter Living** | Quality of Life | Challenging inequality and positively promoting wellbeing building on cultural and physical activity. Encouraging older people to take up physical activity (p11)
**Smarter People** | Social and Human Capital | Focusing on education including lifelong learning and nurturing a city of learning with a city-wide workforce which can grow and diversify the economy. Encouraging excellence through Science in Schools (p14)
**Smarter Environment** | Natural Resources | Sustaining the environment by maximising the use of low-carbon technology in our infrastructure and housing. Managing our waste and promoting our streetscape and green spaces. Building state-of-the-art new homes (p17)
**Smarter Economy** | Competitiveness | Recognising the importance of sustaining a competitive economy with clear financial parameters which attract people to invest, live, work and export from. Working towards ensuring the economic future of the city (p18)
**Smarter Mobility** | Transport and ICT | Promoting the transport links to and from the city which are sustainable. Maximising digital connectivity for the benefit of all people and the development of business in the city. Superfast Broadband (p21)
**Smarter Governance** | Participation | Acknowledging the role that citizens can play in the evolution of the city. Encouraging and supporting equality (p13)
Our Plan in Action

Aberdeen City Council is a large, complex and diverse organisation.

From nursery schools to looking after our older people and from road repairs through to registering births, our 8500 staff provide over 500 services and complete many millions of transactions in every year to serve the citizens, businesses and communities of Aberdeen.
We are working to improve the lives of the people of Aberdeen through supporting active, healthy and fulfilling lifestyles; by supporting and enabling people to live independent lives; through the provision of quality homes and by actively seeking to reduce levels of inequality in the city.

What we do:
Encouraging participation in arts and culture

In 2011-12, we encouraged our citizens to participate in arts and culture. The Council works with partners to create learning opportunities, encouraging all citizens to realise their potential and get involved in the arts. Last year we offered over 15,000 local cultural learning opportunities and involved over 500 people per week in cultural activity. We have raised over £750,000 in external funding over the past five years that has enabled us to organize over 1000 workshops annually.

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of Council housing stock meeting the Scottish Housing Quality Standard</th>
<th>Percentage of buildings from which the council delivers services that are suitable for, and accessible to disabled people</th>
<th>Number of visits to/usages of Council funded or part funded performance venues per 1000 population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>48%</td>
<td>60%</td>
<td>1,876</td>
</tr>
<tr>
<td>2010/11</td>
<td>59%</td>
<td>18%</td>
<td>1,852</td>
</tr>
<tr>
<td>2011/12</td>
<td>81%</td>
<td>84%</td>
<td>1,899</td>
</tr>
</tbody>
</table>

What we do:
Supporting Active Lifestyles - Gym and tonic

Aberdeen City Council, like many other public sector organisations is rising to the challenge of supporting and assisting a growing older population.

The Council has created a specialist wellbeing team to support and assist older people to live as independently as possible through developing and providing a range of social, leisure, health and wellbeing opportunities. Physical activity at any age is well known to proactively prevent illness and promote health and wellbeing. For older people it can also play an important role to offset early stages of dementia, promote mental wellbeing and help prevent falls.

Having successfully applied for funding, the team have introduced three sets of specially designed gym equipment. Tailored for older workouts the Technogym:

1. Encourages older people (65+) to take up physical activity;
2. Gives opportunities for those with dementia to use the equipment;
3. Encourages care homes to increase levels of physical activity amongst residents;
4. Challenges any stigma that prevents people taking up the activity;
5. Encourages community engagement and uses the equipment with a long term aim of decreasing falls amongst older people.

Over one hundred people have tried the Technogym, the average age of the participants is 80 and the oldest is 102!

The gym users have highlighted the social benefits of getting together for regular exercise classes - meeting other people and enjoying the opportunity to try something new.

Our plan in action.

Helping people stay in control of their lives is at the heart of Smarter Living. When people do need extra support, we always aim to care for them in the way that suits their individual needs. In 2012, 87% of social care clients agreed that they had support that was flexible and put them in control. This has risen by 20% over the last two years.

Over the next decade the number of people over 65 is expected to rise by 50%. It is important that the Council and our partners support older people to remain healthy and active. Through our 50+ Festival we are able to encourage citizens to take part in and enjoy activities and entertainment. Last year over 5000 people enjoyed the Common Good Fund in this specific festival for people aged over 50 who reside in the City of Aberdeen.
Education is a key priority for Aberdeen. We strive to provide high quality, lifelong learning for all of our citizens.

Smarter People

We believe that by developing the right skills and knowledge we will sustain and grow our communities and economy.

We have made significant investment to modernise our school buildings over the last few years. Over 21,000 pupils are currently enrolled and in 2011/12 all of our schools and preschools, which were inspected, received positive reports. 86% of our young people leaving school go to a job, further education or training.

What we do:

Encouraging excellence through science in schools - Science in the City

Aberdeen is a world energy city, at the cutting edge of new developments within the oil and petrochemical industries. A critical factor that will ensure this vital role remains within the city is with the development of the next generation of scientists. Many international businesses with bases in Aberdeen have begun working with local schools to raise the profile of science in education.

In 2011, the teaching of science in Aberdeen schools was identified as having three key strengths:

- Business partner involvement
- The city is home to Satrosphere, one of four science centres in Scotland
- The prestigious British Science Festival will be held in Aberdeen in September 2012

To build on these opportunities, whilst also supporting science teachers within schools two key appointments have been made: a Quality Improvement Officer, to develop a strategic approach for science in schools and a Science Curriculum Development Officer. They were given three main aims:

- To raise the profile of science and technology in primary schools
- To understand the changing needs in the secondary sector
- To enhance partnership working

What we do:

Raising the profile of science & technology in primary schools

The two new roles are able to support and assist teachers in both primary and secondary schools and to expand the delivery of science lessons through links with external organisations and locally-based businesses. For example, in 2011 the first Science Summer School was held with 14 teachers taking advantage of the opportunity to attend a five day event at the Satrosphere Science Centre.

To assist with the development of new roles each primary school nominated a science co-ordinator to enable a communication network to be built, both city-wide and within area schools groups (each secondary school and all feeder primary schools). This means science information could be sent directly to all interested parties, for sharing within their schools.

Aberdeen has the first 15 schools in Scotland to enrol for the Primary Science Quality Mark (PSQM) and this has been generously sponsored by BP. All schools sign up for Bronze, Silver or Gold level and start by assessing their current science provision along with a development plan on how to improve and achieve their award. All of the schools reported they became very involved with science activities, increasing opportunities for their pupils and raising their enthusiasm.

Another innovative scheme was launched, called the Sixth Year Science Ambassador Award, which encouraged S6 science students to work with local primary schools. Offered at Bronze, Silver and Gold level, the ambassadors helped in classes and science clubs, organised talks and debates and helped to encourage and enthuse pupils in science. Everyone involved in the scheme benefited and the ambassadors received their awards at the Science Celebration Event in June.

Our plan in action.

Our Environmental Services Team entered into a partnership with Foyer Works to deliver seasonal garden maintenance labour. Foyer Works was able to offer the service at the same cost to the local authority as previous businesses but with the added value of providing employment for young people who were previously long-term unemployed. The six month pilot saw 10 young people receiving full training before being employed within various teams across the city. At the end of the project two employees were taken on full time.

Our award-winning Bridges Project has seen the Council’s Countryside Ranger Service play a vital role in reducing wilful fires at popular city beauty spots. The groundbreaking work has seen the local authority team up with the Scottish Prison Service to improve the skills, self-esteem and employability of inmates at HM Prison Craiglands.

Annual Report 2012 - 13
Aberdeen is a clean and attractive city and we will keep it that way.

**Smarter Environment**

We are investing in new technologies to increase energy efficiency and reduce our carbon footprint. At the same time, we want to support our citizens to save money and eliminate fuel poverty.

**What we do:**

**Moving families out of fuel poverty**

It is estimated that 70% of the residents in high rise multi-storey blocks in Aberdeen are living in fuel poverty. Due to the height of the multi-storey buildings expensive electric heating was installed when the blocks were constructed. As the buildings were built of materials that provided poor insulation and draft proofing this made the situation worse.

The question, therefore, faced by Aberdeen City Council was how to provide affordable warmth for tenants living in high rise blocks?

The solution has been to look long term and the Council has embarked on an award winning programme that will provide locally generated heating to its high rise blocks. This efficient fuel production system has also been supported with a programme of over-cladding the concrete blocks to insulate and add greater draft proofing.

2012 saw the first tranche of this combined programme installed into 198 homes in Seaton, Aberdeen. This work is due to be completed by the end of 2012. The second set of improvements will the 156 flats in the Torry area. This work is due to be completed by the end of 2013.

Following the completion of this programme the high rise blocks will:

- be regenerated;
- have a long term future;
- be fuel poverty proofed; and
- provide comfort, comparable with newly constructed properties.

**What we do:**

**Building state-of-the-art new homes**

Aberdeen City Council’s new family housing will help to re-generate areas and provide much needed affordable and sustainable accommodation within the city to strengthen community spirit and enhance neighbourhood identities.

The new build programme, at sites across the city will provide 90 badly needed state-of-the-art, cost efficient and high quality family homes. All of the new homes are conveniently located within walking distance of amenities, transport links and local schools ensuring and helping to create sustainable communities for the future.

These highly efficient family homes have been designed encompassing a range of six renewable energy sources which will greatly reduce the overall running costs. The elements that have been included are as follows:

- Air Source Heat Pumps
- Solar Panels
- Photovoltaics
- Mechanical Ventilation Heat Recovery
- Gray Water Recycling (for the flats)
- Rainwater Harvesting (for houses)

Other elements which were incorporated within the developments were also designed to make heating and lighting as cost effective and fuel efficient as possible and include siting the houses to face south wherever possible, super insulating the buildings including walls, floors, roofs and ceilings and triple glazed windows. All building materials were selected to provide as low an environmental impact as possible.

**Our plan in action.**

Aberdeen has more accessible "green space" than any other city in Scotland. Our teams work to provide a safe, attractive streetscape and encourage a clean and healthy environment by the removal of urban debris from the City’s public areas of streets, car parks, footpaths, amenity areas, traffic islands, market areas, lay-bys and beaches. Last year approximately 1,800,000kg of litter was cleaned from the streets every month by a dedicated team using the good old-fashioned broom and litter picker through to modern mechanical street cleaners.

To encourage wider use and access for our parks the Council successfully received £2.56 million Heritage Lottery Funding for the restoration and improvement of Duthie Park. Work began early 2012 and will be completed 2013.

We have worked to increase the amount of the city’s waste that is recycled instead of sending it to landfill. In 2011-12 Figures from the Scottish Environment Protection Agency (Sepa) showed Aberdeen recycled more waste (35.4%) than their city council counterparts at Dundee (32.8%), Edinburgh (35.1%) and Glasgow (26.8%). Only Stirling (54.8%), recycled more than the Granite City.
Aberdeen is one of the world’s major energy cities and contributes enormously to the economy at a Scottish, UK and global level.

Smarter Economy

What we do: Ensuring the economic future of the city and shire

In addition to Oil and Gas, other industries also play a significant role in the region’s economy including food and drink, with firms in the whisky, bakery, canned, meat and seafood industries. Tourism is also important to both city and shire as is the emerging life sciences and health service industries.

To capitalise and fully realise the potential of all these different elements the Council along with many partners works hard to drive sustainable economic development for the city and Aberdeenshire.

ACSEF is a public-private partnership that brings together Aberdeen City and Aberdeenshire Councils, Scottish Enterprise, Aberdeen & Grampian Chamber of Commerce, Skills Development Scotland and with representatives from business and the universities to ensure a collaborative approach to growing the economy and enhancing quality of life. This role supporting the continued economic growth of the city and the area is seen as a vital one for the Council.

The percentage of people economically active

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Aberdeen</td>
<td>83%</td>
</tr>
<tr>
<td>Dundee</td>
<td>73%</td>
</tr>
<tr>
<td>Edinburgh</td>
<td>76%</td>
</tr>
<tr>
<td>Glasgow</td>
<td>71.3%</td>
</tr>
</tbody>
</table>

During 2011, 2,066 tourism visits to Aberdeen recorded with expenditure of £362 million attributed to this industry during the period.

What we do: Increasing international trade and investment

Aberdeen City Council’s International Trade and Investment Team supports the Aberdeen business community by maintaining a portfolio of close business relationships with government, economic development agencies and industry bodies. The team’s remit is to provide the advice and information to get businesses involved in international trade activities or exploit further international trade opportunities for those already exporting.

The International Trade and Investment Team is able to provide assistance which includes:

- Promotion of overseas business opportunities
- Workshops and Courses to prepare companies to undertake international trade
- Overseas missions and learning journeys
- Hosting Inward trade missions
- Seminars and trade clinics
- Local export networking opportunities
- Company specific market research
- Published market information

Our plan in action.

In 2012 Aberdeen Renewable Energy Group (AREG) and its members engaged in developing a sustainable renewable energy sector in the region and promoting these capabilities across Scotland and worldwide. Projects include the development of the European Offshore Wind Deployment Centre off the coast of Aberdeen in partnership with the Vattenfall Wind Power UK and project facilitator SECEC (Scottish European Green Energy Centre).

One effect of Aberdeen’s continued strong economic performance is the relative buoyancy of the housing market. This, however, brings the challenge of making sure quality housing is available for all. Over the last three years the Council has supported the development of 512 “affordable” homes within the city. In April 2011 work began on the third phase of the Council’s new-build housing programme. A total of 31 family homes were built at Oldcroft Place, Stockethill. All properties have been designed to be environmentally sustainable, good quality homes.

The Aberdeen City and Shire Export Survey is conducted on a biennial basis and the 2010 Survey was released in May 2011. The Survey covers energy and non-energy industries and helps to inform the services which we provide, particularly in identifying those businesses who are not involved international trade and supporting their decision-making processes in undertaking that innovation in their business development.
Smarter mobility means being well connected both physically and digitally.

**Smarter Mobility**

We are working to improve the city’s internal transport networks, encouraging cycling and walking, and its road, rail, ferry and air links to the rest of the UK. We also aim to maximise digital connectivity to support our communities and businesses.

**What we do:**

**Telecare**

Telecare is a service that enables people, especially older and vulnerable people, to continue to live independently in their own homes.

Telecare works by monitoring a person’s health and wellbeing using a variety of unobtrusive sensors and detectors such as heart monitors. This often takes place remotely and this very discreet monitoring means the service can be used by all age groups.

The remote monitoring service has been found to be particularly useful to:

- people who are becoming increasingly frail and are at risk of falling;
- people who have little support and may need the reassurance the service provides;
- people struggling to cope at home and may be regularly admitted to hospital;
- people who need support when dealing with environmental risks in the home such as fire or flood;
- people with special needs such as learning difficulties;
- people with cognitive difficulties such as failing memory;

Telecare can offer a safer environment that can prevent a user having to go into hospital, or to allow an earlier and safer discharge from hospital/care home.

Telecare can support people at home, providing an enhanced feeling of safety and security for both the user and their carer as well as providing a response in an emergency 24 hours a day.

**Superfast broadband**

In 2012 Aberdeen City Council successfully bid for a share of the £50 million Super Connected Cities funding.

The planned introduction of hugely improved broadband speeds and 4G wifi will have a major impact in the city and parts of Aberdeenshire and could increase access speeds ten-fold in the space of a few years. Superfast Broadband provides huge benefits for companies, individuals and public services, including health and education.

Many large businesses seeking to locate in the region’s major business parks and development corridors require access to world-class ultrafast digital infrastructure to enable them to compete on an international basis. Without the broadband provision Aberdeen could run the risk of declining competitiveness.

It is expected that the provision of ultrafast broadband across the city will help to accelerate economic growth and create employment; provide access to faster and more flexible digital infrastructure; support the delivery of education services; and enable more cost-effective delivery of public services including tele-medicine and social care.

**Our plan in action.**

The Aberdeen Western Peripheral Route (AWPR) is a new road being developed to improve travel in and around Aberdeen and North-East Scotland. Backed by the Scottish Government, the road is being developed by Transport Scotland - the national transport agency - in partnership with Aberdeen City and Aberdeenshire councils. The AWPR is one of a number of transport projects planned to help improve road safety and accessibility, reduce congestion and grow the local economy - ensuring North-East Scotland remains a competitive business location.

Road traffic is the main source of pollution and the Council aims to improve air quality through the implementation of the Air Quality Action Plan 2011. However, clean air isn’t just the responsibility of the City Council: everyone can play their part by changing travel behaviour.
Smarter Governance

Through smarter governance we seek to develop a sense of community based on openness, fairness, reciprocity and responsibility. We encourage and support citizens to participate in the design of services, listen to them and encourage active citizenship to promote civic pride.

What we do: Budget planning with our partners

Beginning in 2010 and running every year since, Aberdeen City Council replaced traditional financial planning with priority-based budgeting (PBB). Led by the Council’s Corporate Governance project team PBB operated at an impressive scale reviewing more than 200 Council services. A vital part of this programme was listening to our citizens, partners, local and business communities to find out what they wanted from the Council.

Engaging with our stakeholders was critical to the success of PBB and a new way to ensure we engaged and listened. As with the whole PBB process, this detailed approach had never been carried out before and included:

- questionnaires distributed to 1000 citizen panellists;
- a further 1100 questionnaires circulated through Council ‘open doors’;
- featuring the questionnaire in a special budget supplement in the Evening Express and
- face-to-face briefings with business leaders, academics, community leaders, voluntary and public sector partners;
- a series of directorate business planning meetings;
- Chief Executive Budget Briefings for 350 line managers with all staff given the opportunity to discuss the draft business plan with their director or line manager;
- publishing the draft PBB report and business plan on the Council’s website and social media channels and seeking comment.

The outcomes from this community engagement played a vital role in prioritising our services and became the foundation of our five-year business plan. This activity will continue across the Council for future years.

Our plan in action.

Smarter governance has been achieved through a series of projects and by working closely with our partners. One element of this is City Voice, a jointly run panel of Aberdeen residents who are contacted on a regular basis and asked for their views on a range of issues.

The Aberdeen Civic Forum is an established part of Community Planning in the city. (Community Planning is the process where the main providers of services in the city come together to agree an overall plan for development). This Civic Forum has produced the Community Plan for the economic, social and environmental actions that are required to make Aberdeen a successful city.

Smarter governance also refers to specific areas such as the Council’s 22,700 tenants. Tenant Participation is about tenants having real opportunities to contribute to and influence all decisions relating to their homes. Aberdeen City Council employs two Tenant Participation Officers who are responsible for developing, promoting and supporting Tenant Participation within the homes. Tenant Participation Officers are employed by TPAS the Tenant Participation Advisory Service, in recognition of their achievements and work on behalf of tenants.

What we do: Encouraging and supporting equality

One challenge faced by Aberdeen City Council, and all local authorities, is the lack of adequate site provision for Gypsy/Traveller communities in the area.

Gypsy/Travellers are a distinct ethnic group within the city and historically this group has faced a high risk of disadvantage and discrimination. During last year there were greatly increased tensions and the potential for more serious conflict over unauthorised encampments in the area.

As a result the Aberdeen and Aberdeenshire Gypsy/Traveller Working Party was created to identify and resolve a number of key issues and to achieve lasting improvements, including measures to improve community liaison and mediation.

In April 2011 the Grampian Gypsy/Traveller Cross-Community Dialogue Day was attended by over 70 delegates including 20 Gypsy/Travellers. Specific objectives were identified to:

- encourage better community relations;
- improve awareness of the needs of all communities;
- discuss obstacles to alternative provision for Gypsy/Travellers;
- increase understanding of the working group and what it might mean for the area.

The Dialogue Day is regarded as the turning point in relations and has been credited as bringing increased understanding and constructive communication to the table.

With financial assistance from Scottish Government we have increased capacity at our Clinterty site for short stay travellers and this as well as other measures taken have reduced tensions between the settled and traveller communities. This has been mirrored in a reduction of negative media coverage and letters and phone calls of complaint. This has also resulted in savings in legal costs, staff time involved in evictions and in clean-up costs after some Gypsy/Travellers had moved on. Savings have also been achieved by Grampian Police as there is now less reason for intervention.

Gypsy/Travellers now have a voice and place at the decision-making table and improved access to education, health and accommodation services with less risk of homelessness and stress related mental health issues arising from living with the impact of potential evictions and harassment.
Serving our Customers

What we do: Creating better services in the civic heart of the city

Marshalls College Customer Service Centre opened in June 2011. Since then we have served over 149,762 customers, a staggering statistic for a city with a population of 215,000.

Historically the services provided by Aberdeen City Council were developed separately. This meant that quite often customers had to visit different buildings, sometimes in different parts of the city, to receive all the information they needed. This was not only confusing but also meant we were not offering the best service possible.

With the refurbishment and restoration of Marischal College we were able to develop a state-of-the-art, comprehensive customer service centre, right in the heart of the city. This one stop shop was designed to accommodate all of the services that had been provided previously at different buildings into one single location.

We now provide Accord Card information and services; Access to Leisure and ACE membership; we issue parking permits and disabled badges for vehicles and provide a means for Council Tax payments, ... services. Finally, our registrar is also based in Marischal College for the recording of births, deaths and marriages.

It was important for us that we provided the best service possible. Initially we found that our customers had an average waiting time of 17 minutes and 54 seconds. We felt this was something we could improve on and now our customers have an average waiting time of just 11 minutes and 24 seconds. Whilst this waiting time has been reduced considerably, it is still something we would like to improve and we are working to ensure this is the case.

Looking forward with responsible financial management

Aberdeen City Council has evolved into a strong, capable organisation with balanced books and ambitious plans for the future.

Beginning three years ago the Council decided that traditional budget reduction exercises of “salami slicing” simply wouldn’t work in the current global economic climate. A more innovative and ground-breaking approach was introduced. Aberdeen City Council has:

- taken a radical and fundamentally new approach to planning its future;
- engaged with the people of Aberdeen to make sure they have their say;
- been open and honest as it changed the way services are delivered;
- realised that some services would not be available in the future;
- become a leaner organisation, seeking to work with others;
- encouraged better, more effective working with public, private and voluntary partners;
- enthused and encourage people and communities to make a real difference.

Financial planning and remodeling for an organisation as large and diverse as Aberdeen City Council was an ambitious and challenging project. The end goal has been the creation of a balanced priority-based budget (PBB) that ensures a stable and responsible approach to service delivery and earned the Council a unique position amongst Scotland’s local authorities.

The Council’s Five-Year Business Plan, has been built on the foundations of PBB. At the start of the PBB process Councillors approved £70 million of savings to be implemented during a five year period. The plan has ensured Aberdeen City Council remains on a firm financial footing and ‘salami slicing’ has become a thing of the past.
Aberdeen City Council Statutory
Performance Indicators 2012/13

In September each year, every council in Scotland must publish its results for the Statutory Performance Indicators (SPIs) for the previous year. The SPIs are in two parts – the first part consists of 25 prescribed indicators that are defined by the Accounts Commission for Scotland. The second part consists of a set of SPIs selected by each council individually, according to the following themes and services:

**SPI Themes:**
- responsiveness to its communities
- revenues and service costs
- employees
- assets
- procurement
- sustainable development
- equalities and diversity

**SPI Services:**
- benefits administration
- community care
- criminal justice social work
- cultural & community services
- planning both environmental and development management
- the education of children
- child protection and children’s social work
- housing & homelessness
- protective services including environmental health, and trading standards
- roads and lighting
- waste management services

These SPIs present a basic view of how we are performing on a range of services and in comparison against other councils in Scotland. Our SPIs for 2012/13 will be published in September 2013 on our website at: http://www.aberdeencity.gov.uk/council_government/performance/performance_indicators/prf_StatutoryPI.asp

The information is also published on Audit Scotland’s Performance Indicators website http://audit-scotland.gov.uk/performance/

For information about this Annual Report, to receive a copy of the Council’s Five Year Business Plan or for any other queries please contact Comms@aberdeencity.gov.uk or telephone Victoria Livingstone on 01224 522921.
Our vision is for Aberdeen to be an ambitious, achieving, smart city.

Aberdeen City Council
Five Year Business Plan 2013/14 - 2017/18
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1. Executive summary

Aberdeen City Council’s business plan covers the five-year period from 2013/14 to 2017/18. It is a rolling five-year plan and will be subject to annual review and update in line with changes in the council’s priorities and emerging external factors which impact on the delivery of its objectives.

The business plan identifies those factors which influence the needs, development and delivery of our services and outlines the activities and initiatives which we will undertake to achieve our vision of Aberdeen – The Smarter City. This, in turn, reflects the national priorities set by the Scottish Government, the Concordat and the Single Outcome Agreement.

The business plan sets out the council’s vision and key priorities and gives details of the main actions within each of the council’s five services. These are supported by our priority-based approach to establishing our budget.

Regular reporting on the delivery of the business plan will be made at committee and council level and will form a key part of the council’s public performance reporting.

The council is committed to continually improving its communications and active engagement with stakeholders, including Aberdeen citizens, visitors, the business community, partners, its employees and employee representatives. We seek a significant change in modernising the way we work and deliver our services.

Barney Crockett
Council Leader

Valerie Watts
Chief Executive
2. Vision and strategy

Aberdeen City Council and our community planning partners are committed to improving the city for the people who live, work and visit. The following vision has been jointly developed by the council and:

- NHS Grampian
- Aberdeen Council for Voluntary Organisations (ACVO)
- Grampian Fire and Rescue Service
- Grampian Police
- Aberdeen Civic Forum
- Aberdeen City and Shire Economic Future (ACSEF)

It shows a future for Aberdeen as the type of city we want to live in, in which we all have a stake and a shared responsibility to achieve.
City vision

As we look ahead, how can we all work towards…

Aberdeen 2022 – the city we love to live in.

There’s a tangible sense of pride and passion in Aberdeen in 2022. This is a city at ease with itself. You can see it in the place and you can see it in its people. Aberdeen has become an exciting place to live, work and visit.

The city has harnessed its commercial strength and blended that with a strong civic ethos - Team Aberdeen - such that the city is now highly placed in Europe for quality of living. Its continued economic success is benefiting all its citizens and advancing equality in the city.

Over the past ten years, the city has capitalised on a number of truly iconic events and projects to bring together all sectors and communities. The result: a socially, economically and environmentally sustainable great city.

Aberdeen has evolved into a city with a recognised global reputation for knowledge development, capture and application. Its people have a strong, outward-looking view of the world, grounded in an equally strong sense of their traditional north-east identity.

Schools, further and higher education are embedded in their local and city-wide communities. Young people can be seen exploring new possibilities for their futures and linking into the rich learning opportunities that Education Aberdeen offers. They see learning as highly positive and it has provided a route out of disadvantage for increasing numbers of children and their families.

Learning hubs have become important focuses for community development and a rich set of community-based cultural activities can be seen across the city. There is a strong sense of independence, resilience, confidence, self-esteem and aspiration coming from all our communities. Aberdonians work hard for themselves and for those communities.

The city centre is itself a vibrant hub of commercial and cultural activity with easy and safe access for Aberdeen’s communities and tourists. People feel safe to socialise in the city centre at all times of the day and night. While local activity has defined Aberdeen’s cultural renaissance, it has also led to the city’s presence on the circuit of major popular, modern and classical cultural events.

Aberdeen is physically connected; it is easy for people to get in, out and around the city. Aberdeen is digitally connected with fast and easy access across the city.

As a result of the city’s renaissance and its connectedness to the wider world, people are much more inclined to relocate to Aberdeen. This has allowed businesses to accelerate their growth, particularly in high value industries.

We have built on our oil and gas legacy to develop centres of excellence in renewable industries. We have taken the opportunity provided by our energy assets and developed
a much wider asset base in health, tourism, maritime resources and culture.

Our universities have developed strategic partnerships with the world’s leading academic institutions. These partnerships are drawing in thought leaders and students from across the globe, and Aberdeen students regularly have an international dimension to their studies. They are also providing routes for Aberdeen’s citizens to frame their careers in global terms.

Businesses work closely with their local schools and colleges, and all can see the benefits that brings. Colleges and universities can demonstrate significant collaborative pay-off in terms of academic and financial success. The city is recognised internationally as a centre of excellence in knowledge exchange between business and academia, with high levels of applied intellectual property.

The impact of all this on citizens is clear. The biggest changes are in those communities that used to have the greatest levels of need. Aberdeen is recognised as a socially and structurally integrated society. A global city that all its citizens are proud of.

This is a city that brings a rich and rewarding life for all its people, for the north-east and for the whole of Scotland.
Council vision ‘Aberdeen – The Smarter City’

To realise the vision of Aberdeen described above, Aberdeen City Council is working to support:

An ambitious, achieving, smart city, which:

- Develops an economy based on knowledge and innovation;
- Encourages more efficient use of greener resource which generates a competitive economy;
- Uses technology and data to enable informed decisions to be taken;
- Enables citizens to interact in a city where there is a sense of place; and
- Encourages a form of governance which engages its citizens.

Our citizens will recognise this and play their part in taking it forward. We will ensure all citizens are encouraged and appropriately supported to make their full contribution.

Strategic priorities

The key priorities underpinning this vision are:

<table>
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<tr>
<th>Smarter Governance – Participation</th>
<th>Acknowledging the role that citizens can play in the evolution of the city.</th>
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<tbody>
<tr>
<td>Smarter Living – Quality of Life</td>
<td>Challenging inequality and positively promoting wellbeing building on cultural and physical activity.</td>
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<tr>
<td>Smarter People – Social and Human Capital</td>
<td>Focusing on education including lifelong learning and nurturing a city of learning with a city-wide workforce which can grow and diversify the economy.</td>
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<tr>
<td>Smarter Environment – Natural Resources</td>
<td>Sustaining the environment by maximising the use of low-carbon technology in our infrastructure and housing. Managing our waste and promoting our streetscape and green space.</td>
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<tr>
<td>Smarter Economy – Competitiveness</td>
<td>Recognising the importance of sustaining a competitive economy with clear financial parameters which attracts people to invest, live, work and export from.</td>
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<tr>
<td>Smarter Mobility – Transport and ICT</td>
<td>Promoting the transport links to and from the city which are sustainable. Maximising digital connectivity for the benefit of all people and the development of business in the city.</td>
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</tbody>
</table>

The high-level priorities and outcomes underpinning each of the key priorities are outlined in Appendix 1 - Our vision in action.
Delivering our strategic priorities

In order to deliver these priorities we will:

- Make best use of the financial resources available to us, ensuring best value for the public purse;
- Have a flexible, skilled and motivated workforce;
- Listen to, and be responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed; and
- Work closely with our partners, including local communities, to deliver a single set of outcomes for all the citizens of Aberdeen.

The council’s action and financial plans, included in this business plan, are built on the delivery of our vision and strategic priorities, and we will measure our performance in terms of our success in their achievement.
3. Sector analysis

Figure 2 below shows a high-level analysis of issues which will impact on the council throughout the period of this plan.

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<th>Financial</th>
<th>Social &amp; Demographics</th>
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<tr>
<td>Severe financial constraints</td>
<td>Ageing population</td>
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<td>Increasing cost pressures</td>
<td>Areas of deprivation</td>
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<td>Commitment to “front office”</td>
<td>Increased demand for key services</td>
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<td>Increasing ethnic diversity</td>
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<td>Welfare Benefit reform</td>
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<th>Technological</th>
<th>Political</th>
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<td>Referendum 2014</td>
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<td>Opportunities for efficiency /</td>
<td>UK General election 2014/15</td>
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<td>productivity</td>
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<td>McClelland Report</td>
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Figure 2
Over the next five years the council has a key role in addressing each of these issues.

(i) Finance

The overall economic outlook and fiscal position for the period of the business plan continues to present a difficult financial challenge for the council. The introduction of a new funding floor from the Scottish Government has eased the financial position. However, current and future cost pressures facing the council will require it to be agile in service delivery given the limited financial resources it has available.

There are significant cost drivers over the next five years including costs associated with waste, the introduction of welfare reform, workforce costs and infrastructure costs, particularly in relation to roads.

The council receives the second lowest funding in Scotland and it will be important to continue to press for the best settlement possible in light of these financial pressures.

(ii) Social and demographics

There are significant demand pressures on services within Education, Culture and Sport and Social Care and Wellbeing arising from anticipated demographic changes. Population projections for Scotland indicate that the 0-15 age group will grow by 2.6% between 2012 and 2017. Over the same period, the 0-15 age group in Aberdeen is projected to increase by just over 10%, from 35,027 to 38,609. Aberdeen’s birth rate has grown significantly with 2,608 births in 2011 compared with 2,200 in 2006. This will have an impact on primary school rolls, which are forecast to rise by 16% in the period 2012 to 2017. At the same time, secondary school rolls are forecast to fall by almost 3%.

The population in the 65+ age group is projected to rise in Scotland by 10.5% in the period from 2012 to 2017. In Aberdeen, the increase is projected to be slightly lower at 10.0%. This has a significant impact on the council’s future planning for care of the elderly, which is a major driver of demand for social care and wellbeing services. The increase in the 65+ age group will also have an impact on housing, which whilst not a general fund service, will be key in supporting the balance of care agenda.

The city continues to attract new Scots. Many overseas migrants, especially from eastern Europe, have arrived in search of employment opportunities in recent years. This trend is likely to continue over the next five years and will impact on a range of services including housing, waste, education and social work.

The 2009 Scottish Index of Multiple Deprivation identified 28 areas in Aberdeen which are particularly disadvantaged. These are distributed throughout the city and not exclusively confined to particular neighbourhoods.
(iii) Political

The political environment in which the council will operate over the next five years is to be shaped by a series of elections at Scottish Government (including the referendum), local government and at UK level. The outcome of these elections will have an effect on a range of factors which contribute to the delivery of local services. It is important that the council is in a position to flex its services depending on the outcome of these elections and the impact that this has on policy either at a national or local level. Current national policy discussions and initiatives are pointing at radical changes in the model for delivery of social services, with closer integration with health and the reform of police and fire services.

Reforms to welfare benefits and the Community Empowerment and Renewal Bill could also have significant impact on the delivery of services.

(iv) Technological

At a national level the Local Government ICT Strategy will be published in 2012/13. The key elements of the strategy are sharing where possible, as well as working with the private sector. Digital connectivity will be vital to sharing and there is considerable investment available for superfast broadband.

The move to Marischal College, the use of telecare, access to learning and the implementation of self service all demand investment in technology and require closer working with the private sector. Whilst investment will be required, this will be on the basis of spend to save (or spend to constrain growth in costs of older people’s services). Technology will also fundamentally contribute to shifting the balance of power and responsibility to the citizen rather than the state/public services, by facilitating a more personalised and flexible approach to how citizens engage with public services. This also gives citizens greater choice and control of services they wish to receive.
4. Communication and community engagement

4.1 Our approach to communication and community engagement

This business plan has been prepared following, and taking account of, extensive communication and community engagement. This included:

- Corporate stakeholder briefings with around 100 city stakeholders and directorate participants;
- A public survey;
- A City Voice survey;
- Internal communications with a series of staff briefings, workshops and use of the council’s intranet, as a focus for information on business plan activity;
- An online survey promoted through social media;
- The council’s website providing information and encouraging members of the public to give their views;
- 100 city-wide ‘open doors’ – the city’s information points were used to promote and encourage members of the public to complete a questionnaire;
- Media briefings; and
- Follow-up corporate, directorate and public stakeholder events.

Continuing good communications with meaningful, active and ongoing dialogue with the citizens of Aberdeen will continue to be central to the approach which the council takes as it delivers its overall business plan objectives.

In line with the council’s vision for Aberdeen – The Smarter City our communication and engagement activity will continue to build upon these existing foundations.

The council will continue to aspire to:

- Develop a sense of community in Aberdeen based on principles of openness, fairness, reciprocity and responsibility.
- Encourage and support citizens to participate in the development, design and decision-making of services to promote civic pride, active citizenship and resilience.

As part of this, we will work to create a better awareness and understanding of all the council’s activities and services which we, along with our partners, deliver for the citizens of Aberdeen, our future investors and our visitors and to encourage active participation and engagement with us as we deliver our plans.
Our objectives are:

- To offer accessible and timely information about all council services and activities;
- To provide opportunities for all to engage in dialogue with the council, whether face to face, written or online;
- To listen and respond to the views of our partners, citizens, staff and other stakeholders with an interest in the city; and
- To share our plans and aspirations for the city.

The council will do this through creating a variety and wide-ranging means of communications and engagement including:

- Open meetings on the transaction of our formal business;
- Face-to-face and timely public meetings on specific issues and activities;
- An effective and efficient customer contact service through our network of information points and by telephone or email;
- An interactive and easily accessible website;
- Extensive use of social media;
- Online e-magazines presenting information, progress, consultation and further opportunities for engagement;
- Providing appropriate and cost-effective information and advice on council services, decisions and achievements;
- Sharing communications and engagement opportunities with our partners in detailing joint activities;
- Continuous and ongoing dialogue with our partners in public sector organisations, the city’s academic institutions, the city’s business community, burgesses, others in the private sector, voluntary and charitable organisations and social enterprise companies;
- The use of social media, where appropriate; and
- Paid advertising of engagement events, where appropriate.

The council will also place an emphasis on excellent communications with our employees and their representatives as we plan improvements to the way in which we inform and engage with all employees, trade unions and elected members.
4.2 Who are our customers?

Figure 3: A representation of many, but not all, of the council’s customers.
4.3 Partnership working

Figure 4: A representation of many, but not all, of the council’s partners.
5. **Service overview**

5.1 **What services will we deliver?**

The council currently employs over 9,000 staff working across the city delivering a wide range of services and has an annual net budget of £450m which is distributed between five functional directorates:

- Education, Culture and Sport;
- Social Care and Wellbeing;
- Enterprise, Planning and Infrastructure;
- Housing and Environment; and
- Corporate Governance.
5.2 Directorate overviews

Education, Culture and Sport

Director

Directorate overview
Over the next five years the Education, Culture and Sport directorate will see significant change. Building on our strategies for learning, culture and sport, we will work in an innovative and creative way to provide flexible and high-quality education in schools, support community development and adult learning where it is most needed and enhance the cultural and heritage provision in the city of Aberdeen.

The focus of our directorate is, through new ways of working, to contribute to building a ‘city of learning’ which empowers individuals to fulfil their potential and to contribute to the economic, social and cultural wellbeing of our communities. Our priorities reflect the national priorities set out by the Scottish Government, the Concordat and the Single Outcome Agreement and encompass the activities and initiatives which we will undertake in order to achieve the council’s key strategic objectives. These priorities are set out in the following ten themes:

- Curriculum for Excellence: implementing the new curriculum for schools;
- Fit-for-purpose schools / learning centres: making sure that we have the right facilities in the right place;
- Learning in the wider community: lifelong learning for everyone;
- Technology: using technology for learning;
- Health and wellbeing: helping people to make the right lifestyle choices from an early age and throughout their lives;
- Engagement in arts, culture and heritage: improving the quality of and impact of arts, culture and heritage provisions across the city;
- Helping those with different needs: helping everyone reach their potential;
- Better performing/value for money: demonstrate our commitment to continuous improvement;
- Skilled and trained staff: continually developing our staff through training opportunities; and
- Working together: making sure services work together in the interests of the learner.
Underpinning our ten priority themes are the objectives to improve attainment and achievement for all our learners and to close the gaps in learning, health, participation and employment outcomes that exist within the city. Our key priorities are met through the provision of a range of services and activities.
Directorate portfolio

The Education, Culture and Sport directorate works across the city to deliver the following three services:

Schools and Educational Establishments

- Early years;
- Primary schools;
- Secondary schools;
- Offsite and specialist provision;
- Additional support needs (ASN) 0 – 18;
- Learning strategy 0 – 18;
- Curriculum and quality development; and
- Service improvement.

Communities, Culture and Sport

- Community learning and development;
- Culture including arts, libraries, museums and galleries, venues including the Beach Ballroom;
- Sport and physical activity;
- Social and economic regeneration;
- Sustainable development;
- Educational psychology;
- Post-school transitions;
- Integrated children’s services;
- Outdoor education/learning;
- Health and wellbeing;
- Childcare and family learning; and
- Schools work experience.

Educational Development, Policy and Performance

- New educational developments;
- Performance and service improvement;
- Learning estate strategy;
- Workforce planning;
- ICT policy and practice;
- Service resource and budget management;
- Quality assurance, inspection and audit; and
- Continued professional development for pre-school and schools.
Social Care and Wellbeing

Fred McBride
Director

Directorate overview

Over the next five years the Social Care and Wellbeing directorate will work with clients to provide services based on the following principles:

- All the citizens of Aberdeen should have the opportunity to be in control of their own futures and destinies and to achieve their ambitions and aspirations;
- People will require varying degrees of support to achieve this and the direct role of Social Care and Wellbeing will be to provide that support to the most vulnerable members of our community on a fair basis;
- Close working with partners to ensure that support is provided early enough to prevent people requiring more intrusive forms of support and intervention;
- Identification and response to the social care needs of people living in Aberdeen, supporting them where they need assistance in their daily lives. Often working in partnership with others, to respond with cost-effective, quality services which support and promote the wellbeing and safety of people who are in greatest need; and
- Respect and promotion of people’s rights, support for their independence and their inclusion in their own community and respect for their choice wherever possible.

The strategic outcomes for Social Care and Wellbeing, for adults and children, reflect the national and local priorities:

- People are protected from abuse, neglect and harm and feel safe in their environment;
- People are supported and cared for in their own home or in accommodation appropriate to their needs for as long as this is possible;
- People are enabled and supported individually or in groups to find and put in place the right solutions for their care; and
- Citizens of all levels of need and ability have access to the facilities of Aberdeen that will support them to maintain their health and wellbeing.
Directorate portfolio

The directorate has a clear responsibility for the wellbeing of citizens, particularly those who are vulnerable. This includes public health promotion and preventative services.

Children and young people

- Children’s Services is a targeted service which provides support to:
  - children at risk of harm;
  - children who require child protection services;
  - children who are looked after;
  - children needing permanent families;
  - children who have a disability; and
  - children in need.

Adults

- Meeting the needs of vulnerable adults, including:
  - those who are at risk of harm and abuse;
  - those who have mental health problems;
  - those who have substance misuse problems;
  - those who have a learning disability; and
  - those who have offended or are at risk of offending i.e. criminal justice services.

Older people and rehabilitation

- Meeting the needs of older people and people with physical disability, including:
  - those with a sensory impairment;
  - those who have dementia;
  - those in need of rehabilitation;
  - those at risk of harm and abuse; and

- Meeting the needs of carers.

In addition, the directorate ensures that where people’s needs and services cross the boundaries of these three areas, the service shall operate in a coherent and effective way. This will include where there are cross-service considerations such as:

- Young people moving into adulthood;
- Commissioning, contracting and care management;
- The impact of substance misuse; and
- The wellbeing and protecting people agendas.
Enterprise, Planning and Infrastructure

Gordon McIntosh
Director

Directorate overview

In developing an effective business plan for the next five years, the directorate recognise that the city’s enterprise, planning and infrastructure issues are closely related to wider issues in the north-east of Scotland as well as Scotland and the UK as a whole. The Enterprise, Planning and Infrastructure directorate will, therefore, provide the strategic direction for Aberdeen within a wider geographical context, whilst continuing to engage with local people to ensure that we meet the stated needs of communities and individuals.

Over the period of the business plan we will see the continuing development and strengthening of the Enterprise, Planning and Infrastructure directorate, so that it continues to engage with managers across all council services and external partners, on key issues affecting communities.

The main aims of the directorate are to:

- Encourage future economic and business development in the city;
- Deliver an up-to-date development plan for the city;
- Protect and enhance our high-quality, natural and built environment;
- Support the delivery of a fully integrated transport network;
- Ensure the council’s physical assets are managed and maintained in a cost-effective manner; and
- Deliver our statutory responsibilities effectively and efficiently.

We will do this by:

- Ensuring people and communities are genuinely engaged in decisions relating to enterprise, planning and infrastructure issues in the city, and
- Working with, and obtaining commitment from, partner organisations to provide better and more efficient enterprise, planning and Infrastructure services across the city.
Directorate portfolio

The Enterprise, Planning and Infrastructure directorate works across the city to deliver the following three services:

**Economic and Business Development**
- Business sector development;
- International trade and investment;
- Employability, skills and community enterprise;
- Investor, skills and visitor attraction;
- City events and twinning; and
- Marketing.

**Planning and Sustainable Development**
- Transportation strategy;
- Roads projects;
- Public transport;
- Development management;
- Environmental policy; and
- Building standards.

**Asset Management and Operations**
- Estates management;
- Corporate asset management;
- Fleet services;
- Property investment;
- Traffic management;
- Lighting, lining and signing;
- Roads maintenance;
- Facilities management; and
- Structures, flooding and coastal engineering.
Housing and Environment

Pete Leonard
Director

Directorate overview

We recognise that housing is about more than just places where people live. Our service has an important part to play in place-making, and quality places contribute towards economic success. Housing plays a key role in people’s lives and can have a direct impact on other council activities, including:

- Helping people to gain and keep employment;
- Supporting young people’s education;
- Helping to develop social skills and relationships;
- Helping to reduce offending and reoffending;
- Encouraging a culture of self help; and
- Enabling people to stay longer in their own homes.

Demographic changes and increases in the number of households will continue to put pressure on the housing market.

There is a requirement for 1,094 new build properties in Aberdeen per annum to meet housing demand. There is also a need for 415 new affordable houses in Aberdeen for the next ten years to meet housing needs. Aberdeen has some of the highest house prices in Scotland and the private rented sector is very expensive due to the requirements of the oil industry.

Our Environment teams play a key role in keeping the city a safe, clean and attractive place to live, work and visit. Our parks and gardens, and those of our communities, have a proud tradition of success in Scotland and Britain in Bloom competitions. Environmental Health and Trading Standards safeguard the health and safety of our citizens. Waste management services provide a daily, just-in-time service to tens of thousands of customers every day. How we manage our waste is one of the key financial and environmental challenges for the city.

Over the period of the five-year business plan the Housing and Environment directorate will continue to develop and improve services to realise the following aspirations:

- Flexible housing services which support the needs and aspirations of our tenants;
• Protection of the public from poor quality private sector housing and safe guarding of the built environment and granite heritage;
• Reduction of homelessness by investing in additional resources dedicated to early intervention and prevention and support;
• Improvement in the cleanliness and security of our multi-storey blocks;
• Retention of a large stock of quality, well-maintained affordable housing that match the highest of standards;
• New house building which increases the provision of affordable houses;
• Transforming the housing and regeneration service to deliver strategic housing priorities and to raise additional income;
• Improved community safety, including the protection of vulnerable people, and enhancement of health and wellbeing;
• Regeneration of strategically important parts of the city;
• Moving towards a zero waste city by increasing recycling, reducing the amount of waste produced and diverting waste from landfill;
• A greener, cleaner and safer city through improved grounds maintenance and street cleaning; and
• The protection of consumers and the public through focused environmental health and trading standards, with support from the Public Analyst and Scientific Laboratories.
Directorate portfolio

The Housing and Environment directorate works across the city to deliver the following three services:

**Housing and Community Safety**

- Housing policy, planning and performance
- Housing services;
- Homelessness;
- Private sector housing;
- Traveller liaison;
- Benefits advice;
- Community safety;
- City wardens; and
- Emergency planning.

**Regeneration and Housing Investment**

- Property asset planning;
- Property design and development;
- Planned and response repairs
- Contracts
- Regeneration.

**Environment**

- Trading standards;
- Environmental health;
- Aberdeen Scientific Services Laboratory;
- Waste and recycling services;
- Parks and gardens;
- Arboriculture services;
- Countryside services;
- Street cleansing services;
- Flytipping, flyposting and graffiti;
- Public conveniences; and
- Bereavement services and crematorium.
Corporate Governance

Directorate overview

It is highly likely that over the next three years the delivery of the services within the Corporate Governance directorate will continue to change significantly. The type, level and shape of service will be altered to meet demands such as the changing needs of other directorates, increasing financial constraints, a greater understanding of customer requirements and emerging technological advances.

Corporate Governance is already at the forefront of a move to transform support services, driven by a desire to innovate, improve quality and meet the financial constraints faced by the council, now and in the future.

Transforming service delivery will require investment, give opportunities for staff to build their skills and develop their careers, put in place efficient and effective processes and, through working with partners, make use of leading expertise and know how.

There needs to be an increased pace and scale of change particularly against the background of public sector reform and financial challenges. Community planning has a key role to play in bringing partners together and we will maintain our emphasis on planning and delivering more effective services which requires all key partners to understand and make best use of the combined resource of partners with a revision of the Single Outcome Agreement.

We will continue to engage with staff so that they are informed and involved in the design, development and delivery of services. This will include:

- Mechanisms for employees to feedback views, suggestions and innovations;
- Ongoing and regular monitoring of employee engagement through a range of means including focus groups, briefings and technology; and
- Co-design with other staff and customers of future service delivery.

Other stakeholders also need to be engaged on the way ahead and an engagement plan for Corporate Governance will be developed for all our stakeholders including partners, trades unions, and other services.
Directorate portfolio

The Corporate Governance directorate works across the city to deliver the following five services:

Finance

- Corporate accounting;
- Service accounting;
- Revenues and benefits; and
- Pensions.

Legal and Democratic Services

- Legal services;
- Archives;
- Committee services;
- Registrar and registrations; and
- Members’ services.

Human Resources and Employee Development

- HR strategy;
- Workforce planning;
- Employee and industrial relations;
- Payroll service;
- Employee health, safety and wellbeing;
- HR shared service centre;
- Training and development;
- Equality and diversity;
- HR polices; and
- Knowledge management.

Customer Services and Performance

- Best Value;
- Internal audit;
- Risk management;
- Community planning;
- Corporate performance information management;
- Research and information;
- Customer service operations;
- Customer service development;
- Accord;
- ICT services;
- Programme Management Office (PMO);
- Business improvement;
- Shared services;
- Information assurance
- Process redesign; and
- Improvement management.
Procurement

- Procurement strategy, policy and advice;
- Electronic procurement projects;
- Supplier/contracts management;
- Scotland Excel North East Regional Hub;
- Supplies; and
- Shared service with Aberdeenshire Council.
5.2 How we will deliver

Over the next five years the delivery of the services within the council will change significantly. As we respond to the changing demands, increasing financial constraints, a greater understanding of customer requirements and emerging technological advances, the type, level and shape of service will be altered to meet these demands.

As a result, we will develop a new operating model for the council which will be supported by a set of guiding and mandated principles for managing the council and its business.

The principles set out in the operating model will be constantly revisited to ensure that targets are permanently aligned to best-in-class performance.

The opportunity exists within the operating model to be radical and the council will take the opportunity to set out areas of genuine and real innovation.

The operating model will reflect the organisational priorities, political imperatives and local circumstances. Members will be involved in determining the principles and direction of the operating model – but the detail and accountability for delivery will be owned by the Chief Executive and the Senior Management Team.

The operating model will set out a much more sophisticated picture of a mixed economy of service provision and will also reflect that the council is very clear in what is core and what is non-core business and we will structure and manage the council accordingly.

This sophisticated mixed economy indicates a multitude of delivery options including in-house service provision, shared services, joint ventures, arm’s-length organisations as well as partnerships and contracts with the public, private and third sector organisations (community, voluntary and social enterprises).

New delivery vehicles will have multiple purpose including direct delivery of services and providing services to multiple agencies and organisations.

Whilst recognising that a great deal of work has already taken place to restructure, review capacity and streamline internal processes to drive out inefficiencies – it is important that this programme continues to deliver benefits into the future. The operating model will exploit all potential funding, including European Union funding, social investment, partnerships with the private sector and regional growth funds. This will also include delivery models that enable the authority to generate additional income streams (through charges and selling services, including to other local authorities).

The council will also lead a collaborative approach and deliver services with our partners on a city-wide basis.

All of this activity will mean that we need to put in place systematic engagements with staff and trade unions in order that they are informed and involved in the design, development and delivery of services.
With this as context, the implementation of this business plan and delivery of services will be based on the following principles:

1. **Transform the way public services are delivered:**
   To provide better value in public sector spending across the city, which is focused on better services delivering outcomes more efficiently and effectively. This will be achieved by developing new ways of delivering services and rewarding and recognising good performance as well as challenging poor performance.

2. **Focus investment for long-term, sustainable, economic growth of the city and surrounding area:**
   To secure new long-term, private sector investment hand in hand with developing our own assets to deliver affordable housing, to reshape the delivery of education and culture and to develop sustainable communities.

3. **Deliver services which meet people’s needs:**
   To understand the needs of citizens who live and work in Aberdeen and deliver services which meet those needs. This will also mean building capacity within communities which will encourage citizens to become involved and to take responsibility for delivering services.

4. **Work in partnership with other public sector organisations, the private and the voluntary sectors:**
   To foster integrated working between sectors to optimise public, voluntary and private spend for the benefit of the citizens, communities and organisations working within the city.
5.3 The team to deliver

Our vision sets out the need for a highly skilled and motivated workforce which will deliver high-quality, cost-effective and customer-centric services. Building on the knowledge and ability which we already demonstrate, we are committed to learning from others and developing our skills further. The management structure of the council is shown in figure 5 below together with areas of responsibility. During the next five years we commit to a review of the structures within the council to ensure our resources are best matched to deliver our vision.

Figure 5
(i) Our approach to employee engagement

Successful delivery of the services outlined in the business plan is dependent on the quality and commitment of our employees. We recognise that we already have a workforce which has a strong public sector and work ethos and is motivated to do a good job for the citizens of Aberdeen.

The challenge over the next five years will be to continue to deliver high quality services with a smaller core workforce, a restricted budget and increasing customer expectations. This will depend on how well we engage our employees and will require a much greater emphasis on and understanding of employee engagement.

‘Engaged’ employees understand the business needs, are committed to their work and add value to the organisation. Effective employee engagement has been shown to benefit organisations through increased performance and retention. It also benefits employees through greater job satisfaction and ultimately customers through positive impact on service delivery.

Engagement depends on how the organisation deals with a number of factors including:

- How we communicate;
- How we work together as colleagues, teams, services and with partners;
- The quality of our leadership and management;
- How we treat our employees in terms of being fair, flexible and family friendly;
- How we manage performance and reward our employees;
- How well we manage our employees’ health, safety and wellbeing;
- The availability of training, development and career opportunities; and
- How satisfied employees are with their work and with their employer.

The level of current employee satisfaction was measured through the 2010 Employee Opinion Survey. An action plan has been put in place to build on the positive outcomes of this survey and at the same time bring about improvements in areas such as performance and appraisal, communication and job satisfaction.

We are strongly committed to our staff and have put in place a reward package which includes staff benefits, flexible working and learning and development opportunities which make the council a great place to work.

As part of this action plan, and in delivering on the business plan, we are also committed to providing:

- Strong, visible leadership;
- Clarity of vision and direction;
- Open and honest communication on decisions affecting employees at as early a stage as possible;
- Mechanisms for employees to feedback views, suggestions and innovations;
• Consultation and involvement, where this is possible, information where it is not and clarity of which is being offered; and
• Ongoing and regular monitoring of employee engagement through a range of means including focus groups, briefings and technology.
6. Financial plan

6.1 How we are funded

The council receives funding through a number of sources, which include:

- General revenue grant;
- Council tax;
- Non-domestic rates; and
- Fees and charges.

Figure 6 shows the percentage of council funding by source. It is worth noting that for 2013/14 the council will receive funding from the Scottish Government that equates to 51% of the total income generated by the council (or £311 million). Of this funding £177 million is raised locally through non-domestic rates (57% of Scottish Government funding) and £134 million by way of general revenue grant (43% of Scottish Government funding). Part of this significant change in funding is due partly because of the introduction of a central police and fire service in Scotland and this funding now being retained by the Scottish Government.

6.2 Assumptions

The following assumptions have been made (and are by no means exhaustive) within the five-year business plan.

- General revenue grant and non-domestic rates are assumed to follow the pattern shown in figure 7 below:

<table>
<thead>
<tr>
<th></th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
<th>2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>General revenue grant</td>
<td>n/a</td>
<td>-10.68%</td>
<td>2.95%</td>
<td>2.86%</td>
<td>1.59%</td>
</tr>
<tr>
<td>Non-domestic rates</td>
<td>7.60%</td>
<td>9.40%</td>
<td>2.00%</td>
<td>2.00%</td>
<td>2.00%</td>
</tr>
<tr>
<td>Combined movement</td>
<td>0.34%</td>
<td>0.80%</td>
<td>2.36%</td>
<td>2.33%</td>
<td>1.84%</td>
</tr>
</tbody>
</table>

Figure 7
Council tax continues to be assumed frozen at 2012/13 levels until 2015/16 of the business plan with a 2% increase thereafter. A small increase in the number of council tax properties is assumed of approximately 400 per annum;

Pay awards have been built into the business plan at 1% per annum for all staff groups (teaching and non-teaching staff);

Demographic changes in the population have been included within the model;

Additional cost pressures and reductions for additional waste disposal costs and landfill allowance/tax net impact is estimated based on current legislation;

The council must provide for auto-enrolment of pensions and a provision of approximately £1 million has been made for this;

The Government plans to begin the roll out of the Welfare Reform Bill which potentially will impact on the council and a provision has been made for the estimated cost of this;

Provisions and specific allowances are captured within the model for items such as non-domestic rates, capital financing charges, utility bills etc.

It has been assumed that the creation of single police and fire services in Scotland will be cost neutral to the funding settlement the council receives;

It is assumed that the funding being made available to the council is in line with the settlement letter received as part of the 2012/13 budget, which includes an additional level of funding for the previously introduced 85% floor;

A gross capital programme of £342 million has been allowed for in the next 5 year period aimed at delivering the Council’s main priorities;

The council has taken a risk-based approach to setting the 2013/14 budget such that a risk fund has been set to mitigate against future cost pressures which services will, in the first instance, be expected to try to meet before any call is made on the risk fund;

An average loans pool rate of approximately 4.5% has been used over the period of the business plan.
It can be seen that the complexities of an organisation that provides a wide-ranging list of services does require a great deal of estimation to project into the future. This is done in a time of economic uncertainty within both the United Kingdom and world economies.

6.3 **Funding, spend and savings**

The council’s expected funding, spend and savings which are based on these assumptions are:

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
<td>£'000</td>
</tr>
<tr>
<td>Funding</td>
<td>(434,005)</td>
<td>(436,124)</td>
<td>(445,035)</td>
<td>(451,137)</td>
<td>(455,793)</td>
</tr>
<tr>
<td>Net Forecast Spend</td>
<td>434,005</td>
<td>444,857</td>
<td>452,188</td>
<td>466,673</td>
<td>476,277</td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>0</td>
<td>(8,733)</td>
<td>(7,153)</td>
<td>(15,536)</td>
<td>(20,484)</td>
</tr>
</tbody>
</table>

**Figure 8**

The council aims to approve its 2013/14 general fund revenue budget in December 2012 which will set the budget for that financial year and continue to implement its service options identified as part of the priority-based budget process. The total values of options are shown in the table below and demonstrate the delivery annually (that is the figures are not cumulative).

The following service options will continue to be delivered:
This clearly demonstrates the council’s commitment to implementing a fully-costed business plan over the medium term.

Notwithstanding the service options in figure 9 that have been accepted by council, the resulting gap will be filled by further service options which will be considered as part of the iteration process of reviewing the business plan for future years. In addition, it is likely that over the period of the five years, there will be significant changes in the level of funding and spend which will impact on the level of savings required.

6.4 Risk-based approach: risk fund

The council’s 2012/13 outturn shows that it is highly probable that it will deliver an underspend against its budget. This will be the second year that this will have occurred and again is running at approximately £5 million. It is therefore not prudent to identify service options to meet future cost pressures given this scenario.

With this in mind the Corporate Management Team have applied a risk-based approach to the 2013/14 priority-based budget approach for future years. While additional funding has been put in place within the base budget for 2013/14 it still remains that potential cost pressures of approximately £5.5 million still exist.

The council has therefore created a risk fund which captures these potential cost pressures. These cost pressures are to be cash backed – that is, the current year underspend will be set aside to meet these potential costs but access to this funding is subject to strict governance arrangements.
6.5 Sensitivity analysis

The table below illustrates how the cost base would vary annually given a different set of assumptions:

<table>
<thead>
<tr>
<th></th>
<th>Year 2 £'000</th>
<th>Year 3 £'000</th>
<th>Year 4 £'000</th>
<th>Year 5 £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base position</td>
<td>8,417</td>
<td>6,907</td>
<td>15,257</td>
<td>20,207</td>
</tr>
<tr>
<td>1% grant uplift per annum</td>
<td>5,293</td>
<td>3,709</td>
<td>11,984</td>
<td>16,874</td>
</tr>
<tr>
<td>1% grant reduction per annum</td>
<td>11,542</td>
<td>10,105</td>
<td>18,529</td>
<td>23,540</td>
</tr>
<tr>
<td>0% years 2/3, 2% thereafter</td>
<td>8,417</td>
<td>6,907</td>
<td>8,712</td>
<td>13,541</td>
</tr>
</tbody>
</table>

Figure 10

Figure 10 above shows the impact of a small variance in the overall budgetary position for the council. The range of sensitivities that can be applied are currently being developed and will be discussed through a series of corporate meetings which will also address the council’s introduction of a risk fund to ensure that the council continues to de-risk its position in relation to future costs and risk pressures.

In summary, as the sensitivity analysis demonstrates, it is highly likely that the levels of funding, costs and shortfalls will change, resulting in a further review of the council’s five-year business plan.
7. How will we measure our performance?

This impact of the delivery of this business plan will be measured in the following ways:

1. Public service value

Measuring public value focuses both on the public investment in services and on the delivery of improved results for citizens and communities. Through the evaluation of outcome measures we will demonstrate the impacts, benefits and consequences of the activities driven through the business plan. Our public service value model is shown in figure 11 and is followed by detailed outcome focussed metrics against which our success will be measured.

![Public Service Value Diagram](image)
## Societal Outcomes

**METRICS AND WEIGHTINGS ARE ILLUSTRATIVE**

### Smarter Living – Quality of Life

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Outcomes</th>
<th>Weighting %</th>
<th>Metrics</th>
<th>Weighting %</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem</td>
<td>All our citizens have enhanced physical and emotional wellbeing</td>
<td>40%</td>
<td>- Life expectancy</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Self-assessed health</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Average score Warwick-Edinburgh Mental Wellbeing Scale (Short version)</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Participation in physical activity</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Participation in cultural activity</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- The proportion of children travelling actively to school (walking or cycling)</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Reduction in levels of substance abuse</td>
<td>15%</td>
</tr>
<tr>
<td>We will promote and improve opportunities for physical activity and sport to enable Aberdeen’s visitors and citizens to lead more active, healthier lives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We will improve access to and increase participation in arts and culture by providing opportunities for citizens and visitors to experience a broad range of high quality arts and cultural activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We aspire to be recognised as a City of Culture, a place of excellence and arts by promoting Aberdeen as a cultural centre hosting high quality and diverse cultural events for the whole community and beyond</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We will create a city of learning which will empower individuals to fulfil their potential and to contribute to the economic, social and cultural wellbeing of our communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We will seek to develop a sense of community in Aberdeen based on principles of fairness, reciprocity and responsibility</td>
<td>Aberdeen is a fair and equal city</td>
<td>30%</td>
<td>- Attitudinal surveying (“% who feel Aberdeen is a fair and equal city”)</td>
<td>25%</td>
</tr>
<tr>
<td>We will encourage citizens to participate in the</td>
<td></td>
<td></td>
<td>- Prejudice incidents</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>35%</td>
</tr>
</tbody>
</table>
## Smarter Living – Quality of Life

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Outcomes</th>
<th>Weighting %</th>
<th>Metrics</th>
<th>Weighting %</th>
</tr>
</thead>
<tbody>
<tr>
<td>development, design and decision making of services to promote civic pride, active citizenship and resilience. We will seek to reduce the levels of inequality in the city and plan with key partners to try and ensure that welfare reform does not increase the inequality gap</td>
<td>Residents have a dry, warm home in a safe and enjoyable environment</td>
<td>30%</td>
<td>recorded recorded recorded recorded recorded recorded recorded recorded</td>
<td>20%</td>
</tr>
<tr>
<td>We will provide quality services to our council tenants to ensure that they have a dry, warm home in a safe and enjoyable environment. We will meet national legislative targets on homelessness and minimise the impact of welfare reform using early intervention to help people sustain their tenancies We will improve access to affordable housing in both the social rented and private sectors, by supporting first time buyers, regenerating areas within the city and by working with developers to maximise the effective use of planning gain contributions</td>
<td></td>
<td></td>
<td>- Housing condition (Scottish Housing Quality Standards) - Homelessness - Levels of sustained tenancies - Recorded anti-social behaviour - Attitudinal surveying (“Local neighbourhood as a good place to live”)</td>
<td>20% 20% 20% 20% 20%</td>
</tr>
</tbody>
</table>
## Smarter People – Social and Human Capital

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Outcomes</th>
<th>Weighting %</th>
<th>Metrics</th>
<th>Weighting %</th>
</tr>
</thead>
</table>
| **We will provide a high quality education service within our schools and communities which will improve attainment and life chances of our children and young people to achieve their full potential in education, employment or training.** | Our children and young people achieve their full potential in education, employment or training | 50% | - Educational attainment and achievement  
- Young people in positive and sustained destinations in education, employment or training  
- % schools assessed externally as satisfactory  
- Attainment gap tariff between lowest 20% and highest 80% | 30%  
15%  
25% |
| **We will provide opportunities for lifelong learning which will develop knowledge, skills and attributes of our citizens to enable them to meet the changing demands of the 21st century** | Our citizens are empowered to develop the knowledge, skills and attributes which allow them to fulfil their potential, contribute to the economic, social and cultural wellbeing of our communities and meet the changing demands of the 21st century | 50% | - Numbers participating in adult learning  
- % adults with low or no qualifications  
- Employment rate in Aberdeen  
- Skills gap - survey of businesses  
- % of adults who have either participated in a cultural activity or who have attended or visited a cultural event or place in the last 12 months | 10%  
20%  
30%  
20%  
20% |
## Smarter Environment – Natural Resources

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Outcomes</th>
<th>Weighting %</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will design and construct all new infrastructure to be energy efficient by maximising the use of low carbon technology and materials. We will use recycled materials where possible.</td>
<td>The city has reduced its carbon footprint</td>
<td>30%</td>
<td>- Carbon footprint</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- CO₂ emissions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- % living in fuel poverty</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Energy costs (council)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Home Energy Conservation Association (HECA) rating</td>
</tr>
<tr>
<td>We will increase energy efficiency and introduce carbon reduction measures in our processes and our housing and non-housing assets to reduce our carbon footprint, save money and to bring people out of fuel poverty.</td>
<td>The city maximises recycling of waste and minimises waste sent to landfill</td>
<td>30%</td>
<td>- % of waste recycled</td>
</tr>
<tr>
<td>To provide and promote a sustainable transport system which reduces our carbon emissions.</td>
<td>The city has a clean, safe and attractive streetscape</td>
<td>20%</td>
<td>- PACS (Percentage achieving cleanliness) score</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- % of adults stating they feel ‘very safe’ or ‘fairly safe’ when at home alone at night AND ‘very safe’ or ‘fairly safe’ when walking alone in the local neighbourhood after dark</td>
</tr>
</tbody>
</table>
|                                                                           |                                                                          |             | - Attitudinal surveying (“61% state the city centre has become less attractive over the last two years”)
|                                                                           |                                                                          |             | - Attitudinal surveying (“Local neighbourhood as a good place to live”) |
|                                                                           | The city has accessible, well used green space in our streets, parks and countryside. | 20%         | - % accessible green space                                              |
|                                                                           |                                                                          |             | - % of derelict land                                                     |
|                                                                           |                                                                          |             | - Average score Warwick-Edinburgh Mental Wellbeing Scale (Short version) |

*Note: Weighting % and Metrics for each outcome are provided for reference purposes only.*
<table>
<thead>
<tr>
<th>Priorities</th>
<th>Outcomes</th>
<th>Weighting %</th>
<th>Metrics</th>
<th>Weighting %</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will work with partners to promote the city / region as a place to invest, live, work and export from</td>
<td>The city is recognised as good place to invest, live, work and export from</td>
<td>70%</td>
<td>- Economic activity rate&lt;br&gt;- Gross value added&lt;br&gt;- Number of new businesses&lt;br&gt;- Numbers of new jobs / apprenticeships&lt;br&gt;- Population&lt;br&gt;- “Aberdeen – The Smarter City” brand recognition</td>
<td>20%&lt;br&gt;20%&lt;br&gt;20%&lt;br&gt;15%&lt;br&gt;15%&lt;br&gt;10%</td>
</tr>
<tr>
<td>We will create a city of learning which will empower individuals to fulfil their potential and contribute to the economic, social and cultural wellbeing of our communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We will aim to have a workforce across the city which has the skills and knowledge to sustain, grow and diversify the city / region economy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We will improve access to affordable housing in both the social rented and private sectors, by supporting first-time buyers, regenerating areas within the city and by working with developers to maximise the effective use of planning gain contributions</td>
<td>Citizens have access to affordable housing in both the social rented and private sectors</td>
<td>30%</td>
<td>- Number of new home owners over period&lt;br&gt;- Units of new affordable units</td>
<td>50%&lt;br&gt;50%</td>
</tr>
<tr>
<td>Priorities</td>
<td>Outcomes</td>
<td>Weighting %</td>
<td>Metrics</td>
<td>Weighting %</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>We will maximise digital connectivity to ensure equal opportunity of access to services for all people</td>
<td>The city is digitally connected to ensure equal opportunity of access to services for all people and to support business development</td>
<td>30%</td>
<td>- Availability of broadband at higher speeds across the city</td>
<td>30%</td>
</tr>
<tr>
<td>We will maximise connectivity to promote and develop business growth in the city / region</td>
<td></td>
<td></td>
<td>- The number of destinations served direct from Aberdeen airport</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Number of passengers through Aberdeen airport</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Number of countries with shipping services from north-east ports</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- The volume of goods through the north-east’s major ports</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Number of ferry services from north-east ports</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Number of rail services per week from Aberdeen to key destinations</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Number of passengers per year through north-east stations</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Number of coach services per week from the north-east direct to key locations</td>
<td></td>
</tr>
<tr>
<td>Priorities</td>
<td>Outcomes</td>
<td>Weighting %</td>
<td>Metrics</td>
<td>Weighting %</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>We will develop, maintain and promote road and rail, ferry and air links from the city to Scotland, UK and the rest of the world</td>
<td>Negative outcomes of transportation are minimised (casualties from accidents; air pollution; noise pollution; built environment)</td>
<td>35%</td>
<td>- % of driver journeys delayed due to congestion</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- CO₂ emissions from road transport</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Average atmospheric concentration of monitored pollutants in Aberdeen city centre</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- % of journeys to work made by public or active transport</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Number of persons killed or seriously injured in road accidents</td>
<td>20%</td>
</tr>
</tbody>
</table>
### Customer Outcomes

**Metrics and Weightings are Illustrative**

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Outcomes</th>
<th>Weighting %</th>
<th>Metrics</th>
<th>Weighting %</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will encourage citizens to participate in the development, design and decision making of services to promote civic pride, active citizenship and resilience.</td>
<td>The council regularly meets its published customer service standards</td>
<td>30%</td>
<td>- Work to be done to identify key standards</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>The council’s services are accessible to all customers in the ways which meet their needs</td>
<td>35%</td>
<td>- Channel shift meeting demand [ Metrics to link to “equalities outcomes” ]</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Customers are satisfied with the council’s services and how these are delivered</td>
<td>35%</td>
<td>- Surveyed satisfaction with council services [ Number of complaints upheld or partially upheld ]</td>
<td>80%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20%</td>
</tr>
</tbody>
</table>
## Taxpayer Outcomes

**Metrics and Weightings are illustrative**

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Outcomes</th>
<th>Weighting %</th>
<th>Metrics</th>
<th>Weighting %</th>
</tr>
</thead>
</table>
| We will invest in the city where that investment demonstrates financial sustainability based on a clear return on investment | The council’s services are efficient and demonstrably represent best value | 40% | - Completed annual review of functions through PPB  
- Recorded annual efficiencies  
- Benchmarked costs | 30%  
30%  
40% |
| | Council invest in the city demonstrates financial sustainability and a clear return on investment | 30% | - Rate of return on capital expenditure  
- Leveraged funding from capital expenditure | 50%  
50% |
| | The council’s resources are managed effectively in full compliance with statutory responsibilities and best practice | 30% | - Balanced budget  
- Debt v assets  
- Reserves (committed / non-committed)  
- Clean accounts  
- Risk management maturity index | 25%  
20%  
20%  
20%  
15% |
## Smarter Governance - Participation

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Outcomes</th>
<th>Weighting %</th>
<th>Metrics</th>
<th>Weighting %</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will encourage citizens to participate in the development, design and decision making of services to promote, civic pride, active citizenship and resilience</td>
<td>Citizens feel they can influence their communities through engagement in the development, design and decision making of services</td>
<td>100%</td>
<td>- Electoral turnout</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- % of adults agreeing that they can influence decisions affecting their local area</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- % of adults who feel well informed about council services</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- % of adults giving up time to volunteer in the last 12 months</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- % of social care clients agreeing that they have support that is flexible and puts them in control</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Average score Warwick-Edinburgh Mental Wellbeing Scale (Short version)</td>
<td></td>
</tr>
</tbody>
</table>
2. **Self-evaluation**

The council has begun, and is developing, a programme of self-evaluation using the model ‘How Good is Our Council?’ As well as being an important tool to manage improvement, self-evaluation by councils is a requirement of phase two of Audit Scotland’s arrangements for The Audit of Best Value and Community Planning (BV2).

3. **Regulation and inspection**

The various bodies responsible for inspection and regulation of the council’s service, operating as a Local Area Network, currently undertake an annual rolling evaluation of the council and develop a risk-based assurance and improvement plan (AIP). The AIP has three elements to it:

- An assessment of performance against outcomes;
- An assessment of the performance of individual services; and
- An assessment of corporate management arrangements.

The inspection and regulation timetable for 2012/14 is shown overleaf:
### Assurance and Improvement Plan

<table>
<thead>
<tr>
<th>2012-13</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issues for scrutiny /improvement</strong></td>
<td><strong>Scrutiny bodies / Council potential involvement</strong></td>
</tr>
<tr>
<td>Shared Risk Assessment / revised Assurance and Improvement Plan</td>
<td>Local Area Network (LAN)</td>
</tr>
<tr>
<td>Targeted Best Value corporate assessment work</td>
<td>Audit Scotland</td>
</tr>
<tr>
<td>Competitiveness</td>
<td>LAN (scrutiny and /or supported self-evaluation), Aberdeen City Council (self-evaluation)</td>
</tr>
<tr>
<td>Corporate Improvement Plan: subject to annual external audit</td>
<td>Regular monitoring throughout year - appointed external auditor</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2013-14</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issues for scrutiny /improvement</strong></td>
<td><strong>Scrutiny bodies / Council potential involvement</strong></td>
</tr>
<tr>
<td>No additional work identified</td>
<td></td>
</tr>
</tbody>
</table>
8. **How do we manage risks which might impact on the delivery of the business plan?**

Risk management is central to strategic planning and operational delivery within the council. As with any plan, there are current, and there will be future, risks which impact on the delivery of this business plan. An assessment of business; political; finance; technological; legislative; people; customer / citizen; environmental; partnership; social; management / professional risk has been carried out and risks have been identified and evaluated in terms of the likelihood of their occurrence and the impact these could have. Significant actions to mitigate these risks have been put in place and further mitigation will follow.

The overall level of risk will be continuously reviewed, reported to and considered by senior managers and elected members. Each project within the overall programmes of work initiated to deliver the business plan will consider and actively manage project risk.

The overall governance arrangements for risk management are shown in figure 12 overleaf.
Figure 12
APPENDIX 1

Our vision into action

The undernoted sections sets out the actions we are taking, and will take, to make Aberdeen – The Smarter City a reality. It also shows the measures we are monitoring which will indicate how successful these actions are.

<table>
<thead>
<tr>
<th>High-level priority</th>
<th>Projects</th>
<th>Workstream/actions</th>
<th>Outcomes &amp; Metrics</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will seek to develop a sense of community in Aberdeen based on principles of fairness, reciprocity and responsibility</td>
<td>• Wellbeing strategy focussing on people within the organisation as well as the wider community</td>
<td>• Appointment of three wellbeing co-ordinators and work plans for older people’s services</td>
<td>Citizens feel they can influence their communities through engagement in the development, design and decision making of services:</td>
<td>Social Care and Wellbeing Corporate Governance</td>
</tr>
<tr>
<td></td>
<td>• Welfare Reform Cross-Sector Working Group (PMO approach)</td>
<td>• IT access for Older People in Sheltered Housing Supported by Younger People</td>
<td>- % of adults giving up time to volunteer in the last 12 months</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Intergenerational projects</td>
<td>• Cooking with Confidence (older people and younger people working)</td>
<td>- Average score Warwick-Edinburgh Mental Wellbeing Scale (Short version)</td>
<td></td>
</tr>
<tr>
<td>High-level priority</td>
<td>Projects</td>
<td>Workstream/actions</td>
<td>Outcomes &amp; Metrics</td>
<td>Responsibility</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------</td>
<td>--------------------</td>
<td>--------------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td>• Community capacity building projects</td>
<td>together</td>
<td>Citizens feel they can influence their communities through engagement in the development, design and decision making of services:</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td>We will encourage citizens to participate in the development, design and decision making of services to promote civic pride, active citizenship and resilience</td>
<td>• Communication and engagement</td>
<td>• Community councils</td>
<td>- Electoral turnout</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Five-year business plan</td>
<td>• Civic Forum</td>
<td>- % of adults agreeing that they can influence decisions affecting their local area</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CPP</td>
<td>- % of adults who feel well informed about council services</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• City Voice</td>
<td>- % of adults giving up time to volunteer in the last 12 months</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Youth Council</td>
<td>- % of social care clients agreeing that they have support that is flexible and puts them in control</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Parents Forum</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Student Forum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High-level priority</td>
<td>Projects</td>
<td>Workstream/actions</td>
<td>Outcomes &amp; metrics</td>
<td>Responsibility</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>We will enhance the physical and emotional wellbeing of all our citizens by offering support and activities which promote independence, resilience, confidence and self-esteem</td>
<td>- Reshaping Care for Older People</td>
<td>- Wellbeing Co-ordinator’s work plans</td>
<td>All our citizens have enhanced physical and emotional wellbeing</td>
<td>Social Care and Wellbeing</td>
</tr>
<tr>
<td></td>
<td>- Redesign of learning disability services and mental health services</td>
<td>- Active Ageing - Technogym and Golden Games</td>
<td>- Life expectancy</td>
<td></td>
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<td></td>
<td>- Children's Services projects</td>
<td>- Self-directed support (SDS) workstream</td>
<td>- Self-assessed health</td>
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<td></td>
<td></td>
<td>- Day opportunities workstream</td>
<td>- Average score</td>
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<td></td>
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<td>- Employment opportunities workstream</td>
<td>Warwick-Edinburgh Mental Wellbeing Scale (Short version)</td>
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<td></td>
<td></td>
<td>- Whole systems approach to youth justice</td>
<td>- Participation in physical activity</td>
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<td>- Getting It Right For Every Child</td>
<td>- Participation in cultural activity</td>
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<td></td>
<td></td>
<td>- Families Project</td>
<td>- The proportion of children travelling actively to school (walking or cycling)</td>
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<td></td>
<td>- Reduction in levels of substance abuse</td>
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</table>
## SMARTER LIVING (Quality of life)

<table>
<thead>
<tr>
<th>High-level priority</th>
<th>Projects</th>
<th>Workstream/actions</th>
<th>Outcomes &amp; metrics</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Criminal Justice Service projects</td>
<td>• Various validated interventions</td>
<td></td>
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<td></td>
<td>• Substance misuse services</td>
<td>• Workstreams of Alcohol &amp; Drugs Partnership</td>
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<tr>
<td>We will seek to reduce the levels of inequality in the city and will plan with key partners to try to ensure welfare reform does not increase the inequality gap</td>
<td>• Welfare Reform Cross-Sector Working Group</td>
<td></td>
<td>Aberdeen is a fair and equal city</td>
<td>Social Care and Wellbeing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Attitudinal surveying (% who feel Aberdeen is a fair and equal city)</td>
<td>Housing and Environment</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Prejudice incidents recorded</td>
<td>Corporate Governance</td>
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<td></td>
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<td></td>
<td>- Indices of deprivation</td>
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<td></td>
<td>- Benefits claimants</td>
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<tr>
<td>We will improve access to and increase participation in arts and culture by providing opportunities for citizens and visitors to experience a broad range of high quality arts and cultural activities.</td>
<td>• Future delivery of culture and sports services – review</td>
<td>• Implementation of review of external investment in Communities, Culture and Sports</td>
<td>Our citizens are empowered to develop the knowledge, skills and attributes which allow them to fulfil their potential, contribute to the economic, social and cultural wellbeing of our communities and meet the changing demands of the 21st century:</td>
<td>Education, Culture and Sport</td>
</tr>
<tr>
<td>High-level priority</td>
<td>Projects</td>
<td>Workstream/actions</td>
<td>Outcomes &amp; metrics</td>
<td>Responsibility</td>
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</tbody>
</table>
| We aspire to be recognized as a City of Culture, a place of excellence for culture and arts by promoting Aberdeen as a cultural centre hosting high quality and diverse cultural events for the whole community and beyond. |          |                    | - Numbers participating in adult learning  
- % adults with low or no qualifications  
- Employment rate in Aberdeen  
- Skills gap - survey of businesses  
- % of adults who have either participated in a cultural activity or who have attended or visited a cultural event or place in the last 12 months | Education, Culture and Sport        |
| We will promote and improve opportunities for physical activity and sport       |          |                    | - Participation in cultural activity                                                                                                                                                                             | Education, Culture and Sport        |

- **UK City of Culture bid**  
- Bid Team proposal developed for consideration  
- Implementation of cultural strategy  

- Implementation of the water management  
- Review of commissioned
## SMARTER LIVING (Quality of life)

<table>
<thead>
<tr>
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<th>Outcomes &amp; metrics</th>
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</tr>
</thead>
<tbody>
<tr>
<td>to enable Aberdeen's visitors and citizens to lead more active, healthier lives.</td>
<td>plan</td>
<td>services</td>
<td>emotional wellbeing:</td>
<td></td>
</tr>
</tbody>
</table>
| | • Delivery of the Active Aberdeen strategy | • Enhance quality of physical education in schools | - Life expectancy  
- Self-assessed health  
- Average score Warwick-Edinburgh Mental Wellbeing Scale (Short version)  
- Participation in physical activity  
- Participation in cultural activity  
- The proportion of children travelling actively to school (walking or cycling)  
- Reduction in levels of substance abuse | |
| We will provide quality services to our council tenants to ensure that they have a dry, warm home in a safe and enjoyable environment | • Housing/rent management service review  
• Community Safety Hub | • Implement review  
• Develop business case for approval by Community Planning Partnership Board. Deliver project if | Residents have a dry, warm home in a safe and enjoyable environment  
- Housing condition (Scottish Housing Quality Standards);  
- Homelessness;  
- Levels of sustained | Housing and Environment |
<table>
<thead>
<tr>
<th>High-level priority</th>
<th>Projects</th>
<th>Workstream/actions</th>
<th>Outcomes &amp; metrics</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Housing revenue account (HRA) 30-year business plan</td>
<td>approved</td>
<td>tenancies:</td>
<td>Housing and Environment</td>
</tr>
<tr>
<td></td>
<td>• Annual investment reviews linked to council budget process</td>
<td></td>
<td>• Recorded anti-social behaviour;</td>
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<td></td>
<td>• Study into the sustainability of multi storey properties</td>
<td></td>
<td>• Attitudinal surveying (“Local neighbourhood as a good place to live”)</td>
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<td></td>
<td>• Housing for Varying Needs Review</td>
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<tr>
<td></td>
<td>• Implement rent review</td>
<td></td>
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<tr>
<td>We will meet national legislative targets on homelessness and minimise the impact of welfare reform using early intervention to help people to sustain their tenancies</td>
<td>• Victoria House</td>
<td>Design/build project</td>
<td>As above</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Private sector leasing</td>
<td>• Improve supply of private sector properties for temporary accommodation purposes</td>
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<tr>
<td>High-level priority</td>
<td>Projects</td>
<td>Workstream/actions</td>
<td>Outcomes &amp; Metrics</td>
<td>Responsible</td>
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<tr>
<td>We will provide a high quality education service within our schools and communities which will improve attainment and life chances of our children and young people to achieve their full potential in education, employment or training.</td>
<td>• Curriculum for Excellence implementation:   - Primary   - Secondary   • Raising attainment and closing the gap   • Early Years and Early Intervention   - Total Place   • Review of inclusion</td>
<td>• Implement new quality improvement framework   • Developing curriculum support materials for secondary subjects   • Qualifications development for new National 4 and 5   • Develop strategic guidance on curriculum structures   • Literacy action plan to support roll out of new literacy curriculum materials   • Roll-out new validated self-evaluation quality assurance process   • Total Place and Roots of Empathy projects</td>
<td>Our children and young people achieve their full potential in education, employment or training   - Educational attainment and achievement   - Young people in positive and sustained destinations in education, employment or training   - % schools assessed externally as satisfactory   - Attainment gap tariff between lowest 20% and highest 80%</td>
<td>Education, Culture and Sport</td>
</tr>
<tr>
<td>High-level priority</td>
<td>Projects</td>
<td>Workstream/actions</td>
<td>Outcomes &amp; Metrics</td>
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</tr>
<tr>
<td>We will provide opportunities for lifelong learning which will develop knowledge, skills and attributes of our citizens to enable them to meet the changing demands of the 21st century</td>
<td>• Education ICT strategy implementation;</td>
<td>• Inclusion review working groups</td>
<td>Our citizens are empowered to develop the knowledge, skills and attributes which allow them to fulfil their potential, contribute to the economic, social and cultural wellbeing of our communities and meet the changing demands of the 21st century</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Integrated children’s service</td>
<td>• ICT strategy and mobile technology guidance</td>
<td></td>
<td>Education, Culture and Sport</td>
</tr>
<tr>
<td></td>
<td>• Getting It Right For Every Child (GIRFEC)</td>
<td>• Virtual learning environment</td>
<td></td>
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<td></td>
<td>• Child protection</td>
<td>• School wireless and mobile technology pilots and roll-out</td>
<td></td>
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<td></td>
<td>• Workforce development strategy with ACSEF</td>
<td>• Roll-out of leadership development programme for staff</td>
<td></td>
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<tr>
<td></td>
<td>• Improving childcare</td>
<td>• Implement childcare services improvement plan</td>
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<td></td>
<td></td>
<td></td>
<td>Numbers participating in adult learning</td>
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<td></td>
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<td></td>
<td>% adults with low or no qualifications</td>
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<td></td>
<td></td>
<td></td>
<td>Employment rate in Aberdeen</td>
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<td></td>
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<td></td>
<td>Skills gap - survey of businesses</td>
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<td></td>
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<td></td>
<td>% of adults who have either participated in a cultural activity or who have attended or visited a cultural event or place in the last 12 months</td>
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<tr>
<td>High-level priority</td>
<td>Projects</td>
<td>Workstream/actions</td>
<td>Outcomes &amp; Metrics</td>
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<tr>
<td>We will create a city of learning which will empower individuals to fulfil their</td>
<td>• City Campus initiative</td>
<td>• New ways of learning and accessing information – e-books, loans from library</td>
<td>As above</td>
<td>Education, Culture and Sport</td>
</tr>
<tr>
<td>potential and contribute to the economic, social and cultural wellbeing of our</td>
<td>• Ensuring Community Service meets the needs of communities</td>
<td>service</td>
<td></td>
<td>Enterprise, Planning and Infrastructure</td>
</tr>
<tr>
<td>communities</td>
<td>o Adult learning / literacies</td>
<td>• Developing e-learning in partnership with other councils</td>
<td></td>
<td></td>
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<tr>
<td>• Implement action plans to support young people under More Choices, More</td>
<td>• Industry / schools engagement programme</td>
<td>• Global Citizenship Programme</td>
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<tr>
<td>Chances Strategy and 16+ Learning Choices through the Opportunities For All programme</td>
<td></td>
<td>• Increasing access and opportunities for all pupils across the city</td>
<td></td>
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<tr>
<td>• Industry / schools engagement programme</td>
<td></td>
<td>• Create cohesive pathways for students going into further education, higher</td>
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<td></td>
<td></td>
<td>education, business and industry</td>
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<tr>
<td></td>
<td></td>
<td>• Skills development</td>
<td></td>
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<tr>
<td>We will aim to have a workforce across the city which has the skills and knowledge</td>
<td>• Council alumni project</td>
<td>• As above</td>
<td>As above</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td>to sustain, grow and diversify the city</td>
<td>• North-east public sector group</td>
<td></td>
<td></td>
<td>Education, Culture and Sport</td>
</tr>
</tbody>
</table>

|
## SMARTER PEOPLE (Social and human capital)

<table>
<thead>
<tr>
<th>High-level priority</th>
<th>Projects</th>
<th>Workstream/actions</th>
<th>Outcomes &amp; Metrics</th>
<th>Responsible</th>
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</thead>
<tbody>
<tr>
<td>/ region economy</td>
<td>• ACSEF strategy</td>
<td>• Internships for care leavers (Family Firm Project)</td>
<td></td>
<td>Enterprise, Planning and Infrastructure</td>
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<tr>
<td></td>
<td>• ‘Adopt an intern’ project</td>
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<td>Social Care and Wellbeing</td>
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<td></td>
<td>• Corporate parenting</td>
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<td></td>
<td>• Looked after children into positive destinations</td>
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## SMARTER ENVIRONMENT (Natural resources)

<table>
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<th>High-level priority</th>
<th>Projects</th>
<th>Workstream/actions</th>
<th>Outcomes &amp; Metrics</th>
<th>Responsible</th>
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</thead>
</table>
| We will design and construct all new infrastructure to be energy efficient by maximising the use of low carbon technology and materials. We will use recycled materials where appropriate | • Capital Plan  
• Hub Pipeline  
• Common Good Fund Strategy  
• Council Asset Strategy | • Education and technical design briefs for ASN and Newhills / Bucksburn schools to reflect aspirations on energy and carbon efficiency  
• Engagement with community on school estate  
• Working group to consider future of school estate  
• Paper to Education, Culture and Sport committee setting out the vision for the future school estate provision in Aberdeen  
• Scottish Futures Trust (SFT) Phase 3 proposal for new secondary school  
• Service asset plans | The city has reduced its carbon footprint  
- Carbon footprint  
- CO₂ emissions  
- % living in fuel poverty  
- Energy costs (Council)  
- HECA rating | Enterprise, Planning and Infrastructure  
Education, Culture and Sport  
Housing and Environment |
<table>
<thead>
<tr>
<th>High-level priority</th>
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<th>Workstream/actions</th>
<th>Outcomes &amp; Metrics</th>
<th>Responsible</th>
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<tbody>
<tr>
<td>• Housing-led</td>
<td>• Housing-led</td>
<td>including learning</td>
<td>As above</td>
<td>Enterprise, Planning and Infrastructure</td>
</tr>
<tr>
<td>regeneration projects</td>
<td>regeneration projects</td>
<td>estate (Review school</td>
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<td></td>
<td></td>
<td>estate; redesign of</td>
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<td></td>
<td></td>
<td>school estate; new</td>
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<td>ASN school; new</td>
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<td>primary school build</td>
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<td></td>
<td>to replace Newhills</td>
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<td></td>
<td></td>
<td>and Bucksburn schools;</td>
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<td></td>
<td></td>
<td>extension to Riverbank</td>
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<td>school; and, SFT-</td>
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<td></td>
<td></td>
<td>supported new</td>
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<td></td>
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<td>secondary school)</td>
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<td></td>
<td>• Torry/Balnagask</td>
<td>“green” regeneration</td>
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<td></td>
<td>“green” regeneration</td>
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<td>„ “green” regeneration</td>
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<td></td>
<td>„ “green” regeneration</td>
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<tr>
<td>We will increase energy</td>
<td>• Council Carbon</td>
<td>• Review existing plan</td>
<td></td>
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<td>efficiency and introduce</td>
<td>Reduction Plan</td>
<td>to ensure that latest</td>
<td></td>
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<tr>
<td>carbon reduction</td>
<td>• Renewable energy</td>
<td>developments are</td>
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<td>measures in our</td>
<td>strategy for city</td>
<td>included – e.g.</td>
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<td>processes and our</td>
<td></td>
<td>Combined Heat and</td>
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<td>housing and non-housing</td>
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<td>Power (CHP),</td>
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<td>assets to reduce our</td>
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<td>hydrogen buses,</td>
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<td>carbon footprint, save</td>
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<td>onshore wind etc</td>
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<td>money and to bring people</td>
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<td>out of fuel poverty</td>
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<td></td>
<td>• List projects in plan</td>
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<td></td>
<td>• Work with Aberdeen</td>
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<tr>
<td>High-level priority</td>
<td>Projects</td>
<td>Workstream/actions</td>
<td>Outcomes &amp; Metrics</td>
<td>Responsible</td>
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<tr>
<td>We will manage waste effectively and in line with UK and European legislative requirements by maximising recycling and reducing waste to landfill, thereby reducing our costs and carbon footprint</td>
<td>• Council waste strategy</td>
<td>• Review strategy and develop a costed business case identifying waste management technical solutions, procurement routes and capital/revenue investment options</td>
<td>The city maximises recycling of waste and minimises waste sent to landfill</td>
<td>Housing and Environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Deliver the actions identified in the strategy</td>
<td>- % of waste recycled</td>
<td></td>
</tr>
<tr>
<td>We will provide a clean, safe and attractive streetscape and promote bio-diversity and nature conservation. We will encourage wider access to green space in our streets, parks and countryside</td>
<td>• Streetscape/ green space service improvements</td>
<td>• Develop and support community groups</td>
<td>The city has a clean, safe and attractive streetscape</td>
<td>Housing and Environment</td>
</tr>
<tr>
<td></td>
<td>• Duthie Park HLF (Heritage Lottery Fund)</td>
<td></td>
<td>- PACS score</td>
<td></td>
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<td></td>
<td>• Countryside Ranger</td>
<td></td>
<td>- % of adults stating they feel 'very safe' or 'fairly safe' when at home alone at night AND 'very safe' or 'fairly safe'</td>
<td>Education, Culture and Sport</td>
</tr>
</tbody>
</table>
## SMARTER ENVIRONMENT (Natural resources)

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>business plan</td>
<td>safe’ when walking alone in the local neighbourhood after dark</td>
<td>- Attitudinal surveying (&quot;61% state the city centre has become less attractive over the last two years) - Attitudinal surveying (&quot;Local neighbourhood as a good place to live&quot;)</td>
<td>City of Culture, SURF, Energetica</td>
</tr>
<tr>
<td></td>
<td>City of Culture</td>
<td>The city has accessible, well used green space in our streets, parks and countryside</td>
<td>- % accessible green space - % of derelict land - Average score Warwick-Edinburgh Mental Wellbeing Scale (Short version)</td>
<td></td>
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<tr>
<td></td>
<td>SURF</td>
<td></td>
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<td></td>
<td>Energetica</td>
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# SMARTER ECONOMY (Competitiveness)

<table>
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<tr>
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<th>Workstream/actions</th>
<th>Outcomes &amp; Metrics</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will improve access to affordable housing in both the social rented and private sectors, by supporting first-time buyers, regenerating areas within the city and by working with developers to maximise the effective use of planning gain contributions</td>
<td>• Helping people into the housing market</td>
<td>• Explore ways of enabling first-time buyers and others to own their own home</td>
<td>Citizens have access to affordable housing in both the social rented and private sectors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Housing-led regeneration projects to increase the supply of affordable homes for rent and for sale</td>
<td>• Develop three deliverable housing-led regeneration projects in this administration:</td>
<td>- Number of new home owners over period</td>
<td>Housing and Environment Enterprise, Planning and Infrastructure</td>
</tr>
<tr>
<td></td>
<td>• Developer contributions</td>
<td>• Tillydrone / East Woodcroft</td>
<td>- Units of new affordable units</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Torry /Balnagask</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Logie / Middlefield</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Create strategic land asset-backed vehicles to create public/private/third sector partnerships to assist in delivery of regeneration projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Work with developers to maximise the use of planning gain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High-level priority</td>
<td>Projects</td>
<td>Workstream/actions</td>
<td>Outcomes &amp; Metrics</td>
<td>Responsible</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------</td>
<td>--------------------</td>
<td>--------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>to affordable housing</td>
<td>Structure Plan / Local Development Plan (LDP)</td>
<td>contributions in a manner sensitive to the social aspects of tenure mix</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Structure Plan / Local Development Plan (LDP)</td>
<td>Work to bring forward deliverable housing planning applications in areas set out in LDP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We will invest in the city where that investment demonstrates financial sustainability based on a clear return on investment</td>
<td>Five year business plan</td>
<td>Five-year business plan</td>
<td>Council investment in the city demonstrates financial sustainability and a clear return on investment:</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td></td>
<td>Long-term financial modelling</td>
<td>Priority-based budget</td>
<td>- Rate of return on capital expenditure</td>
<td>Enterprise, Planning and Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Inward investment strategy</td>
<td>Capital programme</td>
<td>- Leveraged funding from capital expenditure</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Structure plan / Local Development Plan</td>
<td>Individual development proposals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We will work with partners to promote the city / region as a place to invest, live, work and export from</td>
<td>Economic and environmental development strategy</td>
<td>AECC site development</td>
<td>The city is recognised as good place to invest, live, work and export from:</td>
<td>Enterprise, Planning and Infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Delivery of commercial</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# SMARTER ECONOMY (Competitiveness)

<table>
<thead>
<tr>
<th>High-level priority</th>
<th>Projects</th>
<th>Workstream/actions</th>
<th>Outcomes &amp; Metrics</th>
<th>Responsible</th>
</tr>
</thead>
</table>
| Inward investment strategy | business parks identified in local development plan | - Economic activity rate  
- Gross value added  
- Number of new businesses  
- Numbers of new jobs / apprenticeships  
- Population  
- “Aberdeen – The Smarter City” brand recognition | | |
<p>| Trade development strategy | Better roads infrastructure – (AWPR) and associated infrastructure. | | | |
| ACSEF strategy | Energetica Corridor | | | |
| Local development plan | City centre re-development | | | |
| Seven cities strategy | Anchoring the oil and gas supply chain | | | |
| EU 2020 strategy | Delivery of destination marketing organisation (DMO) | | | |
| | Development of renewable energy projects | | | |</p>
<table>
<thead>
<tr>
<th>High-level priority</th>
<th>Projects</th>
<th>Workstream/actions</th>
<th>Outcomes &amp; Metrics</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will develop, maintain and promote road and rail, ferry and air links from the</td>
<td>• Airport master plan</td>
<td>• Work with airport on a range of priorities to improve the service and connectivity</td>
<td>The city has effective transportation links from the city to the UK and the rest of the world:</td>
<td>Enterprise, Planning and infrastructure</td>
</tr>
</tbody>
</table>
| city to Scotland, UK and the rest of the world.                                    | • Harbour master plan                                                    | • Work with harbour to review short, medium and long-term plans to ensure continuing success and growth | - The number of destinations served direct from Aberdeen airport  
- Number of passengers through Aberdeen airport  
- Number of countries with shipping services from north east ports  
- The volume of goods through the north east’s major ports  
- Number of ferry services from north-east ports  
- Number of rail services per week from Aberdeen to key destinations  
- Number of passengers per year through north- |                                                                 |
## SMARTER MOBILITY (Transport and ICT)

<table>
<thead>
<tr>
<th>High-level priority</th>
<th>Projects</th>
<th>Workstream/actions</th>
<th>Outcomes &amp; Metrics</th>
<th>Responsible</th>
</tr>
</thead>
</table>
| We will maximise digital connectivity to ensure equal opportunity of access to services for all people | • City and Shire digital connection strategy  
• Aberdeen city digital strategy (Including bids to Scottish, UK and European governing bodies) | • Deliver strategy to Aberdeen areas:  
• City centre  
• Rest of Aberdeen including regeneration areas and business parks | The city is digitally connected to ensure equal opportunity of access to services for all people and to support business development:  
- availability of broadband at higher speeds across the city | Enterprise, Planning and Infrastructure  
Corporate Governance |
| We will maximise connectivity to promote and develop business growth in the city / region | • City and Shire digital connection strategy  
• Aberdeen city digital strategy (Including bids to Scottish, UK and European governing bodies) | • Deliver strategy to Aberdeen areas:  
• City centre  
• Rest of Aberdeen including regeneration areas and business parks | As above | Enterprise, Planning and Infrastructure  
Corporate Governance |
**SMARTER MOBILITY (Transport and ICT)**

<table>
<thead>
<tr>
<th>High-level priority</th>
<th>Projects</th>
<th>Workstream/actions</th>
<th>Outcomes &amp; Metrics</th>
<th>Responsible</th>
</tr>
</thead>
</table>
| We will develop, maintain and promote road and rail, ferry and air links from the city to Scotland, UK and the rest of the world | • Regional transport strategy \(\text{with Nestrans}\)  
• Local transport strategy  
• Structure plan  
• Local development plan | • AWPR  
• Associated roads projects  
• Increased use of low-carbon vehicles  
• Increased investment in roads with innovative funding methods  
• Review transport systems in city centre  
• Investigate new linkages with new housing and commercial development. | Negative outcomes of transportation are minimised (casualties from accidents; air pollution; noise pollution; built environment):  
- % of driver journeys delayed due to congestion  
- $\text{CO}_2$ emissions from road transport  
- Average atmospheric concentration of monitored pollutants in Aberdeen city centre  
- % of journeys to work made by public or active transport  
- Number of persons killed or seriously injured in road accidents | Enterprise, Planning and Infrastructure |
Our vision is for Aberdeen to be an ambitious, achieving, **smart** city.
Executive Summary (version 1.1)

Context
This report provides an update on the savings approved by Council in February 2011 and February 2012 which continue to be managed to deliver the Council's approved 5 year Business Plan.

The Priority Based Budget exercise has been hugely successful such that for 2013/14 no additional savings are required.

The options contained within this report were identified at service level and subsequently discussed and agreed by the Council’s Corporate Management Team.

The Priority Based Budget exercise, which has been recognised by Audit Scotland as an exemplar has replaced the more traditional approach of budget setting. This longer term approach has enabled officers to think radically about how to deliver key services with a reduced cost base.

The 5 year Business Plan outlines a vision for Aberdeen which means that current service delivery models need to be challenged and redesigned to deliver Aberdeen City Council (“ACC”) services. This is a challenge for this Council, and will require significant increase in joint working with other public, voluntary and business sector partners within the region, building on the initial conversations that have been undertaken in joining up service delivery to the community.

ACC has been pro-active in dealing with the economic downturn. CIPFA reported that … Government spending reductions are on target although there remains some considerable distance still to travel before they are fully delivered. The cumulative nature of the challenge means that, inevitably, the hardest part of the journey lies ahead. This demonstrates the critical need to focus on the medium term financial strategy presented as the 5 year business plan which still shows a funding shortfall in future years.

Pressures ACC face are:
• Welfare reform
• Auto enrolment of the pension fund
• Pay awards
• Increased utility costs
• Underlying inflation
• Delivery of PBB options
• Demographic trends.
• Capital financing charges – for which the underlying strategy for ACC is to have a reducing level of debt (to £320m over the 5 year business plan)

The overarching unknown is the impact on Local Authorities of the outcome of the Scottish Referendum and Local Government Settlement.
Executive Summary (version 1.1)

Update on Financial Position

The current position regarding expected funding, spend and taking into account the savings options which were approved by Council on 10 February 2011 and by Council on 9 February 2012 for the 5 year period to 2017/18 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2013/14 £000</th>
<th>2014/15 £000</th>
<th>2015/16 £000</th>
<th>2016/17 £000</th>
<th>2017/18 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>(430,559)</td>
<td>(433,527)</td>
<td>(443,996)</td>
<td>(451,717)</td>
<td>(459,961)</td>
</tr>
<tr>
<td>Projected Spend</td>
<td>430,559</td>
<td>441,944</td>
<td>450,903</td>
<td>466,974</td>
<td>480,168</td>
</tr>
<tr>
<td>Indicative Shortfall as at (9 November 2012)</td>
<td>0</td>
<td>8,417</td>
<td>6,907</td>
<td>15,257</td>
<td>20,207</td>
</tr>
</tbody>
</table>

Work has been ongoing to update the 5 year Business Plan as it is a rolling programme. The projected spend incorporates the impact of £15.6m (net) of savings approved for the first year of the Business Plan (2011/12). The baseline also includes the savings attributable to 2012/13, with the Programme Management Office reporting that ACC are on track to deliver £18.5m of savings during 2012/13. Any shortfall is being covered by efficiencies within services.

Council will be asked to approve its 2013/14 general fund revenue budget in December 2012 which will set the budget for 2013/14 and continue to implement the approved service options identified as part of PBB to date – a further £20.7m by 2017/18. Indicative shortfalls will be filled by further service options as part of the update of the rolling 5 year programme and will be determined also by the potentially significant changes in the level of funding and spend in future years.

Savings are outlined on page 12.
As part of the challenge process at Corporate Roundtables the Corporate Management Team (CMT) examined the underlying principles and assumptions which would place cost pressures on the next 5 years budget. CMT consideration of cost pressures in conjunction with the predicted under spend in 2012/13 and indications that this would repeat in 2013/14 concluded that it is not prudent to identify service options to meet future cost pressures given this scenario.

With this in mind the Corporate Management Team have applied a risk-based approach to the 2013/14 priority-based budget approach for future years. The creation of a risk register to capture cost pressures will provide a firm financial strategy as a way for the Council to move forward. While additional funding has been put in place within the base budget for 2013/14 it still remains that potential cost pressures of approximately £5.5 million still exist.

The Council has therefore created a risk fund which captures these potential cost pressures. These cost pressures are to be cash backed – that is, the current year underspend will be set aside to meet these potential costs but access to this funding is subject to strict governance arrangements. A detailed paper will be published to ensure all staff (financial and non-financial) understand risks, how to articulate the risk is being mitigated and where mitigation is not possible the financial (or cash) backing each risk is given. It is proposed that this be part of the Priority Based Budget process.
Contents

Section 1  Context and Approach  page 6

Section 2  ACC Consolidated Summary  page 11

Section 3  Service Options  page 13
  » Directorate
  » Corporate

Section 4  Dependencies  page 31
  » Dependencies
  » Impact on Capital Plan

Section 5  Next Steps  page 35

Note: a glossary of terms is included at the end of this document

Appendix 1  Profile of approved savings
Section 1

CONTEXT AND APPROACH

(version 1.1)
In 2010, the future funding challenge faced by the Council required a more radical approach to ensure funds were allocated to deliver agreed prioritised service outcomes. A priority-based budget ("PBB") approach was therefore taken to determine future service and cost commitments to bridge the 5 year funding gap. This is year 3 of the PBB approach to budget setting.

Aberdeen City Council has:
- The joint lowest funding per head in Scotland and
- Delivered £15.6m of savings in 2011/12
- Delivering £18.5m savings in 2012/13
- Balanced budget for 2013/14; no new options are required.

However:
- Expectations and demand for services continues to increase
- Future increased shift in ratio from Government grant to NDR funding of LA’s may impact on funding
- The cost of services is forecast to increase by approximately 7.6% over the next five years and
- This funding gap is currently estimated to be £20m in 5 years

The following are key elements of the priority-based approach (summary set out on the next page):
- Prioritisation of ACC’s desired outcomes and linking the priorities to services to gain an understanding of services which contributed most and least to the organisation’s goals.
- Establishment of the current and future costs of services and greater transparency of the drivers of costs and income.
- Development of a range of options to address the funding gap over the next 5 years.
- Review of all Council services during the project. Options were identified and reviewed in collaboration with Directors, Heads of Service and Service Delivery Managers.
- Service Representatives and Service Accountants provided rigour on assumptions and financial modelling during the process.

Added to the approach for 2013/14 – applying a risk analysis.
- The council’s 2012/13 out-turn shows that for the second year running it is highly probable that it will deliver an underspend against its budget (circa £5m). As part of the scrutiny of the growth areas of the budget the Corporate Management Team did not consider it prudent to identify service options to meet future cost pressures given this scenario. In preference a risk-based approach to the 2013/14 priority-based budget has been applied and added to the approach for future years. While additional funding has been put in place within the base budget for 2013/14 it still remains that potential cost pressures of approximately £5.5 million still exist. The Council has therefore created a risk fund which captures these potential cost pressures. These cost pressures are to be cash backed – that is, the current year underspend will be set aside to meet these potential costs but access to this funding is subject to strict governance arrangements.
As outlined in the diagram on the left, there are five key elements to the PBB process:

1. Understand the significant areas of spend and forecast the cost and demand pressures.
2. Understand how services contribute to the organisation’s strategic priority outcomes. Map costs to priorities and understand where marginal decisions are needed.
3. Develop transformation, efficiency and stop/reduce options for reducing expenditure.
4. Test the feasibility and benefits of each option throughout the process.
5. Agree a Directorate package of transformation, efficiency and stop/reduce options to take forward which are then prioritised against outcomes.

Following discussion by the Corporate Management Team (CMT) and approval by elected members, these options will then be translated into the updated 5 Year Business Plan and budget.

The development of service options was an iterative process at Head of Service, Directorate and organisation level. Options evolved and were filtered out during each stage of review.
Service options were categorised into three groups to compare options across Directorates and facilitate decision making at the Corporate Roundtable.

A. Efficiency options
Options that do not change the nature of the existing service, but focus on it being delivered more efficiently and effectively.

Some of these options may have barriers to immediate delivery.

B. Transformation options
Options which change the nature of the service delivery.

This relates to opportunities that will achieve material benefits to the Council but will require additional resource and planning to achieve the stated savings.

C. Stop / Reduce options
Options that stop or reduce the level of service provided or reduce the number of clients it is available to.

All options were ranked in the context of the Council’s priority outcomes. Those options within a category which received a low ranking were, in the original reports, beneath the “red line” and were not recommended for progression.

Some options may have risk associated with delivery, for example requiring changes to legislation or national agreements. These options have been highlighted.

The options contained within this report have been previously approved by Council in 2011 & 2012 and are for information only.
Section 2

ACC CONSOLIDATED SUMMARY

(version 1.1)
Aberdeen City Council

The 2012/13 net cost of all Aberdeen City Council services is £461m. This cost is forecast to rise to £480m by 2017/18.

Social Care & Wellbeing along with Education Culture & Sport account for 63.9% of ACC’s total net costs (£295m).

The net costs of these two Directorates is forecast to increase by £30m by 2017/18.

Other Services includes Council Expenses, Joint Boards, Office of Chief Executive and Miscellaneous Services.

The cost pressures that will impact on services over the next 5 years are driven by:

- Continued inflationary pressures within the economy
- Staff pay awards have not been incorporated into Service cost pressures
- However a 1% pay award annually is included in the overall ACC budget; a further £3.3m per year attributable to support the 5 year Business Plan
- Demographic changes causing an increase in demand for services
- Increasing costs of externally commissioned services
- Increasing requirements of services (due to environmental considerations and repair and maintenance needs of existing infrastructure and assets).
### Summary of consolidated savings

The following table summarises the already approved service options which continue to be delivered and demonstrate the Council’s commitment to implementing a fully-costed business plan over the medium term. Appendix 1 profiles the individual options over the 5 year period.

<table>
<thead>
<tr>
<th>ALREADY APPROVED OPTIONS</th>
<th>2013/14 £000</th>
<th>2014/15 £000</th>
<th>2015/16 £000</th>
<th>2016/17 £000</th>
<th>2017/18 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Governance</td>
<td>1,389</td>
<td>1,840</td>
<td>2,278</td>
<td>2,688</td>
<td>2,688</td>
</tr>
<tr>
<td>Social Care &amp; Wellbeing</td>
<td>966</td>
<td>3,170</td>
<td>5,335</td>
<td>5,335</td>
<td>5,335</td>
</tr>
<tr>
<td>Education, Culture &amp; Sport</td>
<td>1,710</td>
<td>2,853</td>
<td>3,661</td>
<td>(559)</td>
<td>(559)</td>
</tr>
<tr>
<td>Housing and Environment</td>
<td>1,619</td>
<td>4,998</td>
<td>8,050</td>
<td>5,259</td>
<td>5,259</td>
</tr>
<tr>
<td>Enterprise, Planning &amp; Infrastructure*</td>
<td>5,564</td>
<td>6,254</td>
<td>6,870</td>
<td>6,854</td>
<td>6,878</td>
</tr>
<tr>
<td><strong>TOTAL APPROVED OPTIONS</strong></td>
<td><strong>11,248</strong></td>
<td><strong>19,115</strong></td>
<td><strong>26,194</strong></td>
<td><strong>20,695</strong></td>
<td><strong>20,719</strong></td>
</tr>
</tbody>
</table>

* Trading savings are not included in the above EP&I figures.
Section 3
SERVICE OPTIONS
(version 1.1)
The 2012/13 net cost of Social Care and Wellbeing services is £122m. This cost is forecast to rise by 13.9% to £139m by 2017/18.

Older People and Adult Physical Disability services have the largest current net costs (£61m) and have the largest 5 year forecast cost pressures (22%).

The effect of the entire Directorate forecast cost pressures will be an increase in the proportion of total net costs incurred by Older People and Adult Physical Disability services, from 50% to 53%.

The cost pressures that will impact on SC&W services over the next 5 years is driven by:
- An increase in demand for services due to an ageing population;
- Rising ACC staff costs, and
- An increase in the cost of services commissioned externally

These cost pressures are marginally offset by a forecast increase in income due to the rising levels of demand.
Transformation options will manage levels of increasing demand and meet individuals’ needs more cost effectively through:
1. Transforming the assessment & care planning process
2. Promoting prevention through early intervention
3. Reducing residential care
4. Re-designing adult day support
5. Delivering outcomes focused commissioning.

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCW6</td>
<td>Review workforce skill mix to reduce the number of professional staff and replace with para-professional staff</td>
<td>27</td>
</tr>
<tr>
<td>SCW14</td>
<td>Reduce the number of specialist care placements for children and young people by redesign and small addition to existing local services</td>
<td>621</td>
</tr>
<tr>
<td>SCW15</td>
<td>Redesign of Family and Community Support Services</td>
<td>147</td>
</tr>
<tr>
<td>SCW16</td>
<td>Investment in local fostering and adoption capacity</td>
<td>112</td>
</tr>
<tr>
<td>SCW18</td>
<td>Move to personalised budgets for people in receipt of home care services</td>
<td>275</td>
</tr>
<tr>
<td>SCW13</td>
<td>Jointly commission service with other organisations</td>
<td>500</td>
</tr>
<tr>
<td>SCW21</td>
<td>Establishment of a LA trading arm (to provide direct physical social care services for Older People)</td>
<td>585</td>
</tr>
<tr>
<td>SCW1</td>
<td>Redesign of learning disability</td>
<td>2,858</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>FOR INFORMATION ONLY:</strong> Transformation Options which have already been approved**</td>
<td><strong>5,125</strong></td>
</tr>
</tbody>
</table>
Efficiency options will deliver better value for money on services provided by:
1. Improving existing commissioning arrangements with 3rd party provider
2. Commissioning more services externally
3. Ensuring individual clients have the most cost effective care packages suitable to meet their level of need
4. Improving internal processes and practices.

**FOR INFORMATION ONLY:**
Efficiency Options which have already been approved

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCW8</td>
<td>Stop subsidising criminal justice social work – provide only within CJA (Criminal Justice Authority) grant</td>
<td>210</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>210</strong></td>
</tr>
</tbody>
</table>

**SC&W: Identified Stop / Reduce options**

**FOR INFORMATION ONLY:**
Stop/Reduce Options which have already been approved

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCW29</td>
<td>Request payment holiday from Grampian Data Sharing Partnership</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

It is assumed that Stop / Reduce options are undesirable and implementation of these options is dependent on the size of the funding gap and the savings that can be achieved from transformation and efficiency options.
The 2012/13 net cost of Education, Culture and Sport services is £173m. This cost is forecast to rise by 7.5% to £186m by 2017/18.

Within EC&S, Education services account for the majority of current net costs (£138m) and have the largest 5 year forecast cost pressures (8%). The effect of the entire Directorate forecast cost pressures will be a slight increase in the proportion of total net costs incurred by Education services, from 78% to 80%.

The cost pressures that will impact on EC&S services over the next 5 years are driven by:
- Rising cost of staff, in particular nationally set teacher’s T&Cs
- An increase in demand for services due to changing demographics and rising instances of Additional Needs.
Transformation options will reduce overall costs and focus financial resources on actual service delivery, whilst increasing curriculum choice and encouraging independence and lifelong learning through:

1. Re-designing Education provision and creating a different service delivery model
2. Greater shared provision or commissioning of services in Community Learning and Development and Additional Support for Learning.
3. Consolidation of Cultural and Sports services into a Trust, potentially operating at a regional level for greater synergy.

### Transformation Options

<table>
<thead>
<tr>
<th>Ref</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECS_C26</td>
<td>Reduce the number of out of authority placements by redesign and small addition to existing local services</td>
<td>600</td>
</tr>
<tr>
<td>ECS_C3</td>
<td>Alternative Delivery of Cultural Services</td>
<td>144</td>
</tr>
<tr>
<td>ECS_E11</td>
<td>RISK: City Campus Senior Phase – work is ongoing to identify alternative ways of delivery of this saving in 2013/14</td>
<td>915</td>
</tr>
<tr>
<td>ECS_E9b</td>
<td>Redesign of secondary school estate (this value represents the revenue impact of potential capital investment in the schools estate and should be read in conjunction with the school rationalisation options)</td>
<td>-3,102</td>
</tr>
<tr>
<td>ECS_C25</td>
<td>RISK: To agree a suite of shared services with other local authorities</td>
<td>485</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>-958</strong></td>
</tr>
</tbody>
</table>

### Efficiency Options

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECS_C10</td>
<td>Root and branch review of commissioned arts and sports services</td>
<td>1,517</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>1,517</strong></td>
</tr>
</tbody>
</table>

Efficiency options will deliver better value for money on services provided by the review of commissioned services.
The 2012/13 net cost of Housing and Environment services (excluding the Housing Revenue Account) is £34.2 m. This cost is forecast to increase by 2.6% to £35.1m by 2017/18.

The above chart separates the net income of trading services.

Environmental & Waste services account for the majority of current net costs (£29.6m) and has the largest 5 year forecast cost pressure for Refuse Collection and Waste Disposal (18%).

The cost pressures that will impact on H&E services over the next 5 years are driven by:

- Rising cost of ACC staff, for known and predicted costs
- Increasing requirements for the approved waste strategy and associated investment in infrastructure.
Section 3 Service Options (H&E) (version 1.1)

H&E: Transformation options

Transformation options will create a new service delivery model that is able to meet demands on services and remove cost from the baseline:

1. Waste strategy will implement a long-term waste strategy that changes the way waste is collected and delivers agreed waste targets. It will leverage full benefit from partnership opportunities.

2. The Property LLP saving is supported by adoption of Scottish Housing Quality Standards (SHQS) the current SHQS framework is scheduled to terminate at the end of 2015/16.

<table>
<thead>
<tr>
<th>Ref</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HE_ES_WS2</td>
<td>Review existing Waste Strategy to determine most cost effective options for diverting waste from landfill</td>
<td>4,822</td>
</tr>
<tr>
<td>HE_RHI_01</td>
<td>Creation of a Property Services LLP</td>
<td>-1,023</td>
</tr>
<tr>
<td>HE_ES_WS11</td>
<td>Lobby for removal of landfill tax</td>
<td>580</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>4,379</td>
</tr>
</tbody>
</table>

For Information Only: Transformation Options which have already been approved

Only H&E options that relate to the General Fund have been considered in this document. These include options which may also generate an impact on the Housing Revenue Account (HRA)
Several efficiency options identified are incompatible with alternative Transformation options that have been agreed. For this reason, their savings have not been recognised. However they remain valid options in the event that the alternative Transformation options are not implemented.

### FOR INFORMATION ONLY: Efficiency Options which have already been approved

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HE_ES_WS3</td>
<td>External delivery or attain equivalent efficiency savings in domestic waste collection services</td>
<td>375</td>
</tr>
<tr>
<td>HE_HCS_S04(i)</td>
<td>Use Private Sector Housing Unit Surplus (saving of £200k in 2012/13 only; added back into baseline for future years)</td>
<td>-200</td>
</tr>
<tr>
<td>HE_ES_ASSL6</td>
<td>Create new working methodologies to retain and capture profitable work at the Scientific Lab</td>
<td>79</td>
</tr>
<tr>
<td>HE_ES_WS9</td>
<td>Increase net revenue from Commercial waste collection charges</td>
<td>165</td>
</tr>
<tr>
<td>HE_ES_HT04</td>
<td>Implement mobile working for field staff in Trading Standards and Environmental Health</td>
<td>200</td>
</tr>
<tr>
<td>HE_ES_WS10</td>
<td>Within current resources work with communities to divert waste from landfill by improving recycling</td>
<td>75</td>
</tr>
<tr>
<td>HE_ES_WS8</td>
<td>Short-term improvements to recycling performance at Recycling Centres</td>
<td>26</td>
</tr>
<tr>
<td>HE_ES_ASSL2</td>
<td>Scientific Labs to seek and increase the level of work from the private sector.</td>
<td>23</td>
</tr>
<tr>
<td>HE_ES_BSAD1</td>
<td>Increase Bereavement Services charges (Cremation and burial fees) by 10%</td>
<td>102</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>845</strong></td>
</tr>
</tbody>
</table>

### FOR INFORMATION ONLY: Stop/Reduce Options which have previously been approved

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HE_ES_ASSL1</td>
<td>Sub contract high cost / low volume testing to companies that can carry out work cheaper than Labs</td>
<td>35</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>35</strong></td>
</tr>
</tbody>
</table>
The 2012/13 net cost of Enterprise, Planning and Infrastructure services is £44.9 million. This cost is forecast to rise by 1.8% to £45.7 million by 2017/18.

The above chart separates the net income of trading services.

Asset Management & Operations account for the majority of current net costs (£40.1m) and also the majority of non-staffing cost pressures over the next 5 years. These pressures are generated by the maintenance required for the Council’s asset base of property and roads.

The cost pressures that will impact on EP&I services over the next 5 years are driven by:

- Rising cost of ACC staff, for known and predicted costs
- The deteriorating condition of roads and properties, which requires an increase in the cost to maintain them
- The pressure on revenue budgets created by managing a reduced Non-Housing Capital programme, due to the limited funding the Council has available for major projects.
Transformation options include a combination of targeted investment (where funding is available), changes in service delivery models and optimising use of capital assets, including:
1. A framework of strategic partnerships for delivery services (including Fleet, Facilities Management, Roads and Parking)
2. Optimisation of investment and asset portfolios (making disposals where necessary)
3. Investment in the city’s economic development agenda.

<table>
<thead>
<tr>
<th>Ref</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPI_AMO01</td>
<td>Enter into a partnering arrangement for all asset management &amp; operations services</td>
<td>4,981</td>
</tr>
<tr>
<td>EPI_EBD05</td>
<td>Income generation by Economic Development</td>
<td>104</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>5,085</strong></td>
</tr>
</tbody>
</table>
Efficiency options will deliver better value for money on services provided by:

1. Increasing income opportunities
2. Improving ACC’s energy efficiency
3. Introducing new mobile technologies into everyday practice.

### FOR INFORMATION ONLY:
**Efficiency Options which have already been approved**

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPI_AM005</td>
<td>Car Parking – Increase Charges every 2 years</td>
<td>1,334</td>
<td>TRADING</td>
</tr>
<tr>
<td>EPI_AMO18</td>
<td>Increased mobile and/or remote working for staff throughout the Council</td>
<td>114</td>
<td></td>
</tr>
<tr>
<td>EPI_EBD03a</td>
<td>Increase revenue - advertising on fixed assets</td>
<td>450</td>
<td></td>
</tr>
<tr>
<td>EPI_DIR06</td>
<td>Enable renewable energy network for a low carbon economy (Combined Heat and Power, Wind farm etc)</td>
<td>400</td>
<td></td>
</tr>
<tr>
<td>EPI_EBD03d</td>
<td>Only undertake fully funded events</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>EPI_AMO08</td>
<td>Reduce street lighting whole life costs with energy efficient lanterns</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>EPI_AMO20</td>
<td>Improved energy efficiency in Council buildings</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>EPI_DS01</td>
<td>Restructure of EP&amp;I Directorate Support Unit</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>2,601</strong></td>
<td></td>
</tr>
</tbody>
</table>
It is assumed that Stop / Reduce options are undesirable and implementation of these options is dependent on the size of the funding gap and the savings that can be achieved from transformation and efficiency options.

### FOR INFORMATION ONLY:

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPI_PSD17</td>
<td>Reduce Development Plan Budget</td>
<td>0</td>
</tr>
<tr>
<td>EPI_EBD02c</td>
<td>Stop all events and twinning activity and reduce marketing costs by 50%</td>
<td>526</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>526</td>
</tr>
</tbody>
</table>

The Development Plan Budget was an initial £80k saving in 2012/13 with a cyclical programme to reinstate £20k for additional examination activities every fifth year. The next examination year is 2016/17.
The 2012/13 net cost of Corporate Governance services is £28.5m. This cost is forecast to fall by 4.5% to £27.2m by 2017/18.

Customer Services and Performance have the largest current Directorate net costs (£13.7m).

Procurement savings have been allocated directly to Services.

The cost pressures that will impact on Corporate Governance services over the next 5 years are driven by:

- Rising ACC staff costs
- An increase in demand for Housing benefits service; a provision has been allowed for out with the CG budget for the impact of the implementation of the Welfare Reform.
Transformation options will:
1. Drive greater standardisation and consolidation of activities
2. Provide a more flexible service able to meet the requirements of a changing customer base
3. Streamline and effectively manage information.

<table>
<thead>
<tr>
<th>Ref</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CG_ADM01</td>
<td>Corporate Governance Internal Transformation (CGIT)</td>
<td>1,491</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>1,491</td>
</tr>
</tbody>
</table>
Efficiency options will deliver better value for money on services provided by:
1. Changing internal processes and structures
2. Maximising income opportunities.

### FOR INFORMATION ONLY:
**Efficiency Options which have already been approved**

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CG_LDS_04</td>
<td>Efficient delivery of Legal Teams</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td>CG_CPU_5</td>
<td>Rationalisation of procurement function</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>CG_CS_EQ02</td>
<td>Equalities function being delivered more efficiently</td>
<td>200</td>
<td>With barriers</td>
</tr>
<tr>
<td>CG_HR_17</td>
<td>Rationalise number of HR Management posts – consistent with HR’s workforce plan</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>CG_F_26</td>
<td>Bed tax – to be examined within context of tourism tax</td>
<td>400</td>
<td>With Risk</td>
</tr>
<tr>
<td>CG_CS_FS04</td>
<td>Fairer Scotland Fund – target corporate sponsorship to contribute to fund areas</td>
<td>0</td>
<td>Exercise to determine appetite underway</td>
</tr>
<tr>
<td>CG_CS_F0S11</td>
<td>Channel shift programme; now subsumed into the wider context of transformation</td>
<td>0</td>
<td>Included in New Ways of Working programme</td>
</tr>
<tr>
<td>CG_F_28</td>
<td>Accounts Payable – automated process</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>853</strong></td>
<td></td>
</tr>
</tbody>
</table>
Stop/reduce options may be undesirable and implementation of these options is dependent on the size of the funding gap and the savings that can be achieved from transformation and efficiency options.

### FOR INFORMATION ONLY:

**Stop/Reduce Options which have already been approved**

<table>
<thead>
<tr>
<th>Reference</th>
<th>Option description</th>
<th>Value in Yr 5 (£k)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CG_CS-FOS10</td>
<td>Discontinue i-kiosks</td>
<td>7</td>
<td>I-kiosks removed; disposal costs removed from budget</td>
</tr>
<tr>
<td>CG_CS_PM01</td>
<td>Programme Management office –fully internal</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>CD_CS_FS03</td>
<td>Reduce Fairer Scotland Fund</td>
<td>250</td>
<td>Reduces 2015/16</td>
</tr>
<tr>
<td>CG_CS_ICT11</td>
<td>Establishment of ICT Enterprise Architecture Framework</td>
<td>0</td>
<td>Any savings identified will cut across ACC</td>
</tr>
<tr>
<td>CG_CS_PMQ07</td>
<td>Align Corporate Information &amp; Research resource to work demand</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>344</strong></td>
<td></td>
</tr>
</tbody>
</table>
Section 3 Service Options (version 1.1)

Corporate options

A number of options were identified at the onset of PBB which related to corporate wide savings opportunities. These options are accommodated in the total ACC consolidated 5 year budget position.

The following options are those which continue to be progressed by officers or monitored within the overall context of the management of programmes and projects by the Programme Management Office (PMO).

<table>
<thead>
<tr>
<th>Ref</th>
<th>Option description</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC_SO13</td>
<td>New ways of working (cross council Admin etc)</td>
<td>Part of the Corporate Improvement Programme (PMO)</td>
</tr>
<tr>
<td>ACC_SO22</td>
<td>Electronic mail and send</td>
<td>Part of the Alternative Delivery Programme (PMO)</td>
</tr>
<tr>
<td>ACC_S016</td>
<td>Commercial Opportunities</td>
<td>Part of the Corporate Improvement Programme (PMO)</td>
</tr>
<tr>
<td>ACC_SO11</td>
<td>Review terms and conditions of staff</td>
<td>Consultation underway – implementation expected during 2013/14</td>
</tr>
<tr>
<td>ACC_SO20</td>
<td>Explore expanding use of Common Good for General Fund</td>
<td>Strategy for funding available from Common Good is being drafted as part of 5 year budget process</td>
</tr>
</tbody>
</table>
Section 4
DEPENDENCIES
(version 1.1)
Aberdeen City Council

Section 4 Inter-dependencies  (version 1.1)

Key options

A. City region agenda Approach to Services
During the Corporate Roundtable, it was recognised that a number of services provided by different Directorates all fit within a wider city region agenda, each impacting on the same communities within Aberdeen. It was agreed that these services, and the identified options relating to them, should be collectively reviewed to understand the combined effect of services on these communities and the impact of any changes made.

The services and related options identified as within the city region agenda are:

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Service</th>
<th>Options identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Culture &amp; Sport</td>
<td>Communities, Culture and Sport</td>
<td>Future delivery of cultural services</td>
</tr>
<tr>
<td>Education, Culture &amp; Sport</td>
<td>Potentially all services</td>
<td>Potential shared services with other local authorities</td>
</tr>
<tr>
<td>Social Care &amp; Wellbeing</td>
<td>Family &amp; Community Support</td>
<td>Redesign service</td>
</tr>
</tbody>
</table>

B. Social Care & Wellbeing (SC&W) and Housing & Environment (H&E)
Part of the transformation options within SC&W, aligned to shifting the balance of care, aim to reduce the number of people in residential care. It is anticipated that the Council will need to consider alternative accommodation arrangements to support implementation of this option and this could lead to an increase in demand on Housing Services.

Any cost implications of this demand will need to be considered as the implementation plans become more developed.

C. Customer contact and Out of Hours services
During the Corporate Roundtable, it was recognised that further efficiencies may be possible by consolidating customer contact points across the Council, especially in relation to contact outside of core business hours.

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Governance</td>
<td>Regional Contact Centre</td>
</tr>
<tr>
<td>Housing &amp; Environment</td>
<td>Building Services call outs</td>
</tr>
</tbody>
</table>
D. Education and Social Care & Wellbeing

Dependencies exist in relation to the Reduction of Out of Authority Placements, [SCW_14 and ECS_C26]. The reduction of demand for these placements together with improved local provision, is a collaborative endeavour between Education, Culture and Sport and Social Care and Wellbeing and additional demands on or reductions in para-professionals may limit the ability to deliver on this option.

E. Corporate Governance

The future shape of the services delivered by Corporate Governance is dependant on the configuration and nature of delivery of all other services within the Council. Moreover, the options contained in this report will have significant implications for the future governance of the Council.
Savings identified relate only to revenue expenditure. It should be noted however that a number of options have, or could result in, a capital impact. Some require capital investment to be implemented, while others may remove the need for a capital asset and thus create the opportunity for a future capital receipt. The most significant potential capital impacts relating to the options within this report are:

<table>
<thead>
<tr>
<th>Ref no.</th>
<th>Option</th>
<th>Capital impact</th>
<th>Capital impact where known (£k)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPI_AMO08</td>
<td>Reduce street lighting whole life costs</td>
<td>Investment (Lanterns)</td>
<td>£75kpa from existing budgets</td>
</tr>
<tr>
<td>EPI_AMO18</td>
<td>Increase mobile / remote working</td>
<td>Receipt (former Corporate Office Accommodation)</td>
<td>Site by site basis</td>
</tr>
<tr>
<td>EPI_AMO20</td>
<td>Improve energy efficiency</td>
<td>Investment (Renewables)</td>
<td>Case by case basis</td>
</tr>
<tr>
<td>SCW_14</td>
<td>Reduce the no. of specialist care placements for children and young people by redesign and small addition to existing local service</td>
<td>Investment - Marchburn children’s home (scheduled to open April 2013)</td>
<td>Investment of £912k is included in the 2012/13 non-housing capital programme</td>
</tr>
<tr>
<td>EPI_AMO01; HE_ES_WS3</td>
<td>Partnering and / or external delivery of Asset Management, Grounds and Waste Services</td>
<td>Renewal of the Councils Fleet is an integral part of all of these options, with an indicative programme of £3m per annum</td>
<td>Funding in 2013/14 will initially be made from revenue but may revert to capital if assessment shows purchase is cheaper to finance than leasing</td>
</tr>
<tr>
<td>HE_ES_WS2</td>
<td>Review existing waste strategy</td>
<td>Significant investment will be required in support of Green Waste, Food Waste, Recyclate and Residual Waste collection and disposal</td>
<td>Up to £100m may be required. The outline business case was approved at H&amp;E Committee on 4 October 2012; detailed business cases are being progressed</td>
</tr>
</tbody>
</table>

The Council’s Corporate Asset Group is tasked with managing the Non-Housing Capital programme and all related issues concerning capital acquisitions or disposals. Officers from Asset Management and Finance are available to assist services from the early stage of developing service options and assess the potential capital impact, including costs, timescales and possible future receipts. Any impact from service options needs to be considered in the wider context of the Council’s requirement to sustain an affordable capital programme.
Section 5

NEXT STEPS

(version 1.1)
The continued success of delivering against the Council priorities, alongside successfully delivering the very ambitious and challenging package of options previously agreed and within this Plan, will directly link into the impact on the people of Aberdeen. This link should not be broken and the development of the next phase needs to home in on delivering against a number of outcomes, rather than individual service options.

To deliver this, ACC acknowledged that it will need to ensure that it has the strongest possible capability, capacity and governance in place to ensure the successful delivery of the overall 5 Year Business Plan, not just in regards to the discrete Programme, but as an overall Council. Key to this is the:

- Development of an appropriate culture within the Council to drive, embrace and embed change
- Clear leadership and strategic direction that will steer, guide and continuously support the change
- Customer and community engagement
- Ability to report progress and impact on the local community

To achieve this, ACC has identified key activities. They are discussed in more detail over the following pages:

<table>
<thead>
<tr>
<th>Key Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Address inter-dependencies</td>
</tr>
<tr>
<td>2. Engagement &amp; Implementation</td>
</tr>
<tr>
<td>3. Programme Management</td>
</tr>
<tr>
<td>4. Update 5 Year Financial Plan</td>
</tr>
</tbody>
</table>
Section 5 Next Steps (version 1.1)

1. Address inter-dependencies

- A number of inter-dependencies have been identified during the development of service options which need to be resolved in the next stage of development of the Business Plan.

- Communicate capital impacts arising from Directorate programmes to the Capital Programme.

- Capital expenditure and receipts will need to be profiled for each year.

- Review the totality of Transformation options and identify the degree of change impacting on the organisation.

- Consider how the organisation will manage a change programme and potential risks of initiating the full package of identified options (see Section 5 Next Steps, 3).
Significant progress has been made in the delivery of the Next Five Years Business Plan and key messages and processes used throughout the engagement established at the onset of PBB and have been revised to reflect this.

The elements of the business plan are presented to our citizens, customers, staff, elected members and partners through a programme of engagement activity both internal and external.

Effective two-way communications throughout change is vital to the success of the implementation of chosen service options.

At Directorate and Corporate level implementation programmes are critical to the continued successful implementation of chosen service options. These need to consider timing and duration of:

- Stakeholder engagement
- Employee consultation and notice periods
- Negotiations with third parties
- Sale, build or refurbishment of properties
- Critical business-as-usual periods.
3. Programme Management

- The Programme Management Office (PMO) was set up in March 2011 to support the delivery of the Five Year Business Plan and the associated PBB savings and options and also to improve the quality of project management and delivery across the Council.

- The Sponsoring Group – made up of the Chief Executive, CMT and the Senior Programme Manager - oversees the work of the PMO and meets fortnightly to monitor the progress of the projects, programmes and other activities that deliver the PBB savings, plus other projects the Councils undertaking.

- A mechanism has been set up to continuously track the achievement of targeted PBB savings.

- A corporate change process to monitor and control changes to the PBB options has been set up. Any significant changes to costs, benefits (savings) or scope are considered by the Sponsoring Group for discussion and approval.
4. Update 5 Year Financial Plan

- Work continues on inter-dependencies, details of business cases and implementation plans to inform and underpin the success of the implementation of the Financial Plan.
- Ensure no duplication between Directorate and Corporate savings e.g. Procurement.
- Confirmation required on funding levels.
- Additional overlay to Financial Plan for corporate funding options and financing requirements.
- Output from Corporate Asset Group and the setting of future years’ non-housing capital plan.
- Perform sensitivity analysis.
- Year 1 of the 5 Year Financial Plan forms the basis for the 2013/14 budget.
- The 5 Year Financial Plan will be incorporated within the Five Year Business Plan.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC</td>
<td>Aberdeen City Council</td>
</tr>
<tr>
<td>ADM</td>
<td>Alternative Delivery Model</td>
</tr>
<tr>
<td>CG</td>
<td>Corporate Governance</td>
</tr>
<tr>
<td>CMT</td>
<td>Corporate Management Team</td>
</tr>
<tr>
<td>CS&amp;P</td>
<td>Customer Service and Performance</td>
</tr>
<tr>
<td>EC&amp;S</td>
<td>Education Culture and Sport</td>
</tr>
<tr>
<td>EP&amp;I</td>
<td>Enterprise Planning and Infrastructure</td>
</tr>
<tr>
<td>H&amp;E</td>
<td>Housing and Environment</td>
</tr>
<tr>
<td>HR&amp;OD</td>
<td>Human Resources and Organisational Development</td>
</tr>
<tr>
<td>HRA</td>
<td>Housing Revenue Account</td>
</tr>
<tr>
<td>PBB</td>
<td>Priority Based Budgeting</td>
</tr>
<tr>
<td>PMO</td>
<td>Programme Management Office</td>
</tr>
<tr>
<td>SC&amp;W</td>
<td>Social Care and Wellbeing</td>
</tr>
<tr>
<td>Option Reference</td>
<td>Option Narrative</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>CG_ADM01</td>
<td>Corporate Governance Internal Transformation (CGIT)</td>
</tr>
<tr>
<td>CG_LDS_04</td>
<td>Efficient delivery of Legal Teams</td>
</tr>
<tr>
<td>CG_CPU_5</td>
<td>Rationalisation of Procurement Function</td>
</tr>
<tr>
<td>CG_CS_EQ02</td>
<td>Equalities function delivered more efficiently</td>
</tr>
<tr>
<td>CG_HR_17</td>
<td>Rationalise number of HR Management posts - consistent with HR's workforce plan</td>
</tr>
<tr>
<td>CG_F_26</td>
<td>Bed tax - to be examined within context of tourism tax</td>
</tr>
<tr>
<td>CG_CS_FS04</td>
<td>Fairer Scotland Fund - target corporate sponsorship to contribute to fund areas</td>
</tr>
<tr>
<td>CG_CS_FS11</td>
<td>Channel shift programme; now subsumed into the wider context of transformation</td>
</tr>
<tr>
<td>CG_F_28</td>
<td>Accounts Payable – automated process</td>
</tr>
<tr>
<td>CG_CS_PM01</td>
<td>Programme Management office - Fully Internal</td>
</tr>
<tr>
<td>CG_CS_FS03</td>
<td>Reduce Fairer Scotland Fund</td>
</tr>
<tr>
<td>CG_CS_PMQ07</td>
<td>Align Corporate Information &amp; Research resource to work demand</td>
</tr>
<tr>
<td>CG_CS_FOS10</td>
<td>Discontinue iKiosks</td>
</tr>
<tr>
<td>CG_CS_ICT11</td>
<td>Establishment of ICT Enterprise Architecture Framework</td>
</tr>
<tr>
<td><strong>Total for Corporate Governance</strong></td>
<td></td>
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</tbody>
</table>
## APPENDIX 1

### Education, Culture & Sport

<table>
<thead>
<tr>
<th>Option Reference</th>
<th>Option Narrative</th>
<th>2013/14 £000</th>
<th>2014/15 £000</th>
<th>2015/16 £000</th>
<th>2016/17 £000</th>
<th>2017/18 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECS_C26</td>
<td>Reduce the number of out of authority placements by redesign and small addition to existing local services</td>
<td>(240)</td>
<td>(420)</td>
<td>(600)</td>
<td>(600)</td>
<td>(600)</td>
</tr>
<tr>
<td>ECS_C3</td>
<td>Alternative future delivery of Cultural Services</td>
<td>(144)</td>
<td>(144)</td>
<td>(144)</td>
<td>(144)</td>
<td>(144)</td>
</tr>
<tr>
<td>ECS_E11</td>
<td>RISK: City Campus Senior Phase work is ongoing to identify alternative ways of delivery of this saving in 2013/14</td>
<td>(915)</td>
<td>(915)</td>
<td>(915)</td>
<td>(915)</td>
<td>(915)</td>
</tr>
<tr>
<td>ECS_C25</td>
<td>RISK: To agree a suite of shared services with other local authorities</td>
<td>(35)</td>
<td>(485)</td>
<td>(485)</td>
<td>(485)</td>
<td>(485)</td>
</tr>
<tr>
<td>ECS_E9b</td>
<td>Redesign of secondary school estate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,102</td>
<td>3,102</td>
</tr>
<tr>
<td>ECS_C10</td>
<td>Root and branch review of commissioned arts and sports services.</td>
<td>(376)</td>
<td>(889)</td>
<td>(1,517)</td>
<td>(1,517)</td>
<td>(1,517)</td>
</tr>
<tr>
<td><strong>Total for Education, Culture &amp; Sport</strong></td>
<td></td>
<td><strong>(1,710)</strong></td>
<td><strong>(2,853)</strong></td>
<td><strong>(3,661)</strong></td>
<td><strong>559</strong></td>
<td><strong>559</strong></td>
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</tbody>
</table>
## Social Care & Wellbeing

<table>
<thead>
<tr>
<th>Option Reference</th>
<th>Option Narrative</th>
<th>2013/14 £000</th>
<th>2014/15 £000</th>
<th>2015/16 £000</th>
<th>2016/17 £000</th>
<th>2017/18 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCW1</td>
<td>Redesign of Learning Disability Services</td>
<td>400</td>
<td>(1,358)</td>
<td>(2,858)</td>
<td>(2,858)</td>
<td>(2,858)</td>
</tr>
<tr>
<td>SCW6</td>
<td>Review workforce skill mix to reduce the number of professional staff and replace with para-professional staff</td>
<td>(27)</td>
<td>(27)</td>
<td>(27)</td>
<td>(27)</td>
<td>(27)</td>
</tr>
<tr>
<td>SCW8</td>
<td>Stop subsidising criminal justice social work-provide only within CJA (Criminal Justice Authority) grant</td>
<td>(70)</td>
<td>(140)</td>
<td>(210)</td>
<td>(210)</td>
<td>(210)</td>
</tr>
<tr>
<td>SCW13</td>
<td>Jointly commission service with other organisations</td>
<td>(500)</td>
<td>(500)</td>
<td>(500)</td>
<td>(500)</td>
<td>(500)</td>
</tr>
<tr>
<td>SCW14</td>
<td>Reduce the number of specialist care placements for children and young people by redesign and small addition to existing local services</td>
<td>(81)</td>
<td>(381)</td>
<td>(621)</td>
<td>(621)</td>
<td>(621)</td>
</tr>
<tr>
<td>SCW15</td>
<td>Redesign of Family and Community Support Services</td>
<td>(91)</td>
<td>33</td>
<td>(147)</td>
<td>(147)</td>
<td>(147)</td>
</tr>
<tr>
<td>SCW16</td>
<td>Investment in local Fostering and Adoption capacity</td>
<td>(112)</td>
<td>(112)</td>
<td>(112)</td>
<td>(112)</td>
<td>(112)</td>
</tr>
<tr>
<td>SCW21</td>
<td>Establishment of a LA trading arm (to provide direct physical social care services for Older People)</td>
<td>(210)</td>
<td>(410)</td>
<td>(585)</td>
<td>(585)</td>
<td>(585)</td>
</tr>
<tr>
<td>SCW18</td>
<td>Move to personalised budgets for people in receipt of home care services</td>
<td>(275)</td>
<td>(275)</td>
<td>(275)</td>
<td>(275)</td>
<td>(275)</td>
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<tr>
<td>SCW29</td>
<td>Request payment holiday from Grampian Data Sharing Partnership (GDSP)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total for Social Care &amp; Wellbeing</strong></td>
<td></td>
<td>(966)</td>
<td>(3,170)</td>
<td>(5,335)</td>
<td>(5,335)</td>
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</tbody>
</table>
## Enterprise, Planning & Infrastructure

<table>
<thead>
<tr>
<th>Option Reference</th>
<th>Option Narrative</th>
<th>2013/14 £000</th>
<th>2014/15 £000</th>
<th>2015/16 £000</th>
<th>2016/17 £000</th>
<th>2017/18 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPI_AMO01</td>
<td>Enter into Partnering Arrangements for all Asset Management &amp; Operations services</td>
<td>(4,981)</td>
<td>(4,981)</td>
<td>(4,981)</td>
<td>(4,981)</td>
<td>(4,981)</td>
</tr>
<tr>
<td>EPI_AMO08</td>
<td>Reduce Street Lighting Whole Life Costs with Energy Efficient Lanterns</td>
<td>(4)</td>
<td>(8)</td>
<td>(11)</td>
<td>(15)</td>
<td>(19)</td>
</tr>
<tr>
<td>EPI_AMO18</td>
<td>Increased mobile and/or remote working for staff throughout the Council</td>
<td>(114)</td>
<td>(114)</td>
<td>(114)</td>
<td>(114)</td>
<td>(114)</td>
</tr>
<tr>
<td>EPI_AMO20</td>
<td>Improved Energy Efficiency in Council Buildings</td>
<td>(50)</td>
<td>(50)</td>
<td>(50)</td>
<td>(50)</td>
<td>(50)</td>
</tr>
<tr>
<td>EPI_PSD17</td>
<td>Reduce Development Plan budget</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>EPI_EBD02c</td>
<td>Stop All Events and Twinning Activity and Reduce Marketing Costs by 50%</td>
<td>73</td>
<td>(263)</td>
<td>(526)</td>
<td>(526)</td>
<td>(526)</td>
</tr>
<tr>
<td>EPI_EBD03a</td>
<td>Increase Revenue - Advertising on Fixed Assets</td>
<td>(150)</td>
<td>(300)</td>
<td>(450)</td>
<td>(450)</td>
<td>(450)</td>
</tr>
<tr>
<td>EPI_EBD03d</td>
<td>Only undertake fully funded Events</td>
<td>(200)</td>
<td>(200)</td>
<td>(200)</td>
<td>(200)</td>
<td>(200)</td>
</tr>
<tr>
<td>EPI_EBD05</td>
<td>Income Generation by Economic Development</td>
<td>(104)</td>
<td>(104)</td>
<td>(104)</td>
<td>(104)</td>
<td>(104)</td>
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<tr>
<td>EPI_DS01</td>
<td>Restructure EP&amp;I Directorate Support Unit</td>
<td>(34)</td>
<td>(34)</td>
<td>(34)</td>
<td>(34)</td>
<td>(34)</td>
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<tr>
<td>EPI_DIR06</td>
<td>Enable renewable energy network for a low carbon economy (Combined Heat and</td>
<td>0</td>
<td>200</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>Power, Wind farm etc)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total for Enterprise, Planning &amp; Infrastructure (excluding Trading)</strong></td>
<td>**(5,564)</td>
<td>**(6,254)</td>
<td>**(6,870)</td>
<td>**(6,854)</td>
<td>**(6,878)</td>
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</tr>
</tbody>
</table>

## Trading

<table>
<thead>
<tr>
<th>Option Reference</th>
<th>Option Narrative</th>
<th>2013/14 £000</th>
<th>2014/15 £000</th>
<th>2015/16 £000</th>
<th>2016/17 £000</th>
<th>2017/18 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPI_AMO05</td>
<td>Car Parking - Increase Charges every 2 years</td>
<td>(635)</td>
<td>(635)</td>
<td>(1,334)</td>
<td>(1,334)</td>
<td>(1,334)</td>
</tr>
</tbody>
</table>
## APPENDIX 1

### Housing & Environment

<table>
<thead>
<tr>
<th>Option Reference</th>
<th>Option Narrative</th>
<th>2013/14 £000</th>
<th>2014/15 £000</th>
<th>2015/16 £000</th>
<th>2016/17 £000</th>
<th>2017/18 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>HE_ES_WS2</td>
<td>Review Existing Waste Strategy to determine most cost effective options for diverting waste from landfill</td>
<td>0</td>
<td>(2,484)</td>
<td>(4,822)</td>
<td>(4,822)</td>
<td>(4,822)</td>
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<tr>
<td>HE_RHI_01</td>
<td>Creation of a Property Services LLP</td>
<td>(1,105)</td>
<td>(1,769)</td>
<td>(1,769)</td>
<td>1,023</td>
<td>1,023</td>
</tr>
<tr>
<td>HE_ES_WS11</td>
<td>Lobby for removal of landfill tax</td>
<td>0</td>
<td>0</td>
<td>(580)</td>
<td>(580)</td>
<td>(580)</td>
</tr>
<tr>
<td>HE_ES_WS3</td>
<td>External delivery or attain equivalent efficiency savings in the domestic waste collection services</td>
<td>(375)</td>
<td>(375)</td>
<td>(375)</td>
<td>(375)</td>
<td>(375)</td>
</tr>
<tr>
<td>HE_HCS_SO4(i)</td>
<td>Use Private Sector Housing Unit Surplus (2012/13 only)</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>HE_ES_WS9</td>
<td>Increase Net Revenue from Commercial waste collections</td>
<td>(54)</td>
<td>(109)</td>
<td>(165)</td>
<td>(165)</td>
<td>(165)</td>
</tr>
<tr>
<td>HE_ES_HT04</td>
<td>Implement mobile working for field staff in the Trading Standards and Environmental Health Service</td>
<td>(160)</td>
<td>(200)</td>
<td>(200)</td>
<td>(200)</td>
<td>(200)</td>
</tr>
<tr>
<td>HE_ES_WS10</td>
<td>Within current resources work with communities to divert waste from landfill by improving recycling</td>
<td>(25)</td>
<td>(50)</td>
<td>(75)</td>
<td>(75)</td>
<td>(75)</td>
</tr>
<tr>
<td>HE_ES_WS8</td>
<td>Short term improvements to recycling performance at Recycling Centres</td>
<td>(13)</td>
<td>(26)</td>
<td>(26)</td>
<td>(26)</td>
<td>(26)</td>
</tr>
<tr>
<td>HE_ES_ASSL2</td>
<td>Scientific Labs to seek and increase the level of work from the private sector</td>
<td>27</td>
<td>(20)</td>
<td>(23)</td>
<td>(23)</td>
<td>(23)</td>
</tr>
<tr>
<td>HE_ES_BSAD1</td>
<td>Increase Bereavement Services charges (Cremation and burial fees) by 10%</td>
<td>(34)</td>
<td>(66)</td>
<td>(102)</td>
<td>(102)</td>
<td>(102)</td>
</tr>
<tr>
<td>HE_ES_ASSL6</td>
<td>Create new working methodologies to retain and capture profitable work at Scientific Lab</td>
<td>(75)</td>
<td>(76)</td>
<td>(78)</td>
<td>(79)</td>
<td>(79)</td>
</tr>
<tr>
<td>HE_ES_ASSL1</td>
<td>Sub-contract high cost / low volume testing to companies that can carry out work cheaper than the labs</td>
<td>(5)</td>
<td>(23)</td>
<td>(35)</td>
<td>(35)</td>
<td>(35)</td>
</tr>
<tr>
<td><strong>Total for Housing &amp; Environment</strong></td>
<td></td>
<td>(1,619)</td>
<td>(4,998)</td>
<td>(8,050)</td>
<td>(5,259)</td>
<td>(5,259)</td>
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