

2021/22 SPIs

1. Commissioning

ALEOs

01. LGBF – ALEO Sport and Leisure Management

Total number of attendances for indoor pool sports and leisure facilities; schools and community education establishments	Value		Value		Value	
	2019/20	720,012	2020/21	60,894	2021/22	419,531
Total number of attendances for indoor dry sports and leisure facilities (excluding pools in a combined complex)– sports facilities; schools and community education establishments	Value		Value		Value	
	2019/20	1,550,724	2020/21	193,146	2021/22	1,014,961
Total number of attendances for outdoor sports and leisure facilities	Value		Value		Value	
	2019/20	363,201	2020/21	190,595	2021/22	414,238
Total number of attendances for indoor pool and dry sports facilities; schools and community education establishments	Value		Value		Value	
	2019/20	2,270,736	2020/21	254,040	2021/22	1,434,492

Attendances have increased significantly from 2020/21 due to the gradual re-opening of facilities, compared to the facilities being closed or partially closed throughout much of 2020/21 due to the COVID-19 pandemic. Attendances have not recovered to pre-COVID 19 pandemic levels, in part due to facilities implementing social distancing and ventilation measures, as well as not providing a full schedule of classes.

In 2021/22, there were fewer venue closure dates, fewer restrictions on admissions and generally customers were more comfortable in returning to activities. Some examples below show the impact of the COVID-19 pandemic and how admission restrictions have been relaxed and admission numbers increased.

- Golf and outdoor tennis re-opened in June 2020 but with limited admissions e.g. for a time only 2 players/ households and tee-times only every 10 minutes. This gradually changed as restrictions eased, allowing 4 players and tee-times back to every 8 minutes.

- Outdoor football pitches had very limited use due to restrictions on “contact” sports which were gradually relaxed.
- Indoor sports facilities re-opened in August 2020, pools in October 2020 and the Linx Ice Arena in November 2020, but restrictions in place impacted on the number of participants allowed – again these was gradually relaxed allowing capacities to be increased.
- We also saw a change in customers behaviour in 2021/22 e.g. outdoor bowling at Westburn Outdoor Centre was open in late summer of 2020 but admissions were low as customers/clubs were reluctant to attend. By summer 2021, customers were more comfortable with mixing and admissions increased.

City Growth

01. LGBF – Museum Services

Number of visits to/usages of council funded or part funded museums – person; enquiries; outreach; virtual	Value		Value		Value	
	2019/20	1,204,065	2020/21	979,056	2021/22	1,190,854

The COVID-19 pandemic restrictions continued to ease throughout 2021/22 giving more visitors the confidence to visit Aberdeen Archives, Gallery and Museums venues in person. The easing of restrictions also aided the safe re-opening of Aberdeen Maritime Museum as well as the official re-opening of Provost Skene’s House following redevelopment. We continue to focus on supporting economic and tourism objectives as the city continues to recover from the impact of the COVID-19 pandemic. A varied series of exhibitions was delivered for the Art Gallery during 2022/23 including the Galloway Hoard: Viking Age Treasure and the Jerwood Art Fund Makers Open 2021. A variety of events including talks and workshops was developed to support the exhibitions programme. 2022 also saw the return of Gallery Late events. The service will continue to promote digital engagement opportunities alongside in-person events. Priority will be given to improving the number and quality of images on the website and enhancing the textual information available online.

02. Museums and Galleries, Events and Exhibitions

Events Exhibitions Museums and Galleries

We built back our programme of exhibitions and displays with visitors coming onsite for exhibitions, displays, events and activities. Visitor confidence grew for the programme although it will take time to get back to previous attendance figures. The City Events team facilitated over ten events through the Safety Advisory Group and the drop in number of these is largely due to COVID-19 pandemic restrictions and these not being lifted on events until early 2022. The team delivered a core programme of 4 events – the Final Stage of the Tour of Britain (12 September, 2021), Christmas Tree Switch On, Carol Concert and Scotland’s festival of light, SPECTRA, (10-13 February 2022) which invited audiences to get out and about across the city to experience works of art created in light in Marischal College, Union Street, Broad Street, Upperkirkgate, Schoolhill, Marischal College and Aberdeen Art Gallery. Hogmanay 2021 celebrations were unable to take place due to COVID-19 pandemic restrictions.

The exhibitions' programme at Aberdeen Art Gallery was well received. We were the launch venue for "British Art Show 9", the country's most important exhibition of contemporary art which takes place across the UK every five years. We also hosted the only Scottish showing of the largest ever exhibition dedicated to British design legend Dame Zandra Rhodes, on tour from the Museum of Fashion and Textiles, London. This was our first paid for, ticketed exhibition and the response to this was favourable.

We developed new partnerships with local organisations: Voluntary Services Aberdeen celebrated 150 years and Aberdeen Embroiderers Guild celebrated 60 years, both in exhibition at the Art Gallery and associated public workshops and events. We also launched a new Micro-commissions opportunity for 12 artists and makers living in AB postcode areas. Funded through Aberdeen Art Gallery's success as joint winner of Art Fund Museum of the Year 2020, the scheme sought proposals which responded to the collection in the care of Aberdeen Archives, Gallery & Museums.

The exhibitions and display programme was complemented by a rich and varied engagement programme of events, activities and music for all ages including families, under 5's, young people, adult audiences and those with assisted needs. We continue to develop a digital offer of exhibitions and displays which allows us to highlight and make accessible many more areas of the City's nationally recognised collections.

03 City Deal

City Deal

The Aberdeen City Region Deal is the agreement between the UK Government and the Scottish Government with Aberdeen City Council, Aberdeenshire Council and Opportunity North East (ONE) as one delivery mechanism for the Region's economic vision which focuses on transformational investment supporting the evolution of the region's key sectors, sustainable business growth and creating green jobs for the future.

The Deal is a ten year £826M investment in the region and we are in year six. The projects include the Net Zero Technology Centre, BioHub, SeedPod, Digital Connectivity, Aberdeen South Harbour, Strategic Transport Appraisal and Transport Links to Aberdeen South Harbour. All projects are progressing well, but there have been delays due to the COVID-19 pandemic, supply chain and construction cost challenges. The 2021/22 Annual Report produced for the Joint Committee and UK and Scottish Governments, highlighted the continued investment by industry and regional partners taking the deal value to over £1Billion. Details of all the projects in the scope of the City Region Deal can be found in more detail within the annual report and online at www.abzdeal.com

Commercial and Procurement

01. Council expenditure with local suppliers

Percentage of council expenditure with local suppliers		Value		Value		Value
	2019/20	32.2%	2020/21	37.4%	2021/22	38.4%

Percentage of local suppliers		Value		Value		Value
	2019/20	22.1%	2020/21	22.8%	2021/22	22.8%

It is important to note that the local spend is calculated using suppliers' invoice payment addresses; this is generally the address of their credit control department. In some cases, the supplier may have a local base, is an employer, pays business rates or contributes in various ways to the local economy. Using the invoice payment address allows consistent benchmarking between public bodies but assumes that a single postcode receives the entire economic development benefit from the spend. We also pay a number of suppliers as "Prime Contractors" with those suppliers sub-contracting within the local area, however within the 21/22 data it was not possible to capture the level of sub-contractor spend which was local.

02. SME Expenditure

Percentage of council expenditure with small and medium enterprises		Value		Value		Value
	2019/20	47.7%	2020/21	51.8%	2021/22	53.3%

Percentage of council expenditure with local small and medium enterprises		Value		Value		Value
	2019/20	23.6%	2020/21	25.4%	2021/22	24.3%

03. Supplier Development Programme

Supplier Development Programme (Positive Procurement Programme)
The Supplier Development Programme established the Highlands and Islands Networking Together (HINT) Group to continue the networking of public sector bodies in the

Highlands and Islands and we are a member along with a significant number of other public sector bodies in the North-East of Scotland.

The HINT group discusses and facilitates the drive for best practice of procurement activity, share key documents and to improved visibility of contracts, key projects and opportunities for supplier engagement to aid economic recovery. Attendees share best practice, discuss new and existing Scottish Government policies and their impact upon local businesses in the North of Scotland, give practical advice on creating procurement reports, and participate in discussion on procurement barriers and how to overcome them, as well as participate in general networking with the various public sector bodies in the region.

A number of events were held:

- Talking Tenders with Aberdeenshire, Aberdeen City and Highland Councils – a specific event hosted by the Supplier Development programme allowing for suppliers both locally and across the country to engage with the three Councils. There were approx. 85 attendees on the day from companies across a range of Business Sectors.
- Meet the Buyer– this event allows suppliers to hear from Scotland’s local authorities, government agencies and contractors about upcoming work in Scotland's public sector, as well as opportunities right across the UK's public sector, 2071 suppliers were booked on to participate across a range of Business Sectors.
- Meet the Buyer North– this event allows suppliers to hear from local authorities and public sector bodies in the North of Scotland. 1045 suppliers were booked on to participate across a range of Business Sectors.
- A specific tender event was held to engage with the Employability Service provider market in respect of the development of a framework agreement for Aberdeen City Council, this was well attended and received by the market.

Strategic Place Planning

01. Sustainable Energy

Corporate Carbon Emissions (tonnes) tCO ₂ e	Value		Value		Value	
	2019/20	30,563	2020/21	25,929	2021/22	
<p>In 2020/21, Council carbon emissions reduced by 4,634 tCO₂e when compared to 2019/20, a 15% reduction. The difference in emissions is attributed to impact of COVID-19 and as such this is not a representative year. During this time, it is estimated that 40% of staff worked from home, adding 796 tCO₂e to our total. This was the first year of implementation of the Council Climate Change Plan, approved March 2021, alongside a Project Register of over 100 emission reduction and adaptation projects for Council assets and operations. Key actions progressed 2021/22 included:</p> <ul style="list-style-type: none"> • Project Doric housing retrofit initiative phase 1 complete. • Completion of new Council homes at Wellheads, built to high levels of energy efficiency with connection to combined heat and power plant; and construction commenced of further Council homes with building to Gold Standard. • Expansion of Torry Heat Network, with work commenced to connect to the Energy from Waste Plant. • Replacement primary school Milltimber. • Climate Change/ environment is now embedded in the Council Policy and the Committee Report template and guidance. • Climate risks are embedded across the risk management process. • An overall Council carbon budget was approved and is being rolled out on a phased basis. • A Climate Change Pupil President and Group has been appointed. • A Green Workplace section of the staff intranet has been established. • Senior Managers and elected Members Carbon Literacy Training sessions commenced. <p>These actions will contribute to the 2021/22 carbon emissions data.</p>						

02. Sustainable Development

Work done to encourage and support sustainable development
<p>We completed the first year of the implementation stage of our own Council Climate Change Plan 2021-25. Over 100 emission reduction and adaptation projects with detailed actions, outcomes and timelines were managed through the Council Climate Change Project Register 2021-25. A dedicated officer worked with an established</p>

governance structure to unlock significant engagement and cross-departmental working towards climate action, targeting Council assets and operations.

There has been significant progress with the city-wide expression of climate action. Co-authored by a partnership of stakeholders the resulting [Net Zero Aberdeen Route Map](#) was prepared and approved within this reporting period. It sets out a pathway towards Aberdeen becoming net zero by 2045. Its focus is organised around six enabling strategies – mobility; buildings and heat; the circular economy; energy supply; the natural environment; and community empowerment. Alongside, Aberdeen Adapts: the city Climate Change Framework was updated to align with the Net Zero approach.

By signing the [Paris Agreement](#), the [Glasgow Declaration on Food and Climate](#) and also signing up to the [Race to Zero](#) campaign the Council has committed to keep driving forward climate action. Decisions were made in the reporting period to expand hydrogen, increase the city’s household waste and recycling centre capacity, embed climate considerations into some procurements and manage some Council land for the benefit of biodiversity.

Strategically, public consultation took place on the draft [Tree and Woodland Strategic Implementation Plan](#). Work continued on the [Proposed Aberdeen Local Development Plan \(2022\)](#) and its associated planning guidance and the refreshed [Aberdeen Local Outcome Improvement Plan \(LOIP\) 2016 – 2026](#) was approved during the reporting period. With both spatial planning and community planning being informed by, referencing and aligning to the Sustainable Development Goals, Aberdeen is in a strengthened position to become more sustainable over the coming years.

03. Planning Applications Processing Time

Average Determination Times of Major Development Planning Applications (weeks)	Value	Value	Value
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	2019/20	28.1	2020/21	31.4	2021/22	27.6
Average Determination Times of Non-Householder Local Planning Applications (weeks)		Value		Value		Value
	2019/20	8.6	2020/21	10.6	2021/22	14.9
Average Determination Times of Householder Planning Applications (weeks)		Value		Value		Value
	2019/20	6.9	2020/21	8.3	2021/22	8.8
<p>Performance has been affected adversely due to several factors. Most significantly the continued lack of staff capacity caused by 7.5 vacancies in the Applications Team meant high workloads for remaining case officers. The retirement of the Planning Inspector and difficulty recruiting into the vacant post meant that all enforcement activity, posting site notices etc was taken on by the rest of the team and this additional burden was added to by a 56% increase in enforcement cases under investigation compared to the previous year. Some officers were reallocated to deal with COVID-19 pandemic related priorities such as the Spaces for People Project and staffing the Council's emergency business support grant helpline.</p>						

04. Affordable Homes

No. of affordable houses developed (year to date)		Value		Value		Value
	2019/20	401	2020/21	461	2021/22	692
<p>The Strategic Development Plan (SDP) sets the Housing Supply Target using information from the Housing Need and Demand Assessment. This is the Strategic Development Planning Authority's view of the type and level of housing to be delivered over the period of the SDP. Although taking aspiration into account it aims to identify a target which is deliverable. Affordable houses are registered complete when they are ready to be occupied. Completion is affected by a variety of factors, not least the weather which can have a major impact. Delivery has risen dramatically in the last few years and this is set to continue for the next two years as properties are delivered through Section 75 legal agreements.</p>						

2. Customer

Customer Experience

01. Freedom of Information

	Value		Value		Value	
% of Environmental Info Requests replied to within 20 working days – Corporate	2019/20	83.52%	2020/21	71.75%	2021/22	90.22%
% of Freedom of Information requests replied to within 20 working days – Corporate	2019/20	83.76%	2020/21	69.15%	2021/22	88.52%
Percentage of Corporate Requests dealt with within 20 working days (FOIs and EIRs combined)	2019/20	83.68%	2020/21	69.75%	2021/22	89%

There was a significant improvement from the previous financial year. There were targeted improvements implemented over the year which supported achievement of the performance target. This included:

- A digitised process has now been fully embedded. This has streamlined the processing time for Officers when responding to requests. The digitised process has enabled customers to make their own requests online. It has also made the internal process more streamlined and efficient.
- The automatic publication of completed requests to the Disclosure Log has ensured that information is more readily available for the public and has removed the requirement for Officers to publish manually.
- The Access to Information Team continue to proactively identify requests which can be answered out with the legislation and signpost customers to information that is more readily available, for example on the website. This has been of particular benefit for high interest areas such as Business Rates information.
- The Access to Information Team have continued to focus on the quality control of responses and provide training and guidance to officers to ensure that requests are responded to fully and within the statutory timescales. For example, we provided additional specific training to Officers within Social Work Contracts.
- Live PowerBI dashboard is available to Chief Officers and Directors to allow them to monitor which requests their services are responsible for, and which are outstanding. There is still scope for further improvement and an action plan is in place.
- The Access to information Team will continue to provide targeted training and guidance to officers to ensure that requests are responded to fully and within statutory timescales. Improved focus on the quality control of responses by the Access to Information Officers to ensure that responses are as helpful and clear as possible. This is to improve the customer experience.

02. Benefit Administration Costs

	Value	Value	Value
Weighted private rented sector caseload			

	2019/20	2,685.93	2020/21	2,200.29	2021/22	1,958.54
		Value		Value		Value
Weighted registered social landlord caseload	2019/20	3,740	2020/21	3,384	2021/22	3,141.34
		Value		Value		Value
Weighted Council Tax Benefit caseload	2019/20	20,273.76	2020/21	22,324.24	2021/22	22,053.3
		Value		Value		Value
Gross administration cost per benefit case	2019/20	£37.97	2020/21	£37.94	2021/22	£37.71
		Value		Value		Value
Weighted rent rebate caseload	2019/20	12,898.42	2020/21	11,445.8	2021/22	10,207.6

It was anticipated that there would have been an increased caseload during 2021/22 due to the ending of the COVID-19 pandemic Government support, however this did not occur. The reality was that a slightly reduced caseload was realised. However, when combined with an increased staff turnover and staff being moved to support Self Isolation Grants this has meant a relatively stabilised performance has been achieved. It is anticipated that the caseload will remain static in 2022/23. However, the demand on the service will fluctuate especially due to the impact of cost of living.

Reduced staffing meant that a decision was made to prioritise new claims especially in light of the COVID-19 pandemic and cost of living. This is the main reason for an improvement in new claims compared to the reduced performance in change of circumstances.

03. Benefits Claims and Changes

Average time taken in calendar days to process all new claims	Value	Value	Value
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and change events in Housing Benefit (monthly)	2019/20	6.63	2020/21	7.79	2021/22	8.03
Average Number of Days to Process New Benefit Claims	Value		Value		Value	
	2019/20	16.38	2020/21	25.32	2021/22	17.41
Average Number of Days to Process Change of Circumstances	Value		Value		Value	
	2019/20	5.95	2020/21	6.5	2021/22	7.2
<p>The Housing Benefit Caseload has now reached its normal level with the introduction of Universal Credit. Housing Benefit Caseload is now transpiring. However, the Council Tax Reduction caseload continues to increase in 2021/22 due to the continued COVID-19 pandemic impacts e.g. ending of furlough. In addition, the Benefits Team have additional demand due to the introduction of Low Income Pandemic Payments. Performance will continue to be monitored through 2022/23 and should there be an opportunity staff flexibility will be employed to support other areas within Revenues and Benefits.</p>						

04. LGBF – Council Tax Collection

Cost of collecting council tax per dwelling	Value		Value		Value	
	2019/20	£7.28	2020/21	£7.19	2021/22	£7.25
<p>Further improvements to the eCitizen portal to allow for more self-service is planned. The creation of a new Corporate Debt Team for all Council Debts to improve and streamline the debt recovery process is ongoing. The service is also currently in the process of looking at ways to improve the Council Tax collection rate.</p>						

05. LGBF – Council Tax Income

Percentage of income due from council tax for the year that	Value		Value		Value	
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was received by the end of the year	2019/20	93.58%	2020/21	91.86%	2021/22	92.79%
Income due from council tax for the year net reliefs and rebates	Value		Value		Value	
	2019/20	125,062,736	2020/21	129,975,737	2021/22	131,942,512

The debt recovery process has fully resumed during 2021/22 after the pausing of debt recovery and deferred payments that were introduced to help customers deal with the effects of COVID-19 pandemic. The work to implement Robotic Processing for Council Tax Administration was completed in 2021/22. This has improved the speed of processing for dealing with Indexing, Purpose Built Student Accommodation and Landlord Change of Addresses. Quicker processing means bills are issued quicker and this leads to an improved collection rate.

Going forward into 2022/23, work is ongoing to review the staffing structure with an aim to speed up processing times to improve collection rates.

06. LGBF – Payment of Invoices

Percentage of invoices sampled and paid within 30 days	Value		Value		Value	
	2019/20	76.09%	2020/21	87.15%	2021/22	84.83%

Opportunities were taken to continue to improve the procedures and process of invoice payments, which included consolidating tasks in Marischal College, taking advantage of increasing document scanning in remote location and use of workflow capabilities.

07. Complaints

The number of complaints closed at Stage 1 within 5 working	Value	Value	Value
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days as % of total no of Stage 1 complaints	2019/20	64.36%	2020/21	71.58%	2021/22	64.69%
The number of complaints closed at Stage 2 within 20 working days as % of total no of Stage 2 complaints		Value		Value		Value
	2019/20	35.03%	2020/21	54.63%	2021/22	44.92%
% complaints resolved within time (Corporate)		Value		Value		Value
	2019/20	60.4%	2020/21	69.61%	2021/22	61.47%
The number of escalated complaints closed within 20 working days as % of total no of escalated complaints		Value		Value		Value
	2019/20	55.37%	2020/21	68.6%	2021/22	48%

Following the easing of COVID-19 pandemic restrictions, there was an increased demand which has been challenging for services to manage. However, there has been an improvement within specific departments, such as Building Services, whose overall response performance has increased. Staff turnover within the Customer Feedback Team and elsewhere within the organisation has impacted response times. This is because it has taken time to train and upskill the new post holders in complaint handling. The reasons for delays will continue to be explored and addressed with services directly to encourage compliance with the performance targets.

01. Citizen Panel

Citizens Panel
<p>The City Voice is an important tool for Aberdeen City Council, and the Community Planning Partners. It allows the different services to get a feel for and an understanding of what the public thinks about different policies, services and issues. It can show services the level of satisfaction with different services; but also where there might be room for improvement. In 2021 the topics covered in the City Voice questionnaire were: Access to Food, Your Heating, Your Income and Employment, Attitudes to Online Learning, Community Safety, Hate Crime Legislation, Young People, Mental Wellbeing, Travel and Transport, Your neighbourhood and Green Space.</p> <p>The City Voice is well received by panellists and question providers alike. We recently conducted a review of the City Voice and recommendations were implemented for the 2022/23 City Voice. A full copy of the review report can be found here and a summary of key recommendations can be found here.</p> <p>The City Voice is a useful tool for public engagement. We ask every service to provide a service response once they have received the results from the questionnaire. In their</p>

response, services explain how they will use the information gained through this process.

02. Data Led Organisation

Data Led Organisation

The management and use of data has been critical throughout 2021/22 in identifying risks, monitoring service delivery and supporting the redesign of services during the COVID-19 pandemic and moving into the implications of the cost-of-living challenges. Amongst this work is:

- Monitoring, both ourselves and with partners, of the impacts of both the COVID-19 pandemic and the cost of living the Scottish Government
- Horizon scanning on significant strategic and operational risk both for us and our role as a lead partner in Community Planning Aberdeen
- Continuing the monitoring of changes to outcomes as agreed through the Local Outcome Improvement Plan, Council Delivery Plan and Locality Plans
- Continued development of monitoring and managing demand for our services to drive our commissioning and budget process
- Establishing more integrated monitoring and reporting on the wellbeing of children and young, in line with the UNCRC
- Establishing Information Sharing Frameworks for Children & Young People and Adult Social Work / Care to facilitate faster decision making and, where agreed, sharing of data

Digital and Technology

Digital and Technology

The successful delivery of digital online services continues, supporting the achievement of our digital transformation aims. A key component of this transformation focuses on making it quicker, easier and more consistent for customers to access our services digitally, enabling them to become more self-sufficient. The provision of online services gives customers a choice of when and how they access our services and facilitates a reduced transaction cost compared to traditional channels of face to face and telephone. It also removes the need to complete paper forms and associated costs such as postage.

In 2021/22, further progress was made with the implementation of additional digital online services and processes. In addition, continued improvements are being made to existing online services to ensure they are efficient as they can be. A total of 21 new online services were implemented including the launch of further online services to support COVID-19 pandemic grants as well as continued development and improvement of the Customer Relationship Management system to enable the crisis support line with managing requests for COVID-19 pandemic assistance. A few examples of these online services are:

- Apply for a spring hardship grant
- Apply for pre-school food vouchers
- Apply for small accommodation providers grant
- Submit a Council Tax change of address
- Apply for Council Tax discount and exemptions
- Submit an outdoor seating enquiry
- Register for the Scottish milk and healthy snack scheme
- Apply for annual garden waste permit renewal
- Make a booking for the David Welch Winter Gardens

The digital solutions are enabling;

- A consistent experience for our customers when accessing our services.
- A consistent experience for our staff receiving and processing these applications, requests and reports.
- Convenience of 24/7/365 access to services e.g. don't need to wait until office hours to obtain a paper form.
- Reduced costs of printing paper forms.
- Faster service delivery e.g. applications, requests and reports are received quicker leading to quicker turnaround.
- Intelligent forms that remove potential for error in manual handling and deliver mandatory information at the first point of contact, meaning a reduction in follow up calls required.

Early Intervention and Community Empowerment

01. LGBF – Library Visits

Total number of library visits – person; virtual	Value		Value		Value	
	2019/20	1,736,063	2020/21	1,116,296	2021/22	1,347,180
<p>Physical visits in 2021/22 to our libraries increased by 229% reflecting the programme of reopening of libraries in line with Scottish Government and our COVID-19 pandemic guidance, at each stage maximising the opportunities for customers to access library services safely. At the start of 2021/22, only 9 libraries were open, increasing throughout the year to see all bar one library reinstated, although not all on full hours. We are aware from feedback that many in our communities were still quite hesitant to make in person visits so our Click and Collect and Home Library Service continued alongside our online offer to ensure services were available to people in different ways. Further disruptions to available hours were caused by the relocation of Dyce library necessitating a closure of 2 weeks plus a further closure over the festive period due to the new colocation.</p> <p>Virtual visits to our libraries' online offer of various resources, information sources and activities in 2021/22 increased by 10% compared with 2020/21. This is a smaller increase than the previous year's increase of 20% although overall it reflects the library service's commitment to providing quality online access to resources and activities. The use across the individual categories of virtual visits varied with for example, 43% more visits to our online catalogue as this became more visible as more site reopened allowing members to access information on stock and events. Social media interactions fell by 56% as we moved more to face to face communication and events. We noted a 16% increase in use of online databases with PressReader performing well and continuing to grow. This is in part due to the decision to hold fewer physical newspapers/periodicals, except for high interest items such as the local daily newspapers, but also as staff were starting to get back out into the community they are able to promote and showcase this and other resources.</p>						

02. Community Use of Libraries

Number of community participations generated by Library and Information Service Engagement and Extensions activity	Value		Value		Value	

	2019/20	44,972	2020/21	38,337	2021/22	36,464
<p>The decrease in performance is lower than expected given the traditional model of delivery, face-to-face, was not permissible in 2020/21. Library & Information Service staff achieved this by adapting and developing new skills to create digital content to enable the delivery of activities via online platforms. This was essential to ensure the service continued to support local communities unable to access traditional services due to the COVID-19 pandemic.</p>						

03. Learning Centres / Access Points

Number of PC terminal and Wi-Fi access uses within Libraries and Library Learning Centres	Value		Value		Value	
	2019/20	160,909	2020/21	19,464	2021/22	36,866
<p>We are committed to supporting digital inclusion in local communities. Overall, the COVID-19 pandemic recovery has brought this into ever sharper focus with the pivot from many organisations to online only service making free access to devices and network more crucial than ever to many. The capacity to deliver this support through provision of free Wi-Fi and Public PCs continued to be limited in 2021/22. This was due to the ongoing restrictions of the COVID-19 pandemic and also an unprecedented number of vacancies across the library service which did not allow for full reopening to pre-COVID-19 pandemic hours across Aberdeen. Despite this and highlighting the huge need for these services, overall use of Public PCs and Wi-Fi increased by 108% and 58% respectively from the previous year.</p> <p>The number of hours PCs and Wi-Fi were available remained limited, with libraries open for 188 fewer hours per week by the end of 2021/22 than pre-pandemic. The picture greatly improved over 2021/22 with all libraries apart from one library reopened, albeit with less hours, but ensuring all our communities could access internet and PCs locally. Previous partnerships with Community, Learning and Development colleagues and other third sector organisations were re-established during 2021/22. This led to PCs being used by individuals and groups for a variety of purposes from ESOL, employability to welfare reform support. Wi-Fi access in meeting rooms was also utilised by partners to undertake 1:2:1 sessions with their clients.</p> <p>Some issues were experienced due to slow connections, however we were granted funding to improve the network infrastructure in the Central Library so moving forward we will have a more stable environment to build on the work of 2021/22.</p>						

04. Housing Rental

Gross rent Arrears as a percentage of Rent due	Value	Value	Value
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	2019/20	8.16%	2020/21	11.3%	2021/22	14.02%
<p>Universal Credit and the COVID-19 pandemic crisis continue to have an impact on rent recovered. Cost of living and increase in fuel costs has also had a negative impact on tenants incomes.</p> <p>We have reviewed and amended our rent escalation process and recovery of rent is managed by a new corporate debt team. The focus of this new team is to work in close collaboration with our tenants and relevant Housing & Support Officer to manage and reduce arrears and early intervention action is taken to avoid cases proceeding to legal action stage. We also continue with our supportive policy for tenants with rent arrears aiming to address the underlying factors which have resulted in the rent arrears and as a consequence of this approach tenancy sustainment is strong and we will continue to action few evictions than previously.</p>						

Rent loss due to voids – Citywide – YTD average	Value		Value		Value	
	2019/20	1.86%	2020/21	2.53%	2021/22	3.66%
<p>Void property performance continues to be challenge, with a decrease in performance through the year. The longstanding problem of attracting and securing sufficient trades resources remains a key factor. Relatively high levels of terminations, with the private sector continuing to be more affordable than it has been historically, is also impacting on performance.</p> <p>Addressing voids performance continues to be a priority for services. Our Improvement Plan is now led at Chief Officer level and has an extensive range of actions intended to transform performance. Actions include assigning additional resources for voids repairs, use of digital technologies to support more efficient processes, review of scheme of allocations and enhanced tenants’ incentives scheme.</p>						

05. Equalities and Diversity

Work done to encourage and support equalities and diversity within the city
There have been continuous efforts and progress made to reduce inequalities and promote equality of opportunity.

- We developed new Equality Outcomes as part of our Public Sector Equality Duty with new outcomes developed every 4 years.
- The Disability Equity Partnership plays a key part in ensuring that our projects consider the needs of people with disabilities.
- We provided funding to 3rd party organisations such as Deafblind Scotland to provide support for people with dual sensory loss and Shopmobility to provide services to increase mobility and confidence while being out and about.
- We commissioned GREC (Grampian Regional Equality Council) to consult on issues affecting our citizens and feedback to us. They also provided services on our behalf such as counselling, English classes and support around Hate Crime.
- We increased our offer of BSL interpreters present at public events to make them more accessible to the BSL community.
- Our Gaelic Language Plan for 2021–25 was prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions.
- We provided more accessible information for the diverse groups that we engage with for example updates in community languages and BSL Videos , information in Easy Read , Gaelic and other community languages where requested.

3. Operations

Integrated Children's and Family Services

01. Looked After Accommodated Children

LAC with 3 or more placements in the past year (%)	Value		Value		Value	
	2019/20	4.22%	2020/21	3.37%	2021/22	3.5%
<p>We are committed to reducing the number of placement moves which children and young people experience. The number of moves in quick succession can be as a result of emergency unplanned admission, which is the case in a small number over this reported period. In addition, the ongoing COVID-19 pandemic issues led to some moves as a result of health related issues or increased need. Research shows that the greater the number of placement moves a child has, increases the likelihood of poorer outcomes for that child. The instability of care experiences does not allow for children to develop a sense of belonging and forge relationships of significance with their primary care givers which can support them into adulthood. Moves of care placements often necessitate changes of schools, providing a disrupted pattern of education commonly resulting in poorer outcomes in attainment or securing employment.</p> <p>Some of the children who did have 3 placements were moved onto a permanent fostering or adoptive destination, which is a positive placement move. The appropriateness and careful matching of children to placements remains a priority. Similarly, we are committed to ensuring that carers are supported in their training and development needs which can reduce the likelihood of placement disruption and provide continued stability for the child or young person.</p>						

02. Families at Risk

Percentage of looked after children and young people supported to remain within their families (at home and within kinship care)	Value		Value		Value	
	2019/20	44.98%	2020/21	46.93%	2021/22	45.7%
<p>The operational priority and emphasis over the coming year continues to be shifting the balance of care to support children being looked after within their families and communities. For those in such placements, there has been clear evidence and reporting from families of feeling supported. The Alternative to Care Services support children and young people to remain within their families/care placement.</p> <p>Our Housing Policy supports the rehousing of kinship carers where space is a barrier to them caring for a family member. Raising the proportion of children looked after in kinship care is our priority to be more in line with the national average. The Kinship Team has been extended and reconfigured to support this work.</p>						

03. Child Protection Register No's

Number of children on Child Protection Register	Value		Value		Value	
	2019/20	267	2020/21	276	2021/22	240

The number of children on the register rose significantly during the height of the COVID-19 pandemic as professionals sought to see, visit and protect children who may not otherwise be in professional sight such as when schools and nurseries were closed or when health visiting services were not being delivered in person. The 2021/22 figure is lower, but still reflects the impact of the COVID-19 pandemic on vulnerable children and their families. There is an average of between 90-100 children on the child protection register at any one point in time.

This number represents 3.2 per 1000 population, only slightly higher than the national average rate which is 2.9 per 1000 children. More than half (56%) of the children on the register are in the pre-school age group of unborn/ 0-4yrs, with registration not substantially varying according to gender. The primary categories of registration have over the past year remained fairly static with Aberdeen City mirroring the most common causes recorded nationally, – emotional abuse, neglect, drugs, parental mental health and domestic abuse. These most frequently cited categories also reflect the priorities from our Child Protection Programme for 2021-2024, including working collaboratively with the Aberdeen Violence Against women Partnership in the roll out of the Safe & Together programme across the Partnership over the next 2 years. 9% of registrations note a category of non-engaging family, which is considerably lower than the national average of 23% and is indicative of the strength based and relational approach to working with families referenced above.

04. Child Protection Re-registrations

The number of children re-registering on the Children	Value	Value	Value
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Protection Register within two years of being taken off the register	2019/20	21	2020/21	14	2021/22	26
<p>Re-registration continues to persistently affect a small number of children. Re-registration rates have continued to be closely monitored by the Performance and Quality Assurance Sub Committee of the Child Protection Committee in line with wider child protection improvement. This is in recognition that they may inform about the quality and longevity of support post de-registration, or in decision making at the point of de-registration. Re-registration also reflects that parental alcohol/drug use continues to feature prominently in the reasons for registration. We also know that the cycle of recovery for adults with problematic alcohol/drug use often involves relapse which can result in Child Protection Register being required again.</p> <p>Although there was an increase in the number of children who were re-registered, it is representative of ongoing and sustained improvement in this area and comparable to national averages.</p>						

Operations and Protective Services

01. Street Light Repairs

Percentage of all street light repairs completed within 7 days	Value		Value		Value	
	2019/20	61.94%	2020/21	83.04%	2021/22	79.47%
<p>A multi-year programme of lighting head replacements updating halogen heads for LED heads drove the significant performance improvement between 2019 and 2021 with the new LED head proving more reliable, as well as more efficient. The new LED heads have also facilitated quicker fault finding and repairs with digital technology allowing some faults to be monitored remotely, and repair resources to be more efficiently targeted.</p> <p>Whilst we employ two dedicated electricians, a significant percentage of 7-day lighting repairs are carried out by other multi-skilled teams. These teams duties include winter maintenance and routine road defect repairs. Weather conditions during the 2021/22 financial year led to these teams having an increased demand which had an impact on the streetlighting repair performance.</p>						

02. Street Lighting Lamps

Percentage of LED Lamps installed	Value		Value		Value	
	2019/20		2020/21	63%	2021/22	89.38%
The seven-year rollout program of replacing the old inefficient and expensive street lighting with more efficient and cost-effective LED lighting continues. The rollout has been progressed during 2021/22 Lighting which has been replaced by LED has increased from 16,145 in 2019/2020 to 21,047 in 2020/21. 4,902 LED lanterns were installed during 2020/21. 8186 LED lanterns were installed during 2021/22						

03. Road Network Restrictions

Percentage of council and private bridges assessed that failed to meet the EU standard of 40 tonnes	Value		Value		Value	
	2019/20	2.3%	2020/21	2.3%	2021/22	1.84%
There are several projects which are proposed for the future capital programme. These include work on Victoria Bridge, King George VI Bridge, Parkhill Bridge, Cults Square, Milton of Drum, Maryculter Bridge and Union Bridge. These are required in order to maintain security of the network.						
The Bridge of Dee requires upgraded scour protection and design work is underway. Works are due to start financial year 2023/24 using a sum of money transferred to Aberdeen City Council for this particular purpose.						

04. Pothole Repairs

Potholes Category 1 and 2 - % defects repaired within timescale	Value		Value		Value	
	2019/20	94.3%	2020/21	83%	2021/22	84%
The recurring trend of a higher volume of potholes repaired in the winter period continues. During the winter months, variation in temperature along with road surfaces being wet can lead to road surface deterioration. The number of repairs can be attributed to a number of factors, for example; weather variation and the improved functionality of the web portal for reporting pothole repairs, the improved user friendly interface can make it easier for customers to report a fault.						

05. LGBF – Refuse Collection

Number of premises for refuse collection (combined domestic, commercial, and domestic bulky uplift)	Value		Value		Value	
	2019/20	121,619	2020/21	122,769	2021/22	124,369
Most of the growth is the result of new developments. As number of properties has increased the Waste and Recycling has changed the collections of around 20,000 properties to balance the workload of new properties and future developments.						

07. LGBF – Noise Complaints

Barking Dogs and domestic Environmental Protection Act complaints received during the year requiring attendance on site, the average time (hours) between the time of the complaint and attendance on site.	Value		Value		Value	
	2019/20	24.7	2020/21	54.8	2021/22	57.2
In 2021/22 the Environmental Protection Service received 397 dog barking complaints and 16 domestic EPA noise complaints. Of those complaints 109 dog barking complaints and 1 domestic EPA complaint were attended.						
There are two Dog Wardens in the team who deal with dog barking complaints. For 6 months of 2021/22, there was only one member of staff available to respond to all complaints, and also attend visits. During this period, due to workload and the number of complaints requiring screening and response, response time to visit did increase somewhat for some complaints. However, communication was always initiated as a first response on each occasion to gather information and to also inform complainants of a potential delay. There were also occasions where several attempts to contact the complainant were made before a response was received, in order to progress with a visit. Appointments made to suit the member of the public can also delay when a visit takes place.						

08. Food Hygiene

Food Recovery Plan
The food law landscape has changed significantly over the last three years. In 2019 a new risk rating scheme was introduced which combined the inspection activities of food hygiene and food standards into one food law intervention. During food law interventions several aspects of the business are assessed including hygiene practices, cleanliness, temperature monitoring, staff training, allergen controls, product labelling and pest control.
Due to the impact of the COVID-19 pandemic, at the beginning of April 2020, Food Standards Scotland secured Ministerial agreement to allow relaxation of routine food intervention programmes and all inspections were suspended allowing resources to be diverted to COVID 19 pandemic related work. During this time officers worked closely

with colleagues in the Trading Standards Service, Grampian Health Board Health Protection Team, Health and Safety Executive, Food Standards Scotland and Police Scotland to ensure that businesses understood what was required to achieve compliance with the regulations and guidance that were introduced to control the COVID 19 pandemic. This work included reviewing guidance; visiting premises; providing advice; delivering seminars and issuing formal notices in those instances where there were continuing breaches of legislation.

The exemption concluded at the end of August 2021 and the Recovery/ Restart process commenced. This was led by Food Standards Scotland who acknowledged that Local Authority intervention programmes would be adversely affected following the suspension of the inspection programme as numerous interventions would not be undertaken when due. It was, consequently, agreed that measures to address this backlog should be considered and that a recovery process to restart the inspection programme be designed and implemented in order to enable all Local Authorities to rectify the position in a consistent manner.

To assist with this process a guidance document was produced, by a working group convened by the Scottish Food Enforcement Liaison Committee (SFELC) and was shared with all local authorities. This guidance included a risk based Priorities Table and local authorities could choose which priorities they would address dependent on available resources. It was decided that the Service would undertake work within the two highest Priority Groups, 1 and 2.

Group 1

Includes businesses that manufacture high risk foods and those that undertake a specific method of processing that has the potential to increase the risk of public health beyond that of normal preparation, storage or cooking for example those businesses selling sushi, vacuum packing ready to eat foods or producing fermented meat such as salami. Exporters as well as manufacturers, processors, importers wholesalers, brokers and packers of food at enhanced risk of food fraud, substitution, adulteration or contamination are also included.

Group 2

Includes manufacturers, processors and caterers; retailers handling open high-risk foods.(High-risk foods are ready-to-eat foods that don't require to be cooked. These foods will support bacterial growth; examples include cooked meats, prepared salads and products containing fresh cream.) Importers, packers, wholesalers and distributors of high-risk foods not in Group 1 are also covered by Group 2. The majority of takeaways, cafes and restaurants fall within this category.

This Recovery/ Restart process was subsequently suspended in December 2021 continuously to January 2022 for several weeks due to the emergence of COVID-19 pandemic Omicron variant. Recovery has been difficult for the Service due to limited staff resources which is reflected by the current national shortage of Environmental Health Officers. In addition, officers who undertake Food Law inspections are also responsible for executing other non-food law related statutory duties including those related to Health and Safety, Licensing, Animal Health and Port Health. Resources therefore have to be prioritised and work is allocated according to risk. Throughout the Recovery/Restart process there have been ongoing discussions and sharing of good practice with colleagues both locally and nationally.

EU Exit has also had a significant impact on the Service as resources were focussed on those Approved Premises, fish processors, that were exporting product to the European

Union. Since January 2021 this has necessitated several visits to these premises along with additional certification requirements to allow these businesses to continue to trade with European countries.

This, as well as the recent introduction of a new framework for inspection of these types of premises, which necessitates several visits and the associated accompanying paperwork, rather than one single inspection in an inspection cycle, has significantly increased the workload. Additionally, this has also had an impact on the amount of resource available to undertake general food law interventions as part of the Recovery Process. Previously these businesses who predominately deal in low risk products would have been inspected infrequently.

Suspension of the inspection programme is unique and the simultaneous impact of the COVID-19 pandemic and EU Exit have made it a challenging year for the Service from which it will take some time to recover. In the meantime, work will continue to be prioritised according to risk.

09. High Priority Pest Control

High Priority Pest Control - percentage responded to within 2 days	Value		Value		Value	
	2019/20	98.2%	2020/21	97.7%	2021/22	98.4%
<p>100% response time may not always be possible to achieve due to variations in the number of complaints received each month. The COVID-19 pandemic could have had a significant impact on the ability to respond to service requests, as staff worked from home. However, there was no impact on the ability to respond to complaints, as staff had access to the relevant systems to obtain complaint information and contact complaints. Eight of the 19 service requests not responded to within the 2 days were received during the Christmas period, when there is no pest control service.</p>						

10. High Priority Public Health Complaints

High Priority Public Health - percentage responded to within 2 days	Value		Value		Value	
	2019/20	96%	2020/21	97.6%	2021/22	99.2%
<p>100% response time may not always be possible to achieve due to variations in the number of complaints received each month. The COVID-19 pandemic could have had a significant impact on the ability to respond to service requests, however as staff could effectively work from home to both access systems to obtain complaint information and contact complaints, there was no impact on the ability to respond to complaints. The service was not significantly impacted from COVID-19 pandemic related absences. Lower staffing levels through annual leave, training and staff vacancies can also make compliance more challenging. Despite staff shortages, restructuring within the Environmental Protection team meant that a high quality of service delivery with regards to response times could continue to be maintained.</p>						

11. Air Quality

Air Quality
<p>The national and EU annual mean air quality objective for nitrogen dioxide is exceeded in Aberdeen and the Council has a statutory duty both to assess air quality and implement actions to reduce pollution levels in areas where objectives are exceeded.</p>
<p>There are 6 continuous air quality monitoring stations in Aberdeen which continuously record nitrogen dioxide and particulate concentrations. There are also over 60 diffusion tubes attached to lamp post and downpipes across the City used to identify hotspots, monitor trends and changes in pollution levels, for example following changes</p>

in traffic flows as a result of local infrastructure measures. The data from all the monitoring is reviewed and assessed and helps inform council policies and initiatives, for example on planning, transportation, infrastructure and carbon reduction.

Promotional and awareness raising activities and actions to promote sustainable transport and active travel are also key to improving air quality. Due to the COVID-19 pandemic restrictions and staff shortages no 'hands-on' promotional events took place during 2021.

The main focus of Council activities in 2021/22 was the progression of actions to support the introduction of a City Centre Low Emission Zone (LEZ). Following a public and stakeholder process in 2020, a preferred LEZ option was approved by Committee in June 2021. A further consultation on the preferred option ran for 8 weeks between June and August 2021 involving bus, coach, freight and taxi operators, local business, local residents and the general public. This consultation, along with the subsequent formal objection process which ran for 4 weeks in November 2021, resulted in minor changes of the LEZ boundary. The final LEZ proposals and supporting documentation was submitted to Ministers for approval in February 2022. A dedicated web page has been established where interested parties can view proposals, supporting documentation and frequently asked questions.

Outwith the formal LEZ consultation processes, we regularly engaged with other key regional partners and groups on developing air quality and transportation matters via meetings and webinars. A range of other initiatives to support sustainable transport and active travel and reduce carbon emission also contribute to improved area quality. Initiatives include:

- Active Travel: Smarter Cities initiatives were introduced across the City Centre and adjoining areas as a result of Covid to promote walking and cycling. These included the removal of all traffic on Union St between Market St and Union Terrace, the introduction of Union St bus gates and traffic restrictions on George St, Rosemount and Torry areas. Other improvements to the strategic and local walking and cycling network continue to grow each year, supported by wider activities to promote active travel such as Travel Tracker to promote active and sustainable journeys for children going to and from school.
- Support of the ECO Star fleet recognition scheme: Using Scottish Government funding, the Council contracted a third party to continue to deliver the Eco Stars scheme in Aberdeen City and Aberdeenshire. Membership of the scheme is free and encourages and supports operators of HGVs, vans, buses and coaches to run their fleets more efficiently.
- Cleaner Vehicles: Aberdeen City Council has alternatively fuelled (electric or hydrogen) vehicles available for both staff and the public via the Council Car Club scheme. The electric vehicle charging network also expanded in 2020.
- Transportation Infrastructure: Various infrastructure initiatives were progressed to support traffic movement and reduce congestion on key routes and consequently support improved air quality. These included the commencements of works to improve the Haudagain roundabout and progression of the Berryden Corridor and South College Street initiatives.

14. Fleet Vehicles under 5 years old

Percentage of Fleet Vehicles under 5 years old	Value		Value		Value	
	2019/20	72.13%	2020/21	76.31%	2021/22	67.71%

Vehicle "life" depends on a number of criteria and operating life may range from 5 to 7 years depending upon usage and the vehicle type – small LGV vehicles or HGV vehicles over 3.5 tonnes. There is an optimum time for vehicle replacement and it is likely that the older the vehicle the greater the cost of repairs and maintenance and the likely increase of vehicle downtime. Vehicle life can be extended where appropriate according to current mileage and condition and whilst this may increase the percentage of vehicles over 5 years old, it provides best value. Our aim is to continue to work towards de-carbonising its in-house fleet and introduce new vehicles with the latest reduced and/or zero emissions technology.

A new fleet management system has been operating in a reduced asset management since February 2022, giving a better understanding of fleet vehicle utilisation and whole life costs, which will impact on the age profile of the fleet going forward. The vehicles life may be extended depending on mileage and condition, which will impact the figure, but provide best value. We are committed to reducing carbon emissions both within its operations and across the city as part of the Climate Change Energy Plan. Reducing emissions from transport remains a challenge as it involves the need for behaviour change either in relation to changing method of transport or moving to the use of new vehicle technology such as electric or hydrogen vehicles.

15. Traffic Light Repairs

Percentage of all traffic light repairs completed within 48 hours	Value		Value		Value	
	2019/20	94.63%	2020/21	96.89%	2021/22	96.56%

Performance remains consistently high.

22 faults that were not repaired within the 48-hour timescale, of which 10 were related to road traffic accidents. These are accepted as being unavoidable in most cases as they are outwith the control of the maintenance contractor. Of the remaining 12 faults not repaired within the 48-hour timescale, 8 were due to age-related issues.

4. Resources

Corporate Landlord

01. LGBF – Public Access

Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	Value		Value		Value	
	2019/20	81.62%	2020/21	81.95%	2021/22	81.82%
The remaining buildings that are not accessible are generally inherently difficult to improve and the only option for these buildings is to close them or to replace them.						

02. LGBF – Asset Management

Percentage of internal floor area of operational accommodation that is in a satisfactory condition.	Value		Value		Value	
	2019/20	96.75%	2020/21	96.38%	2021/22	96.71%
The overall floor area has remained relatively static, but the overall number of properties has reduced by 3. Improvement came from the new Stoneywood Primary, where the C rated School has been replaced with a new A rated school. The Art Gallery did not open at the anticipated time and this also affected performance. The floor area of the Gallery in addition to the Cowdray Hall accounts for around 1% of the overall floor area.						
Improvements will continue to be made through the Condition & Suitability programme. Further decline in assets identified during the current survey programme is difficult to predict, however, this is unlikely to result in any significant change in grades. The redevelopment of the Art Gallery, Cowdray Hall and the new Tillydrone Community Hub, will have a positive impact on performance in 2022/23.						

The proportion of operational accommodation that is suitable for its current use.	Value		Value		Value	
	2019/20	75.27%	2020/21	75.09%	2021/22	75.9%
The three assets added this year are either A or B for suitability. Whilst these have a positive impact, the improvement is offset by the removal of four suitable buildings. Only one removed asset, Clinterty Caravan Park was rated C for suitability. Planned works on various assets include the reopening of provost Skene's House, which will result in an						

A suitability rating. Ongoing suitability works to schools will continue throughout the summer break, and the new nursery programme including Duthie Park Lodge will result in the creation of A rated assets.

The suitability survey programme has been delayed by competing demands on resources for both Corporate Landlord and the Services occupying the assets. The survey programme will be restarted next year. This may see some assets being downgraded, but it is not possible to predict this impact at this time.

03. Operational Assets Required Maintenance Costs

The required maintenance cost of operational assets per square metre	Value		Value		Value	
	2019/20	£89.30	2020/21	£90.74	2021/22	£93.77

The overall floor area has decreased slightly due to the closure or transfer to Housing Revenue Account of a number of smaller properties. Many projects have been delayed due to the impact of the COVID-19 pandemic and due to this, a reduction in required maintenance against certain assets has not been achieved. Updated of condition surveys has seen some required maintenance requirements increase. These combined factors have led to an increase in the overall figure.

The Condition and Suitability Programme will continue to allow for targeted priority capital spend. This will result in improvements to specific buildings, but buildings not included in the programme may decline. Capital projects, such as Provost Skene's House will have a positive impact in 2022/23.

Finance

01. Efficiencies Achieved

Council-wide efficiencies as a percentage of revenue budget	Value		Value		Value	
	2019/20	9.38%	2020/21	6.34%	2021/22	6.36%
The Council savings of £30.4m for 2021/22 budget were achieved by a combination of staff/vacancy management savings and service delivery changes. During the year savings were achieved, in addition to receiving Scottish Government funding to support operations and income losses that all ensured that that we delivered a budget surplus at year end. We continue to set balanced budgets annually and have modelled the financial challenges that lie ahead through the Medium Term Financial Strategy.						

02. Accountancy Costs

Cost of overall accountancy function per £1,000 of net expenditure	Value		Value		Value	
	2019/20	£4.16	2020/21	£3.70	2021/22	£3.26
Finance expenditure has decreased from £1.710 million to £1.583 million, due to a further reduction in staff numbers in the accountancy function, and the cost of overall Council Operations have increased by £23.983m to £485,939 million.						

People and Organisation

01. LGBF – Sickness Absence

The average number of working days per employee lost through sickness absence for teachers	Value		Value		Value	
	2019/20	5.37	2020/21	4.16	2021/22	5.56
The increase in absence levels has been noted, and work is underway to roll out an Absence Improvement Project across the Council. This will be reported through the						

Performance Board.

- We have improved the reporting of sickness absence through Power BI reporting, and continue to roll out the reports to managers across the organisation to allow for greater in depth analysis of absence data at Service level
- People and Organisation Development Advisers are meeting on a regular basis with Service Management Teams to undertake deep dives of the absence data and identify areas requiring intervention and support, and refresher training will be rolled out for all managers.
- Summary absence data continues to be reported bi-annually to Staff Governance Committee

The average number of working days per employee lost through sickness absence for other local government employees	Value		Value		Value	
	2019/20	11.3	2020/21	10.32	2021/22	13.85

As part of the Absence Improvement project, we are analysing information to identify supports that can be put in place for services in need of the most intervention. Recent improvements have included giving all line managers instant access to real time absence data for their teams through a report on the manager dashboard of the Human Resources system.

02. LGBF – Equal Opportunities Policy

Percentage of council employees in top 5% of earners that are women	Value		Value		Value	
	2019/20	57.52%	2020/21	58.11%	2021/22	57.99%

We are providing equality of opportunity to both female and male employees. The equalities agenda is concerned with meeting the public sector general equality duty and the specific duties. Over the last year we have continued to work towards meeting our specific duties in relation to employment equality. The specific duty of equality impact assessing and reviewing policies and practices against the needs of the general equality duty has continued to be undertaken, with impact assessments of employment policies and practices for the protected characteristics, including gender. We are also working in relation to occupational segregation in teaching and early years.

03. Employee Engagement

Employee Engagement

We have several themes related to employee engagement:

- Executive Sponsorship: creating active and visible executive engagement. This included: Chief Executive blogs; Chief Officer webinars/blogs and updates to specific change projects.
- Communications: our communication included: Future of Work, Smarter Working, wellbeing, COVID-19, staff recognition, Climate Change, training/developments, cost of living as well as council and partnership projects.
- Training: ensuring people feel knowledgeable, capable and confident to move to the future change. We have developed our worker styles and improved our appraisal system with a focus on frontline needs.
- Employee Voice: ensuring employees can share their views and ideas through established reliable channels. We have an “Ask a Colleague” feed where colleagues can seek solutions together.
- Empowering Managers: ensuring our managers guide employees through change, reinforcing and role modelling behaviours at a local level. Posts to our Leadership Forum site included training/development, governance/policy updates, appraisal reviews and Smarter Working.
- Co-creation: we collectively design solutions to organisation-wide issues or challenges set by leadership. An example is the creation of staff working groups in our priority areas of focus to support the
- Self-Managing: we aim to have spontaneous, self-led groups with minimal corporate intervention. We have increased focus on frontline staff and enabling digital connection through the Champions’ network.
- Measurement: we have used information from our feedback surveys from each project or major change to inform plans for further activities and priorities.

04. Workforce Profile

Percentage of disabled employees	2019/20	Value 3.2%	2020/21	Value 3.7%	2021/22	Value 3.6%
Percentage of full-time female employees	2019/20	Value 34.5%	2020/21	Value 31.8%	2021/22	Value 32.9%
Percentage of part-time male employees	2019/20	Value 4.6%	2020/21	Value 5.1%	2021/22	Value 5.6%
Percentage of full-time male employees	2019/20	Value 25.2%	2020/21	Value 24.9%	2021/22	Value 24.4%
Percentage of employees under 20 years	2019/20	Value 0.5%	2020/21	Value 0.4%	2021/22	Value 0.7%
Percentage of employees aged 20 – 29	2019/20	Value 13.1%	2020/21	Value 12.7%	2021/22	Value 13.1%
Percentage of employees aged 30 – 39	2019/20	Value 23.3%	2020/21	Value 23.7%	2021/22	Value 24.6%
Percentage of employees aged 40 – 49	2019/20	Value 23.7%	2020/21	Value 23.4%	2021/22	Value 23.2%
Percentage of employees aged 50 – 59	2019/20	Value 27.5%	2020/21	Value 27.9%	2021/22	Value 27%
Percentage of employees aged 60 – 64	2019/20	Value 8.3%	2020/21	Value 8.4%	2021/22	Value 8.1%

Percentage of employees aged over 65	Value		Value		Value	
	2019/20	3.5%	2020/21	3.7%	2021/22	3.5%
Percentage of part-time female employees	Value		Value		Value	
	2019/20	35.8%	2020/21	38.3%	2021/22	37%

The Equality Action Plan sets out the ways in which we plan to address areas of under representation in the workforce, and to support those existing employees who have a protected characteristic. We continue to work towards promoting equality and encouraging diversity across the workforce.

We hold a number of accreditations which demonstrate the Council's commitment to an inclusive and diverse workforce. These include:

- Equally Safe at Work (Bronze Award)
- Investors in Young People (Good practice Award Gold Standard)
- Disability Confident Employer
- Carer Positive Engaged Employer

There has been an increase in the percentage of employees with a disability; this is encouraging and reflects our ongoing commitment as a Disability Confident Employer. The redeployment scheme aims to retain employees with disabilities or medical conditions in employment by matching them to suitable posts within the organisation. There has been an increase in part time working over the past year. During the COVID-19 pandemic we have provided increased flexibility for colleagues to allow them to undertake caring responsibilities and embrace different ways of working. An area of particular interest has been the increase in the percentage of part time male employees. The age demographic shows 63% of the workforce falling into the 40 and over categories, with only 0.37% of the workforce being under 20, a slight reduction on last year's figures. A number of initiatives have been launched this year to encourage younger workers, including the setting up of the Young Person's Network; the launch of the Kickstart Internship Programme; a wide-ranging Apprenticeship programme and the Young Person's Guarantee Scheme.

05. LGBF – Gender Pay Gap

Average Hourly rate of Pay (Male)	Value	Value	Value
	2019/20	2020/21	2021/22
	£16.56	£16.33	£16.67
Average Hourly rate of Pay (Female)	Value	Value	Value
	2019/20	2020/21	2021/22
	£17.49	£16.96	£17.29
The gender pay gap	Value	Value	Value
	2019/20	2020/21	2021/22
	-5.6%	-3.83%	-3.72%
<p>A key element of the gender pay gap is reflective of the teaching workforce, which is predominantly female. Prior to the 2018–2020 multi-year pay award for teachers, we had a small gender pay gap in favour of men, however the awards of 3%, 7% and 3% for main grade teachers over the 3 years of the pay award led to a reversal of this position, and to the current position.</p> <p>We are committed to supporting the city economy through the Scottish Government Fair Work Action Plan and understanding of the gender pay gap within the organisation is crucial and ongoing monitoring will therefore take place.</p>			