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ABERDEEN
CITY COUNCIL

To: Councillor Laing, <u>Convener</u>; Councillor John, <u>Vice Convener</u>; and Councillors Cameron,   Councillor Donnelly, the Depute Provost,   Jackie Dunbar,   Duncan, Flynn, Wheeler and Yuill.

Town House,
ABERDEEN 21 January 2018

STRATEGIC COMMISSIONING COMMITTEE

The Members of the **STRATEGIC COMMISSIONING COMMITTEE** are requested to meet in **Committee Room 2 - Town House on <u>TUESDAY, 29 JANUARY 2019 at 2.00 pm</u>.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

1.1   <u>There are no items of urgent business at this time</u>

DETERMINATION OF EXEMPT BUSINESS

2.1   <u>Members are requested to determine that any exempt business be considered with the press and public excluded</u>

DECLARATIONS OF INTEREST

3.1   <u>Members are requested to declare any interests (Pages 3 - 4)</u>

REQUESTS FOR DEPUTATION

4.1   <u>There are no requests for deputation at this time</u>

MINUTE OF PREVIOUS MEETING

5.1   <u>Minute of Previous Meeting of 20 November 2018 (Pages 5 - 12)</u>

COMMITTEE PLANNER

6.1   Committee Business Planner (Pages 13 - 16)

NOTICES OF MOTION

7.1   There are no notices of motion at this time

REFERRALS FROM COUNCIL, COMMITTEES AND SUB COMMITTEES

8.1   There are no referrals at this time

GENERAL BUSINESS

9.1   Review of Aberdeen City Council's Approach to Customer and Community
        Engagement (Pages 17 - 44)

9.2   Refreshed Aberdeen City Local Outcome Improvement Plan 2016-26
        (Pages 45 - 116)

EXEMPT / CONFIDENTIAL BUSINESS

10.1   Workplans and Business Cases (Pages 117 - 160)

EHRIAs related to reports on this agenda can be viewed here

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Should you require any further information about this agenda, please contact Allison
Swanson, tel 01224 522822 or email aswanson@aberdeencity.gov.uk

DECLARATIONS OF INTEREST

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons ……………

For example, I know the applicant / I am a member of the Board of X / I am employed by… and I will therefore withdraw from the meeting room during any discussion and voting on that item.

OR

I have considered whether I require to declare an interest in item (x) for the following reasons …………… however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

OR

I declare an interest in item (x) for the following reasons …………… however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is

     (a)   a devolved public body as defined in Schedule 3 to the Act;
     (b)   a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
     (c)   a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or
     (d)   a body being a company:-
          i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
          ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

OR

I declare an interest in item (x) for the following reasons……and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval
- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority…. and I will therefore withdraw from the meeting room during any discussion and voting on that item.

STRATEGIC COMMISSIONING COMMITTEE

ABERDEEN, 20 November 2018.   Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE.   Present:- Councillor Laing, Convener; Councillor John, Vice-Convener; and Councillors Cameron, Councillor Donnelly, the Depute Provost, Jackie Dunbar, Duncan, Townson (as a substitute for Councillor Flynn), Wheeler and Yuill.

The agenda and reports associated with this minute can be found here

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be retrospectively altered.

EXEMPT BUSINESS

1.   The Convener proposed that the Committee consider item 10.1 (Workplans and Business Cases) with the press and public excluded.

The Committee resolved:-
in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of item 10.1 on today's agenda so as to avoid disclosure of exempt information of the class described in paragraph 8 of Schedule 7(A) of the Act.

DECLARATIONS OF INTEREST

2.   There were no declarations of interest.

MINUTE OF PREVIOUS MEETING OF 13 SEPTEMBER 2018

3.   The Committee had before it the minute of its meeting of 13 September 2018 for approval.

The Committee resolved:
to approve the minute as a correct record.

COMMITTEE BUSINESS PLANNER

4.   The Committee had before it the committee business planner as prepared by the Chief Officer – Governance.

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The Committee resolved:-
(i)   to note that item 4 (Review of Customer and Community Engagement) had been delayed for the reason detailed in the committee business planner;
(ii)   to note that item 12 (City Centre Masterplan Project EN10: Union Terrace Gardens – Outline Design, Business Case, Development Costs and Procurement Strategy), had been delayed for the reason detailed in the committee business planner and to note the verbal update provided by the Chief Officer Capital and that a further update would be provided under exempt business later in today's meeting; and
(iii)   to otherwise note the business planner.

COMMISSIONING RISK REGISTER - COM/18/287

5.   The Committee had before it a report by the Director of Commissioning which presented the cluster risk registers for Commissioning and Procurement Services and Business Intelligence and Performance Management in accordance with the Risk Management Framework and the Committee Terms of Reference.

The report recommended:-
that the Committee note the cluster risk registers presented and the actions identified to control the risks contained therein.

The Committee resolved:-
to approve the recommendation.

ABERDEEN CITY POPULATION NEEDS ASSESSMENT 2018 - COM/18/106

6.   The Committee had before it a report by the Director of Commissioning which presented the 2018 Population Needs Assessment (PNA) for Aberdeen City. The PNA was a key source of evidence which informed the key priorities for Community Planning Aberdeen and Aberdeen City Council.

The report recommended:-
that the Committee approve the Population Needs Assessment 2018 as a key source of evidence to understand the needs of the population which the Council and Community Planning Partnership was working together to address.

The Committee resolved:-
(i)   to approve the recommendations;
(ii)   to instruct the Chief Officer – Business Intelligence and Performance Management to advise the Committee, by way of email, when the next data for wellbeing at both a local and national level would be available; and

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(iii)   to instruct the Chief Officer – Business Intelligence and Performance Management to provide comparator figures in future reports where possible.

LOCALITY PLANS ANNUAL REPORT - CUS/18/242

7.   The Committee had before it a report by the Director of Customer Services which sought endorsement of the first annual progress reports for each of the Community Planning Partnership's three Priority Localities.

The report recommended:-
that the Committee endorse each of the three annual progress reports for the Community Planning Partnership's Priority Localities prior to their submission to the Community Planning Aberdeen Board on 3 December 2018 for final approval.

The Committee resolved:
(i)   to approve the recommendation; and
(ii)   to instruct the Chief Officer – Early Intervention and Community Empowerment to look at demonstrating the links and cumulative impact of the Partnership improvement projects in future Locality Partnership performance reports.

SUSTAINABLE PROCUREMENT AND COMMUNITY BENEFITS POLICY - COM/18/239

8.   The Committee had before it a report by the Director of Commissioning which sought approval to implement a Sustainable Procurement and Community Benefits Policy developed by the Commercial and Procurement Shared Service. The Policy governed compliance at an operational and strategic level in these subject areas.

The report recommended:-
that the Committee –
(a)   approve the Sustainable Procurement and Community Benefits Policy contained in Appendix 1;
(b)   instruct the Head of Commercial and Procurement Services to implement the Council's policy in a way which contributed to the outcomes contained in the refreshed Local Outcome Improvement Plan (LOIP);
(c)   instruct the Head of Commercial and Procurement Services to work with the Community Planning Partnership partners to review the applicability of the ACC Community Benefits Policy to partners contracts thereby enabling a collective contribution to the LOIP from a multi agency approach to community Benefits; and
(d)   instruct the Head of Commercial and Procurement Services to report back to the Committee at its November 2019 meeting on the progress made in the implementation of the policy and its application to the LOIP.

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The Committee resolved:
to approve the recommendations.

PARTICIPATORY BUDGETING POLICY - CUS/18/243

9.   The Committee had before it a report by the Director of Customer Services which sought approval of a new Participatory Budgeting Policy.

The report recommended:-
that the Committee approve the Participatory Budgeting Policy appended to the report, for immediate implementation.

The Committee resolved:
to approve the recommendation.

OUTCOMES-BASED COMMISSIONING - COM 18/292

10.   The Committee had before it a report by the Director of Commissioning which outlined the steps which would be taken over the next 18 months to embed commissioning across the Council. The report built upon the considerable work since April considering the stages in developing the Council's commissioning approach.

The report recommended:-
that the Committee approve the proposed approach to commissioning within the Council.

The Committee resolved:
to approve the recommendation.

      EXEMPT BUSINESS

      In accordance with the decision recorded under article 1 of this minute, the following item of business was considered with the press and public excluded.

WORKPLANS AND BUSINESS CASES - COM/18/288

11.   With reference to article 18 of the minute of the meeting of the Strategic Commissioning Committee of 13 September 2018, the Committee had before it a report by the Director of Commissioning which (1) presented the additional procurement workplans since the Committee's meeting on 13 September 2018 for the Operations,

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Place and Resources Functions to Committee for review; and (2) sought approval of the total estimated expenditure for each proposed contract as contained in the Procurement Business Cases appended to the report. There were no additions to the procurement workplans for the Commissioning, Customer and Governance Functions since the previous meeting of the Committee and therefore the workplans for these Functions were not presented.

The report recommended:-
that the Committee –
(a)   review the workplans of the Operations, Place and Resources Functions as detailed in the Appendices;
(b)   where a Business Case had been submitted, approve the total estimated expenditure for each proposed contract as per the Procurement Business Cases and workplans, as required by ACC Procurement Regulation 4.1.1 as detailed in section 3.1 of the report;
(c)   note that Business Cases for procurement exercises to be commenced after 29 January 2019 would be submitted on a phased basis to future meetings of the Strategic Commissioning Committee; and
(d)   approve the direct award of any contracts where there were special circumstances detailed in the business case which justified not going out to tender or calling-off from a framework agreement.

The Committee resolved:-
(i)   to approve the recommendations; and
(ii)   in respect of future reports to instruct the Director of Commissioning to review the terminology for describing consultancy.

EXEMPT BUSINESS

The Committee agreed in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of the following verbal update in respect of item 12 on the Committee Business Planner so as to avoid disclosure of exempt information of the class described in paragraph 8 of Schedule 7(A) of the Act.

CITY CENTRE MASTERPLAN PROJECT EN10: UNION TERRACE GARDENS - ITEM 12 OF THE COMMITTEE BUSINESS PLANNER

12.   With reference to article 4 of this minute, the Committee received a further verbal update from the Chief Officer - Capital in respect of item 12 (City Centre Masterplan Project EN10: Union Terrace Gardens – Outline Design, Business Case, Development Costs and Procurement Strategy), on the Committee Business Planner.

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<u>The Committee resolved</u>:-
to note the update.
COUNCILLOR LAING, <u>Convener</u>

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	A	B	C	D	E	F	G	H	I
1	**STRATEGIC COMMISSIONING BUSINESS PLANNER** The Business Planner details the reports which have been instructed by the Committee as well as reports which the Functions expect to be submitting for the calendar year.								
2	**Report Title**	**Minute Reference/Committee Decision or Purpose of Report**	**Update**	**Report Author**	**Chief Officer**	**Directorate**	**Terms of Reference**	**Delayed or Recommended for removal or transfer, enter either D, R, or T**	**Explanation if delayed, removed or transferred**
3			**29 January 2019**						
4	Refreshed LOIP	To present the refresh of the Local Outcome Improvement Plan. **A report is on the agenda.**		Frank McGhee	Commissioning	Commissioning	Remit 2.3 and 4.3		
5	Strategic Outcomes Framework	To present the proposed Strategic Outcomes Framework which is linked to the refresh of the Local Outcome Improvement Plan. **This is covered in the refreshed LOIP report on today's agenda.**		Frank McGhee	Commissioning	Commissioning	Remit 2.3		
6	Strategic Energy Services Company (SESCo) Update	To present the Energy Services Company (ESCo) Business Plan for managing the councils energy and energy projects, to achieve the objectives and deliver on the instructions from the Business Case presented to Council 17th August 2016.	Deferred from the meeting of 7/6/18 as there were several queries from ESCo Officer/Member WG that needed to be addressed and these were to be responded to in full late May at the next WG meeting. APSE Energy are providing support to reshape the Business Model and Plan. Deferred from the meeting on 13/9/18 - following feedback from the WG and receipt of the final APSE review a further option has been identified and will be worked up and included within the Business Plan to be presented in January 2019.	Mike Smith	Commercial and Procurement	Commissioning	Purpose 1 and 6 Remit 3.3 and 3.4	D	Project referred to the budget process.
7	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases. **A report is on the agenda.**		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		

	A	B	C	D	E	F	G	H	I
2	**Report Title**	**Minute Reference/Committee Decision or Purpose of Report**	**Update**	**Report Author**	**Chief Officer**	**Directorate**	**Terms of Reference**	**Delayed or Recommended for removal or transfer, enter either D, R, or T**	**Explanation if delayed, removed or transferred**
8	Review of Customer and Community Engagement	The Committee on 7/6/18 agreed, amongst other things, to instruct the Director of Commissioning to undertake an audit and review of existing methods and activity of customer and citizen engagement and report back to the Committee with recommendations which:- • proposed a planned and co-ordinated approach to future engagement and consultation, ensuring that this meets the needs of both the Council and customers and citizens; • identified and spread best practice; • demonstrated how this would inform future commissioning. **A report is on the agenda.**	At its meeting on 20/11/18 the Committee noted that the report had been delayed as whilst the audit and analysis of existing activity has been completed, recommendations for the future design and implementation of customer and community engagement are being finalised in the light of the emerging priorities from the draft LOIP.	Martin Murchie	Business Intelligence and Performance Management	Commissioning	Remit 1.4, 2.4 & 3.3		
9	City Centre Masterplan Project EN10: Union Terrace Gardens - Outline Design, Business Case, Development Costs and Procurement Strategy	Council on 15/3/17 agreed to instruct the Head of Economic Development to submit a report to the first available FP&R Committee with recommendations on the preferred contractor from the procurement exercise and the final costs of the scheme. At its meeting of 20 Sept 2017, the FP&R Committee agreed to transfer this item to the Council Business Statement.	At its meeting on 13/9/18 the Committee noted that following a request from a bidder, officers required to extend the tender period to allow the bidders to finalise their responses. This meant that the final costs and preferred contractor won't be known until mid-October 2018. At its meeting on 20/11/18 the Committee noted that officers were continuing to assess the outcome of the procurement process and a report will be submitted to a future meeting of Full Council/Committee.	Andrew Win	City Growth	City Growth	Remit 3.4	D	Project referred to the budget process.
10			**28 March 2019**						
11	Heat Network Torry - Phase 1	To report on commissioning proposals and to seek approval for the implementation of their procurement.		Bill Watson	Capital	Resources	Remit 3.4		
12	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		

	Report Title	Minute Reference/Committee Decision or Purpose of Report	Update	Report Author	Chief Officer	Directorate	Terms of Reference	Delayed or Recommended for removal or transfer, enter either D, R, or T	Explanation if delayed, removed or transferred
		A	B	C	D	E	F	G	H	I
13	Schoolhill Public Realm Enhancement	The Strategic Commissioning Committee on 7/6/18 agreed amongst other things to delegate authority to the Chief Officer – Place to bring forward a comprehensive public realm enhancement design for the wider Schoolhill area as future stages of works and report to appropriate committees.		Gale Beattie	Place	Place	Remit 3.4		
14	**28 May 2019**								
15	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.			Governance	Governance	GD 7.4		
16	Commissioning Strategy	To present the proposed commissioning strategy.		Frank McGhee	Commissioning	Commissioning	Purpose 4 and Remit 2.5		
17	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		
18	**29 August 2019**								
19	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		
20	**21 November 2019**								
21	Review of Sustainable Procurement and Community Benefits Policy	At its meeting on 20/11/18 the Committee agreed, amongst other things, (iv)to instruct the Head of Commercial and Procurement Services to report back to the Committee at its November 2019 meeting on the progress made in the implementation of the policy and its application to the LOIP.		Craig Innes	Commercial and Procurement	Commissioning	GD7.1		
22	Procurement Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	Purpose 3 and remit 3.4		

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	29 January 2019
REPORT TITLE	Review of Aberdeen City Council's approach to Customer and Community Engagement
REPORT NUMBER	COM/19/163
DIRECTOR	Frank McGhee
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Michelle Cochlan
TERMS OF REFERENCE	1.4, 2.4 & 3.3

1. **PURPOSE OF REPORT**

1.1 This report sets out the findings of a review of Aberdeen City Council's approach to Customer and Community Engagement and seeks agreement of the areas of improvement identified by the review.

2. **RECOMMENDATION(S)**

2.1 That the Committee agree the areas for improvement listed at paragraph 4.2.

3. **BACKGROUND**

3.1 On 7 June the Strategic Commissioning Committee considered a report on Customer and Citizen Engagement. This report gave a high-level overview of key arrangements for engaging and consulting with customers and citizens across the Council and recommended that the Council undertakes an audit and review of the Council's existing methods and activity of customer and citizen engagement and report back to the Committee with recommendations for improvement. To this end, a review has been conducted. The full terms of reference for this review includes details of the review team and methodology undertaken and is included in the appendix to the full report.

4. **SUMMARY OF AREAS FOR IMPROVEMENT**

4.1 The review report identifies the following areas for improvement to strengthen the Council's current approach to engaging with customers and communities.

4.2 It is proposed that the Committee agree the following:

i)   the awareness of the Community Planning Aberdeen Engagement, Participation and Improvement Strategy is promoted amongst Council staff (see para 3.1.1 of the full review report at Appendix 1);

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ii) all Chief Officers set out within Service Delivery Plans for 2019/20 the specific actions to be taken to implement the CPA Engagement, Participation and Improvement Strategy; and address any weaknesses in current practice (see para 3.1.3 and 3.2.6 of the full review report at Appendix 1);

iii) through the Council's Performance Management Framework, the Chief Officer, Business Intelligence and Performance Management ensures that all functions report regularly through agreed monitoring arrangements, including reporting to Council committees, on customer and community engagement activity taking place, including uptake of opportunity, experience of communities and actions taken as a result; (see para 3.1.9 of the full review report at Appendix 1);

iv) the role of Council's current consultation hub is considered as part of plans to develop a community platform which will provide a single platform for all community engagement opportunities (see para 3.2.7-3.2.10 of the full review report at Appendix 1);

v) the findings of this review are considered in taking forward the Council's transformation project on developing civic leadership across the city (see para 3.2.12 of the full review report at Appendix 1); and

vi) the Chief Officer, Business Intelligence and Performance Management complete the development of a customer engagement toolkit and that the toolkit include specific guidance on using digital technology (see para 3.3.8 of the full review report at Appendix 1).

4.3 Please see Appendix 1 for the full review report.

4.4 Following the agreement of the Strategic Commission Committee to these areas for improvement, an implementation plan will be developed and reported to the Council's Corporate Management Team.

5. FINANCIAL IMPLICATIONS

5.1 There are no immediate financial implications in auditing and reviewing the Council's consultation and engagement activity with our customers and communities. Any financial implications either from investment or through improving co-ordination will be included with future proposals.

6. LEGAL IMPLICATIONS

6.1 All engagement which the Council undertakes must comply with data protection legislation.

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7.   MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	None		
Legal	Compliance with data protection legislation.	Low	Information governance policies and practices in place.
Employee	Staff are aware of the processes surrounding customer and community engagements	Low	Staff are trained and made aware of new processes and risks
Customer	Risk of making decisions which do not meet the needs of customers and communities	Medium	The findings of this review will ensure that we improve how we engage with our customers and communities.
Environment	None		
Technology	Lack of training and awareness from both staff and customers of how to use IT platforms for consultation	Medium	The findings of this review include the need to further develop the online consultation hub.
Reputational	Risk of damaging the Council's reputation.	Medium	The findings of this review include the need to raise awareness of community engagement standards.

8.   OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	Engagement and consultation will impact on all four aspects of the LOIP including economy.
Prosperous People	This approach will be mindful of the aspirations of the people of Aberdeen and their views will inform future commissioning
Prosperous Place	This approach will be mindful of the developing of Place Partnership and will support their work in key areas of the City.
Enabling Technology	This approach will be mindful of the aspirations of the people of Aberdeen and their views will inform future commissioning

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Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	Effective Customer and Community Engagement enables the Council to co-design effective services and interventions with members of the public.
Organisational Design	Co-ordinating customer and citizen feedback supports a whole systems approach in future organisational design.
Governance	There will be close working between the Commissioning function and other governance arrangements.
Workforce	A key aspect of developing this approach will be the development of staff's role in creating relationships with customers and citizens
Process Design	Co-design of future provision and the development of future commissioning which is informed by customer and citizen feedback will be an important aspect of this new approach.
Technology	The use of technology will be important particularly regarding accessibility, analysis of data and performance.
Partnerships and Alliances	As part of the new commissioning approach we will seek to build on existing shared partnership approaches to engagement and consultation

9. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	No direct impact
Privacy Impact Assessment	No direct impact
Duty of Due Regard / Fairer Scotland Duty	No direct impact

10. BACKGROUND PAPERS

Customer and Citizen Engagement

11. APPENDICES (if applicable)

Appendix 1   Full Report on the Review of Customer and Community Engagement

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12. REPORT AUTHOR CONTACT DETAILS

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Final Report on the Review of Aberdeen City Council's approach to Customer and Community Engagement

(Version 4, 7 January 2019)

CONTENTS

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1   SUMMARY OF AREAS FOR IMPROVEMENT

1.1   This report identifies the following areas for improvement to strengthen the Council's current approach to engaging with customers and communities.

> **Areas for improvement**
>
> It is proposed that:
>
> i)   the awareness of the Community Planning Aberdeen Engagement, Participation and Improvement Strategy is promoted amongst Council staff (see para 3.1.1);
>
> ii)   all Chief Officers set out within Service Delivery Plans for 2019/20 the specific actions to be taken to implement the CPA Engagement, Participation and Improvement Strategy; and address any weaknesses in current practice (see para 3.1.3 and 3.2.6);
>
> iii) through the Council's Performance Management framework, the Chief Officer, Business Intelligence and Performance Management ensures that all functions report regularly through the monitoring arrangements for service delivery plans on customer and community engagement activity taking place, including uptake of opportunity, experience of communities and actions taken as a result; (see para 3.1.9);
>
> iv)   the role of Council's current consultation hub is considered as part of plans to develop a community platform which will provide a single platform for all community engagement opportunities (see para 3.2.7-3.2.10);
>
> v)   the findings of this review are considered in taking forward the Council's transformation project on developing civic leadership across the city (see para 3.2.12); and
>
> vi)   the development of a customer engagement toolkit is completed and that the toolkit include specific guidance on using digital technology (see para 3.3.8).

1.2   Following the agreement of the Strategic Commission Committee to these areas for improvement, an implementation plan will be developed and reported to the Council's Corporate Management Team which details actions required to take these areas forward and responsible officers.

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2   INTRODUCTION

2.1   Customer and community engagement is of the most important responsibilities we have as a Council. It ensures that we are delivering the services that local people need and plays an important role in improving outcomes in Aberdeen. It also contributes to good relationships between the Council and residents.

2.2   Community engagement is a critical way of ensuring that the services the Council delivers for the people of Aberdeen are aligned to the needs of communities. This is especially important at a time when society and services are changing, and resources are under pressure. Community engagement can increase confidence in the Council and support understanding and participation in decision making. Through engagement with our communities, services can better meet demand and capture areas for improvement. In other words, services can become more responsive and lead to improved outcomes by addressing specific issues.

2.3   Engaging with all citizens, not just those who get involved regularly, is instrumental in designing and delivering the right services for those who use them. It enables us to close a feedback loop and ensure that what the Council is delivering is appropriate and required. It also allows the Council to manage expectations in terms of what there is capacity to deliver. Partnership working between the Council and communities is more likely to lead to the co-design of solutions and services that are sustainable and deliver best value. Additionally, it can result in increased community capacity and resilience.

2.4   The Community Empowerment (Scotland) Act 2015 provides a mechanism for communities to have a more proactive role in having their voices heard in making decisions regarding how services are planned and delivered. It places a duty on the Council to engage with local people and provides a legal framework to engage local people and encourage them to participate in making decisions that impact them.

2.5   This review considers how the Council is currently fulfilling this duty through its strategic policy framework; current practice in customer and community engagement; and support provided to staff and communities. It also identifies areas for improvement.

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3   MAIN FINDINGS

3.1   STRATEGY, POLICY AND PERFORMANCE FRAMEWORK

CPA Engagement, Participation and Empowerment Strategy

3.1.1   In growing recognition of the importance of customer and community engagement, Community Planning Aberdeen published an Engagement, Participation and Empowerment Strategy in 2016. The development of the strategy was led by NHS Grampian and it sits alongside the Aberdeen City Local Outcome Improvement Plan 2016-26. The document was endorsed by all members of the Community Planning Partnership, including Aberdeen City Council. It sets out guiding principles for effective community engagement and includes a commitment to develop a Partnership implementation plan. Whilst a Community Engagement Group was subsequently established an implementation plan has not been produced and awareness and use of the strategy is low.

3.1.2   Notwithstanding this, there is much engagement and participation activity taking place.   An overview of progress made by the Partnership in working with communities is reported to the Community Planning Partnership Board via its Annual Outcome Improvement Report. The 2017/18 Report was reported to the Council's Strategic Commissioning Committee on 13 September 2018 and to the Community Planning Partnership Board on 3 December 2018.

Aberdeen City Council's Strategic Policy Framework

3.1.3   There is currently no Council wide strategy which details an overall approach to take forward the Engagement, Participation and Empowerment Strategy. In the absence of such a strategy, there is no single consistent approach to how we engage as an organisation. Whilst significant and effective engagement is undertaken in many areas, there is an opportunity to strengthen current arrangements by ensuring that a consistent approach is developed, and that Service Delivery Plans articulate the Council's overall strategy to improve customer and community engagement across all Council functions.

3.1.4   There are several service specific strategies/ policies on community engagement. Most of which are specifically required by statute

- Community Learning and Development Plan 2015-18
- Strategy for Parental Involvement 2018 - 2021
- Tenants Participation Strategy
- Planning and Sustainable Development Consultation Strategy
- Community Learning and Development Strategic Plan
- Community Council Protocol Sep 2013

3.1.5 The Council's [Target Operating Model](#) (TOM) approved on 23 August 2017 sets out how the Council will redesign its approach to customer engagement through 'Customer Service Design' principles. See section 6 of the Target Operating Model report for further information. There are a number of transformation projects in place to implement the TOM which are specifically considering customer and community engagement practice.

3.1.6 There is no overarching governance group for the Council's customer and community engagement. However, it is within the remit of the Strategic Commissioning Committee 'to approve the Council's strategic approach to joint and integrated commissioning across the public and private sectors to ensure that the needs of customers and citizens are met.' The Strategic Commissioning Committee also considers the CPA Annual Outcome and Improvement Report and has the same overview of working with communities.

Customer	Commissioning	Operations	Resources
Central to ensuring that we are engaging with customers in the most effective and systematic way	Ensures the voice of the customer is at the heart of the commissioning for outcomes approach	Embedding customer and community engagement into daily practice	Ensures that decisions are informed by customer and community needs

3.1.7 Committee reporting guidance requires report authors to detail what consultation/ engagement has taken place. This allows members of any committee to scrutinise what steps the author has taken to ensure that proposals are based on engagement with customers and communities**.**

3.1.8 Responsible services report on progress against the strategies listed at para 3.1.4 to the relevant committees. For example, the Community Council governance review is reported to full Council. The Planning performance framework is reported annually to the City Growth and Resources Committee and Planning Committee. In addition to these performance overview reports, the results of individual community engagement exercises are reported to Committees as appropriate. For example, City Voice, Locality Events outcome reports, Corporate complaints and satisfaction.

3.1.9 Whilst data on engagement is reported to Committee, see tenant participation information below, there is often a lack of data, both quantitative and qualitative, available on the experience of the customer/ community in participating in the engagement activity. Data on the representativeness of communities being engaged and action taken by the Council as a result of engagement can also be inconsistent. The data most commonly available on engagement is the uptake of the opportunity, which provides a limited view of success.

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Tenant Participation

Report Type: Scorecard Report
Report Author: Susan McLeod
Generated on: 20 June 2018

Name

Tenant Participation

Code	Description	Last Update	Current Value	Current Target	Date Range 2017/18 Value	Traffic Light Icon
HOUKPIT1a	The current number of Tenant Groups	May 2018	51			✅
HOUKPIT1b	% of Tenant Groups that are Registered (RTO)	May 2018	35.3%	35%		✅
HOUKPIT2a	Annual Tenant Participation budget	2018/19	£200,696		£200,124	✅
HOUKPIT2b	YTD Tenant Participation budget used	May 2018	£21,210		£86,775	✅
HOUKPIT2c	YTD % of Tenant Participation budget used	May 2018	10.6%		43.4%	✅
HOUKPIT3	Average annual spend per household	2017/18	£4.05		£7.38 (16/17)	✅
HOUKPIT4	% of Tenants who responded to our Annual Rent Consultation	2016/17	13.6%			✅
HOUKPIT5	Number of Annual Performance Reports requested (Post and E-mail)	2016/17	1997			✅
HOUKPIT6	% of Tenants who requested the Annual Performance Report who provided feedback	2016/17	21.5%			✅
HOUKPIT7	% of Tenants who felt the Annual Performance Report was easy to understand	2016/17	100%			✅

Areas for improvement

It is proposed that:

i)   the awareness of the Community Planning Aberdeen Engagement, Participation and Improvement Strategy is promoted amongst Council staff (see para 3.1.1);

ii) all Chief Officers set out within Service Delivery Plans for 2019/20 the specific actions to be taken to implement the CPA Engagement, Participation and Improvement Strategy; and address any weaknesses in current practice (see para 3.1.3 and 3.2.6);

iii) through the Council's Performance Management framework, the Chief Officer, Business Intelligence and Performance Management ensures that all functions report regularly through the monitoring arrangements for service delivery plans on customer and community engagement activity taking place, including uptake of opportunity, experience of communities and actions taken as a result; (see para 3.1.9).

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3.2   EXAMINATION OF CURRENT PRACTICE

The ladder of engagement, participation and empowerment

3.2.1   The review team conducted a high level audit of the recurring customer and community engagement activities they became aware of through the review, drawing on information available from the Council's website and through consultation with Chief Officers and key staff. The mapping is not exhaustive and does not include one-off engagement activities – see Appendix 2. The activities have been mapped against the ladder of engagement (as per the CPP Engagement, participation and empowerment strategy) to demonstrate the different levels of engagement taking place across the Council. The ladder is a framework designed to deepen engagement across the Community Planning Partnership by challenging ourselves and local people to take an increasingly collaborative approach to improving outcomes. The ultimate goal is to empower communities to lead on addressing the issues most important to them.

The ladder of engagement, participation and empowerment

	RUNG (goal)	TECHNIQUES
Empowerment	**Self-determination** People implement what they decide	• Public sector stays out of the way or makes available support when requested
	Empowerment Organisations implement what people decide	• Community capacity building • Community Development Trusts
Engagement methods	**Collaboration (coproduction)** Organisations seek people's involvement in identifying issues, outlining options and making decisions	• Participatory decision-making • Citizen advisory panels • Open space events
	Involvement People's concerns inform organisations' proposed decisions	An ongoing process of engagement • Workshops • Deliberative Polling
	Consultation People's views are listened to in respect of organisations' proposed decisions	One-off opportunities for engagement • Focus groups • Surveys • Public meetings
	Informing Organisations keep people informed of proposed decisions	Providing information • Newsletters • Websites • Exhibitions

3.2.2   It is evident that the Council has many examples of customer and community engagement across the spectrum, from sharing information to enabling communities to increase control of their lives. Engagement at every rung of the ladder has a place and can be equally appropriate in different circumstances. Due to the volume of engagement activity taking place across the Council, the review team was unable to take a rounded view of the effectiveness of our current arrangements. This was also partly due to the lack of data available, however, several examples of best practice did come to light through the review, these have been included in Appendix 2. Notably, the Council has won a number of awards for community engagement in place planning and tenant participation.

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3.2.3   Planning has also received Customer Service Excellence accreditation, the UK Government's national standard for excellence in customer service. To gain this accreditation Services are required to evidence, amongst other things, that they have developed and maintained a dialogue with the customer. It is noted that the Council is currently exploring a corporate approach to align with a customer service accreditation framework across all Council functions. Aligning with an accreditation framework provides structure to our efforts but also helps us to achieve consistency and the ability to monitor our performance.

3.2.4   Whilst data, accreditations and awards are useful indicators of the effectiveness of our engagement with customers and communities, working with communities needs to be embedded in our way of working so that we remove the obstacles which prevent communities from being empowered to do things differently. A good example of this shift in mindset is how the Council has been using participatory budgeting. Participatory budgeting is a way for people to have a direct say in how, and where, public funds can be used to address local requirements. For the last two years, the Council and Community Planning Partnership has engaged community members in making decisions about how community funding is spent. This involves community members casting a vote in favour of the projects they believe in. A participatory budgeting policy is currently being developed to standardise the Council's approach which has been acknowledged nationally as best practice. The review team noted however that that the Council's Annual Audit Report published in September 18 makes a recommendation that, in the spirit of the CPP's Engagement, Participation and Empowerment Strategy, the Council learns from best practice in citizen consultation during the budget setting process to ensure decisions are aligned with stakeholder views.

3.2.5   Of course, people can feel engaged but not listened to. Without a clear way to feedback the results of consultation ('you said, we did), there is no accountability that the view of our customers were listened to. It is possible to consult, engage and involve people and they will still be unhappy with the process and/or the outcome. For example, although Community Councils have a statutory right to be consulted on planning applications, the Chair of the Community Council Forum felt there was a general perception that Community Councils can often feel ignored. However, there is a sense that this is improving with the efforts which have been made to engage on the Local Development Plan. Even in areas we are performing well we could always do better. Cost is undoubtably a factor and it was recognised that the areas where we are doing well, there are dedicated resources (staff, technology, etc) for community engagement, and often a legislative duty to engage.

3.2.6   The challenge for Council functions is to achieve meaningful and appropriate engagement with customers and communities on important issues in the most efficient way. To do this, functions need to understand who their customers and communities are and assess to what extent they are engaging, involving and empowering these people on an ongoing basis. This self evaluation is critical to ensure that the Council continues to transform and Services are redesigned around the needs of customers and communities. The use of options appraisal will help functions develop a value for money response that meets their objectives.

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Coordination of customer and community engagement

3.2.7   The Aberdeen City Council consultation hub is the customer facing online platform for public consultations. It is also being used by the Council to undertake customer satisfaction surveys and to offer customers the opportunity to sign up to 'Help Shape Our Services' which will gather feedback in relation to the digitalisation of services. Using Citizens Space software, it displays information about current, forthcoming and closed consultations in one place and has the potential to be a very useful resource for members of the public and staff. However, a survey of staff indicates that awareness of the hub could be improved. There is no information about how aware members of the public are of the consultation hub, other than the response rates to the various consultations. There are examples of consultations with successful uptake, but this is not consistent. For those who do know about the hub, it is possible to subscribe to alerts for future consultations.

3.2.8   The review team felt that if the consultation hub was more widely known to staff and members of the public, there would be scope to further develop it as an online platform for wider community engagement activities rather than just consultations. For example, advertising upcoming community events and festivals, targeted focus groups and consultations, or openings to join community networks such as the Civic Forum or Community Councils. Services could also plan to 'piggy back' these events to maximise opportunities, ensuring a joined up approach to engaging communities. Better promotion of the 'Engagement Hub' to staff and the public will be critical to make best use of the resource.

3.2.9   Improvements could also be made to the design of the hub to make it more engaging to members of the public. This includes enabling the 'you said, we did' functionality of the hub which is not currently utilised but is important to close the feedback loop and demonstrate that we act on citizens' views to build confidence. Another example of reporting in this way is how the Council reports back in terms of customer satisfaction and customer complaints.

You said	We listened
Customers were unhappy with the length of the automated message at the beginning of their call.	We updated the automated message so that it was shorter.
Customer advised that the email communications they had received in relation to reporting a roads and street lighting issue via the Aberdeen City Council website contained conflicting information.	We updated our systems to ensure only accurate information was provided and the incorrect reference numbers were removed.

3.2.10   There is currently no single team responsible for coordinating customer and community engagement or maintaining the consultation hub. At the moment, the Research & Information Team has responsibility for granting Services access to post consultations on the hub, but is not responsible for undertaking quality assurance. Maximising the value of the hub would be supported by co-ordination and support to services. This includes maintaining a forward planner of future engagement activity that is linked to Council priorities. See example of forward planner for tenants participation below.

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3.2.11 The recent implementation of a corporate Customer Feedback Team, has enhanced the council's focus on engaging with our customers through complaints, compliments, comments and suggestions and learning from customer feedback.

Civic Leadership

3.2.12 If information sharing and consultation are at the lower end of the ladder of engagement, civic leadership is at the higher end of community empowerment. Civic leadership is about members of the public working to make a difference in the civic life of their community and developing the combination of knowledge, skills, values and motivation to find ways to make a positive impact. Examples of civic leadership are volunteering, community building, voting, political participation, social entrepreneurship and citizen juries, all of which allow the Council to engage effectively at different levels. The Council recognised the value of civic leaders and in May 2018 it committed to the development of civic leadership in the City so that it is broadened, deepened and sustained. A transformation project is currently underway to take this forward. The review team recognises civic leadership and community engagement to be two sides of the same coin. Both aiming for positive collaboration on important issues affecting people, families and communities. Therefore, the findings of this review will help the Chief Officer for Early Intervention and Community Empowerment in taking forward the civic leadership project.

Areas for improvement

It is proposed that:

iv)   the role of Council's current consultation hub is considered as part of plans to develop a community platform which will provide a single platform for all community engagement opportunities (see para 3.2.7-3.2.10);

v)   the findings of this review are considered in taking forward the Council's transformation project on developing civic leadership across the city (see para 3.2.12);

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3.3   **SUPPORTING STAFF AND COMMUNITIES TO COLLABORATE**

Advice, guidance, support and tools

3.3.1   Across the Council there are people with a wealth of knowledge, skills and experience in customer and community engagement. The Research and Information Team is a corporate resource for functions/ clusters seeking advice and guidance on consulting with the public. There are also people within functions with this level of expertise in specialised areas. For example, Communities Team, Planning and Tenants Participation. The Customer Development Team are available to support with customer co-design, journey mapping and customer feedback.

3.3.2   The most common method of customer and community engagement is consultation by survey (See Appendix 2). However, there are limitations of using surveys and they only go so far in terms of our ambition to empower communities. Staff across the Council would benefit from more support to understand the range of mechanisms available to engage communities in terms of the ladder of engagement and how to select the most appropriate depending on the circumstances.   This would require a coordinated and proactive approach to supporting functions/ clusters.

3.3.3   The Research and Information Team is primarily focussed on providing assistance to staff across the Council related to research, statistics, analysis and consultation. This includes responsibility for City Voice, the Council and Community Planning Partnership's Citizen's Panel. The team has also begun drafting a Council Customer Engagement Toolkit. Due to the central importance of the Customer and Community Engagement in the Council's Target Operating Model, it is recommended that the Toolkit is progressed as a priority to provide an important reference document for staff and signposting to additional resources, support and advice. There are many best practice examples of community engagement toolkits which can be found online – See Appendix 3.

3.3.4   As already mentioned, there is existing capacity across the Council and an opportunity to build capacity within functions/ clusters. Leadership of an effective network of customer and community engagement champions across the Council will unlock potential to strengthen our current arrangements. Organisational Development and Customer Experience Officers have a key role to play in building capacity across the Council and exploring alternatives to class based training, including the development of an OIL course.

3.3.5   This network should be represented on the Community Planning Partnership's Community Engagement Group, which is a Partnership wide group looking at how we can harness our collective resources in community engagement and share best practice across partner organisations. Best practice examples of engaging with communities which came to light during the review included the involvement of community members on outcome improvement projects (in Northfield a community member is leading an improvement project on reducing inappropriate gaming and internet safety). Also, housing tenants are being trained up as mystery shoppers to contribute to the quality improvement process.   Events and festivals are another way we are reaching out to explore important issues with people in their own community settings, for example the Arts and Climate Change mini-festival in Middlefield last year. We are also testing

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innovative engagement methods with young people from Harlaw Academy and Youth groups. These are the types of excellent engagement methods that need to be shared more widely across the Council and Community Planning Partnership to stimulate ideas elsewhere.

Representativeness and Engaging the Hard to reach

3.3.6   The review team did not explore the issue of representativeness in depth, but highlights it within this final report as one of the biggest challenges facing functions/clusters in engaging customer and communities; both in the selection process and those responding. There is much written about social research methods, when a representative sample might be required and how to achieve this. Generally speaking, a representative sample is useful if you are conducting broad population research on an issue, for example environmental planning, asset management, community satisfaction, and transport studies. These projects are all similar in that they each impact on the community as a whole and so a broad cross-section of the community must be represented in order for appropriate decisions to be made. This is in contrast to much smaller impact consultations that are either aimed at community development (relationship building), behaviour change or more general and smaller scale issues where interested parties can self-select to take part. City Voice is an example where the Council seeks to achieve a representative population sample through its citizen panel. It is proposed that the toolkit being developed for staff as discussed at para 3.3.3 should include advice, guidance and techniques for staff on how to achieve the most representative sample appropriate to the objectives of the engagement.

3.3.7   A representative sample is likely to involve engaging hard to reach groups and those at risk of being marginalised for reasons such as their age, religion, socio-economic status, lifestyle and circumstances. Inclusive public engagement is about recognising the unique circumstances of hard to reach groups and addressing the barriers to engagement. Traditional methods of engagement, such as public meetings and workshops, don't always work. It is recommended that the engagement toolkit should help staff to think beyond the usual methods of engagement to encourage all members of the community to voice their opinions, ideas and concerns. This should also signpost to the organisations supporting people at risk of being seldom heard as listed in the Engagement, Participation and Empowerment Strategy. The CPA Community Engagement Group will be key to supporting the development of the toolkit and sharing best practice.

3.3.8   Technology offers an exciting opportunity to modernise the way we engage with our communities. Fifteen years ago the best way to reach communities was to call a town hall meeting, attend a group meeting or go door-to-door. In the age of technology and connectivity, everyone has a platform and everyone has a voice. Technology allows people to participate across geography, regardless of timing, and without physical or psychological barriers. Digital inclusion is increasingly important to the Council as more aspects become digitised and technology continues to develop. In choosing a digital model for engaging with communities, staff must ensure appropriate supports are in for communities at risk of disengagement through technology, e.g. where age, health and/ or low income is a factor.   For example, Blackwood is a care at home and housing support provider which offers residents a touch screen home hub tablet device.

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3.3.9 Use of options appraisal will help functions/ clusters conduct a cost/benefit analysis when it comes to making decisions about options for digitalisation of community engagement. Consideration should also be given to alternatives for people who are not now and may never be online.

Areas for improvement

It is proposed that:

vi) the development of a customer engagement toolkit is completed and that the toolkit include specific guidance on using digital technology (see para 3.3.8).

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APPENDIX 1

<div align="center">

TERMS OF REFERENCE
REVIEW OF CUSTOMER AND COMMUNITY ENGAGEMENT

</div>

1. BACKGROUND AND RATIONALE

1.1 On 7 June the Strategic Commissioning Committee considered a report on Customer and Citizen Engagement. This report gives an overview of current arrangements for engaging and consulting with customers and citizens across the Council and recommends that the Council undertakes an audit and review of existing methods and activity of customer and citizen engagement and report back to the Committee with recommendations for improvement.

2. SCOPE

2.1 This review will include the Council's arrangements for customer and community engagement across all functions. This includes joint arrangements with community planning partners. The review will not consider the effectiveness of individual partner arrangements.

3. AIM & OBJECTIVES

3.1 The aim of the review is to consider the effectiveness of the Council's current arrangements for engaging with customers and communities to identify recommendations which can strengthen our approach to inform future commissioning.

3.2 Objectives:

- Examine the Council's current practice in customer and community engagement;
- identify and share best practice;
- propose a planned and co-ordinated approach to future engagement and consultation, ensuring that this meets the needs of both the Council and customers and citizens;
- demonstrate how this will inform future commissioning.

4. KEY DELIVERABLES AND TIMESCALES

4.1 This review is planned to take place during July to December 2018. The key deliverables are as follows:

- Project team established   July
- Complete desk top analysis   August
- Further evidence gathering   August
- Identification of best practice   August
- Consultation with stakeholders   August
- Consultation on draft findings   September
- Committee lead in times   17 October
- Final report to Committee   29 January

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5. PROJECT TEAM

5.1

Project Sponsor	Martin Murchie, Chief Officer
Project Board	Strategic Commissioning Committee
Project Manager	Michelle Cochlan, Community Planning Manager
Project Team	Elsie Manners, Community Planning Officer Catriona Mallia, Development Officer Jo Mackie, Locality Manager for Torry Karen Finch, Community Council Liaison Officer David Dunne, Senior Planner Sharon Wilkinson, Senior Research Officer Lucy McKenzie, Customer Experience Officer Emma Shanks, Customer Experience Officer Paul Smith, Corporate Communications Manager
Key Stakeholders/ Consultees	Martin Murchie – Chief Officer (Business Intelligence and Performance Management) Neil Carnegie – Communities and Housing Area Manager Jacqui McKenzie – Chief Officer (Customer) Derek McGowan – Chief Officer (Early Intervention and Community Empowerment) Gale Beattie – Chief Officer (Strategic Place Planning) Mark Riley – Chief Officer Stephen Shaw Graeme Simpson Aberdeen City Council Extended CMT Third Tier Managers Jonathan Smith – Chair of Civic Forum and Community Council Forum Carol Hannaford, Tenant Participation Officer
Benchmarking/ best practice	Other Councils/ organisations Improvement Service

6. METHODOLOGY

6.1 The research methodology will include:

- Audit of customer and community engagement arrangements across the Council
- Desk top analysis of relevant legislation, strategies, policy, reports etc,
- Gathering of evidence of Council best practice/ case studies etc
- Consultation with key stakeholders/ consultees listed above
- Survey to third tier managers
- Discussions/ interviews with external representatives e.g. colleagues from other Councils and external organisations where relevant

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- Consultation on draft report with Extended Corporate Management Team

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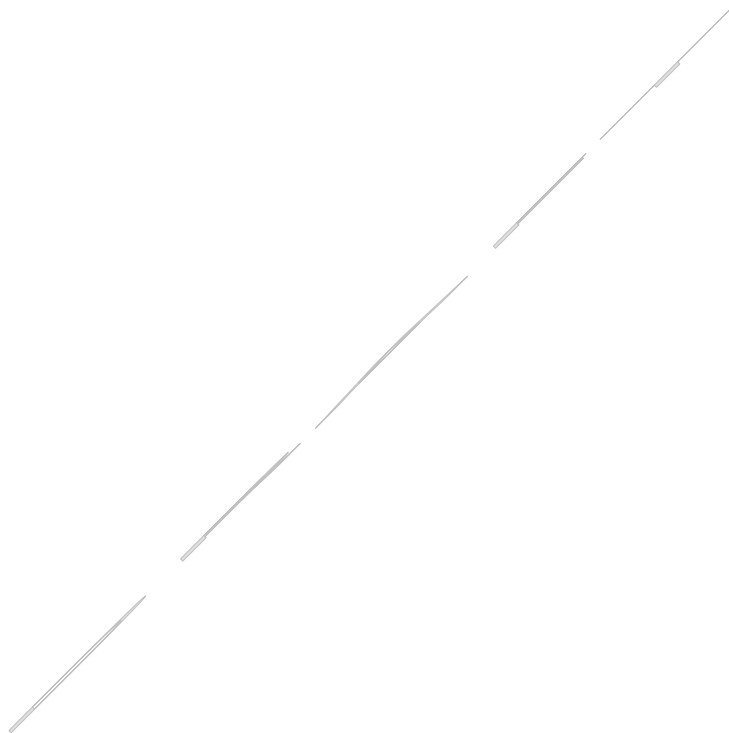
APPENDIX 2 –MAPPING OF ACTIVITIES AGAINST THE LADDER OF ENGAGEMENT

The following table includes the Council's recurring customer and community activities which were identified through the review. The list is not exhaustive and does not include one off engagement activities. We have also included further information on areas recognised to be best practice.

Self Determination: People implement what they decide *E.g. Public sector stays out of the way or makes available support when requested.*
• Civic Forum • Community Councils and Community Council Forum • Youth Council • School Councils • Tenants' Forums • Powis Residents Group • Guide to starting a tenant's association
Best practice examples of self determination
Powis Residents Group The Group was formed in September 2012 to take forward initiatives to improve the local area and liaise with partners such as Aberdeen City Council on behalf of local residents. The group has taken forward many initiatives, including improving the greenspace in the surrounding area. In the past 5 years since the group was formed it has won multiple awards, including the Beautiful Scotland Residential Community Award twice. The group has also won the Rita Buchan Participation cup which is an award in memory of Rita Buchan. She was the first tenant in Aberdeen to win a National Tenant of the Year Award, and she championed Tenant Participation in Aberdeen City Council. This award is presented annually in Rita's memory as she sadly passed away in 2016.
Guide to starting a tenant's association A guide on starting a tenants association was published in 2007. It details how the Council will support a tenants group and how to start one. As of August 2018, there are 54 tenants groups across the city.
Empowerment: Organisation implement what people decide. *E.g. Community capacity building, Community Development Trusts*
Participatory Budgeting
Best practice examples of empowerment
Participatory Budgeting The Communities team within the Council has worked with local people to come up with a participatory budgeting (PB) model which has been branded UDecide. Volunteers from each targeted community form a steering group to organise and deliver the groups. In 2018, four PB events took place in George Street, Castlehill, Pittodrie and the city centre and in the three regenerations areas. Bids were received from 125 local groups, individuals and organisations, and 389 residents voted on the proposals.

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Collaboration: Organisations seek people's involvement in issues, options and decisions.
E.g. Participatory decision making, Citizen advisory panels, Open space events

- Civic Forum Representation on Community Planning Partnership Board and sub groups
- Asset Transfer Request process
- Participation Requests process
- Fairer Aberdeen Board
- Locality Partnerships
- Housing Service Review Group
- Disability Equity Partnership
- Taxi Consultation Group

Best practice examples of collaboration

Participation Requests

The Community Empowerment (Scotland) Act 2015 introduced participation requests as a new means that which community groups can request to have a greater involvement in, and influence over, decisions and services that affect their communities and community lives. It allows them to request to work with a public service authority and get involved in an outcome improvement process. Community Planning Aberdeen is working with communities and partners to develop communication materials that can be used by all partners to promote participation requests.

Locality Partnerships

In early 2017 local events were held across the three regeneration areas to develop priorities for the Locality Plans. Hundreds of local people attend these events to develop priorities for their communities. Since then, a Locality Partnership Board has been set up in each area to take the plans forward. Each Partnership has a commitment to have over 50% representation from local people who sit on the board.

Torry

Seaton, Woodside and Tillydrone

Middlefield, Mastrick, Cummings Park, Northfield and Heathryfold

Housing Service Review Group

The tenant service review group was established in 2004 to review Council services. It was renamed in 2012 as the Housing Service Review Group. The group is comprised of volunteers and reviews Council services and have made several recommendations to help improve the offer from Council. It is a registered tenant organisation and has 20 members who have all undertaken training to enable them to conduct reviews. Reviews have been conducted in a number of services, including Housing Management, Community Safety and Repairs. The group developed a guide to how they conducted these reviews for services to understand what to expect.
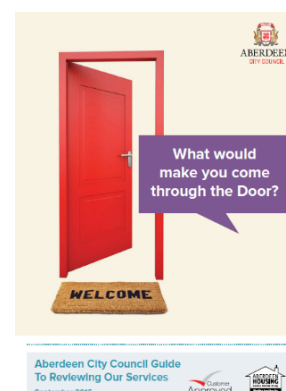
Involvement: People's concerns inform organisations proposed decisions.

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E.g. An ongoing process of engagement, Workshops, Deliberative polling

- Local Development Plan Youth Engagement Programme
- Local Development Plan meetings with agents and developers

Best practice examples of involvement

Local Development Plan Youth Engagement Programme

The principal aim of the Aberdeen Local Development Plan (ALDP) Youth Engagement Programme was to promote and encourage the important role young expressing how they think they should be designed and planned. Two rounds of youth engagement were held as part of the preparation of the ALDP 2017, the first at Pre-Main Issues Report Stage and the second at Main Issues Report Stage.

AWARD

Aberdeen City Council – Engaging Young People in the Aberdeen Local Development Plan

Consultation: People's views are listened to in respect of organisations proposed decisions.
E.g. Opportunities for engagement, Focus groups, Surveys, Public meetings

- Petitions and deputations at Council Committees
- Statutory consultation with Community Councils
- Tenants Satisfaction Survey 2017
- Annual Rent Consultation
- City Voice
- Satisfaction questionnaires
- Place Standard
- Consultation Hub
- Play park consultations
- Statutory consultation with school communities
- Public access to planning portal
-

Best practice examples of consultation

Place Standard

A number of services have used the Place standard tool across the council, including the Community Learning and Development (CLD) and Planning Services. A recent Survey had 360 responses – the largest survey ever completed on Place Standard.
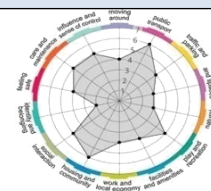
Consultation Hub

The Council's Consultation Hub helps members of the public find and participate in consultations of personal interest. The explains that a consultation is a process where the Council asks for views from members of the public to help inform decisions on a specific topic. The programme, Citizen's Space, that collects this information is used widely across the public sector in the UK.

Informing: Organisations keep people informed of proposed decisions.

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E.g. Providing information, Newsletters, Websites, Exhibitions
• Tenant Participation
• Newsbite Tenants Magazine Issue 46 Summer 2018
• Tenant Participation Web Pages
• Community Justice newsletter
• Communities newsletter
• Planning Performance Framework Annual Report
• Your Housing Performance Report
• Newsletter for Agents and Developers

Best practice example of informing
Your Housing Performance Report An annual report on housing performance against the Scottish Social Housing Charter that is prepared annually in collaboration with the Housing Service Review Group. For the 2017/18 report, a short video was produced along with a summary paper version.

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APPENDIX 3   BENCHMARKING/ GOOD PRACTICE EXAMPLES

Community participation and engagement strategies and toolkits

Aberdeenshire Consultation Toolkit

Dumfries and Galloway Community Participation and Engagement Strategy

Scottish Borders Community Engagement Toolkit

West Lothian Community Engagement Toolkit

The Manchester Community Engagement Toolkit

National standards for community engagement
The Seven National Standards

Equality in Community Engagement
Promoting Equality in Community Engagement – Evidence Review

Consultation Practices within Scottish Authorities
Improvement Service Report

Budget consultation in Local Authorities
Edinburgh budget simulator

Highland Council Budget Consultation 2017/18

Herefordshire Council Budget Consultation Presentation 2019/20

Cheshire West and Chester Council Budget Consultation 2018-21

Self-Evaluation framework
Public Service Improvement Framework

Consultation with young people
MOMO app - a digital participation tool

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	29 January 2019
REPORT TITLE	Refreshed Aberdeen City Local Outcome Improvement Plan 2016-26
REPORT NUMBER	COM/19/164
DIRECTOR	Frank McGhee
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Michelle Cochlan
TERMS OF REFERENCE	2.3 and 4.3

1. **PURPOSE OF REPORT**

1.1 This report (1) presents the current iteration of the refreshed Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 for the Council's endorsement prior to being considered for approval by the CPA Board on 26 February 2019; and (2) advises of the development of a Strategic Outcomes Framework.
.

2. **RECOMMENDATION(S)**

That the Committee:

2.1 endorse the current iteration of the Refreshed Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-2026, noting that the final document will be considered by the Community Planning Aberdeen Board on 26 February 2019 for approval; and

2.2 delegate authority to the Director of Commissioning, in consultation with the Convener of the Strategic Commissioning Committee, to endorse the final refreshed LOIP approved by the CPA Board and thereafter that it be circulated to the Committee by way of service update.

3. **BACKGROUND**

3.1 Community Planning is how public services in Aberdeen work together and with communities to improve outcomes for local people. Leadership is provided by Community Planning Aberdeen, the City's Community Planning Partnership. At a Board level the Partnership consists of Aberdeen City Council, NHS Grampian, Health and Social Care Partnership, Police Scotland, Scottish Fire and Rescue Service, Skills Development Scotland, North East Scotland College, ACVO and Active Aberdeen Partnership. It is chaired by the Co-Leader of Aberdeen City Council and Vice Chaired by the Chief

Superintendent of Police Scotland. A wider range of Partners are represented on the groups underpinning the Board, including Scottish Enterprise, Universities, Nestrans and others.

3.2   Although community planning has been a legal duty for Councils since 2003, it became a statutory requirement for other partners to participate fully with the introduction of the Community Empowerment (Scotland) Act 2015. The 2015 Act placed a legal duty on statutory Community Planning Partners to demonstrate that they are making a significant impact on the achievement of outcomes through the development and delivery of a Local Outcome Improvement Plan. The Aberdeen City Local Outcome Improvement Plan was published in August 2016, a year in advance of the deadline required by statue in recognition of the importance placed on the document by the Partnership; thus making it the first LOIP to be published in Scotland.   The LOIP is underpinned by three Locality Plans which translate the city wide vision into a meaningful plan for our most disadvantaged communities.

3.3   Statutory community planning partners are jointly responsible for ensuring the CPA delivers on the commitments within the LOIP. They undertake this duty through membership of the Partnership's Outcome Improvement Groups which were established to take forward improvement activity related to the priority themes identified within the LOIP. The Outcome improvement Groups have initiated a number of improvement projects which aim improve outcomes in these areas as a result of multi-agency working and working with Locality Partnerships. Since March 2017, progress has been reported to the CPA Board via two Annual Outcome Improvement Reports and quarterly improvement tracking reports. Locality Partnership also produced their first Annual Reports in December 2018.

3.4   At the two year juncture, the Community Planning Partnership felt it was timely to take stock of the achievements of the Partnership to date. A Community Planning Partnership Taking Stock Event was held on 11 September to consider whether the activity taking place since 2016 had brought the Partnership closer to achieving its vision of Aberdeen as a place where all people can prosper. The event was attended by over 90 colleagues from across the Partnership, including community members represented on the Civic Forum.   In preparation for the event, colleagues had access to the Partnership's revised Population Needs Assessment 2018; Annual Outcome Improvement Reports 2016/17 and 2017/18; information on the status of the Improvement Projects being taken forward; and results from City Voice, our citizen's panel. This was to help delegates take an informed view of progress made to date based on evidence. Headline improvements are summarised in the Community Planning Aberdeen Taking Stock video (https://youtu.be/_CoyobXdoW8). Locality Partnerships will go through their own process this year with communities to take stock of progress against the Locality Plans.

3.5   The outcome of the event was the agreement of a rationalised set of priorities for Partnership working going forward. This Refreshed Local Outcome Improvement Plan reflects a refocus of the Partnership on these priority issues which have been identified from the triangulation of data available from the Population Needs Assessment, Partnership performance data, City Voice and

data from [improvement work](#). The priorities also align well to the new National [Public Health Priorities](#) which the Scottish Government and COSLA, working with a range of partners and stakeholders, have identified to be the most important issues to focus on over the next decade if we are to improve the health of the Scotland. – see Appendix 2.

4. SUMMARY OF CHANGES TO THE REFRESHED LOIP

4.1 Vision

4.1.1 Our vision for Aberdeen remains the same, to be a 'place where all people can prosper'. This reflects our desire to help all people, families, businesses and communities to do well, succeed and flourish in every aspect, regardless of their background or circumstances. To achieve this vision we are committed to tackling the issues that exist in our society which prevent equal opportunity for all to lead a happy and fullfilling life.

4.1.2 There are problems faced by our City which have endured for decades and have been stubbornly resistant to improvement. Our evidence confirms what we already know; that inequalities in health, education and employment opportunities are passed from one generation to another and that this is most acute for those families living under the grip of poverty. No single sector or profession can eradicate poverty alone, collaborative efforts across the Community Planning Partnership are key in helping to face up to poverty. Our philosophy is to create the conditions for everyone to prosper by helping disadvantaged families and communities.

4.1.3 Our ambition is clear. However, in taking stock of what progress we have made so far towards achieving this vision, the Partnership found it difficult to make an overall assessment. The LOIP includes a vast array of improvement measures which are necessary to understand what impact we are having on the range of economic, health, social and environmental issues we seek to improve. But due to the varying nature of these data sets and variations in performance trends, making sense of what all that activity amounts to as a whole picture is not easy.

4.1.4 An improvement approach requires us to be clear about what we are going to improve, by how much and by when. We have applied this discipline to our improvement projects, but until now we have not applied this to our overall vision. The refreshed LOIP attempts to quantify the scale of our ambition for the remainder of the ten year plan with the introduction of overarching measures connected to tackling poverty. Our refreshed LOIP states that by 2026:

- Fewer than 10% (currently 16.7%) of children will be living in poverty
- Fewer than 8% (currently 12.2%) of children will be living in low income families
- Fewer than 18% (currently 26.9%) of children will be living in families with combined low income and material deprivation
- Fewer than 16 datazones (currently 22) will be amongst the most deprived 20% based on SIMD
- Fewer than 5% (currently 10%) of children will be living in the 20% most deprived areas

4.1.5 It is proposed that these are the ultimate measures of our overall success in delivering this Local Outcome Improvement Plan and will be monitored and reported by the Partnership annually.

4.2 **Stretch Outcomes**

4.2.1 In addition to the ultimate measures of success listed above, our vision of Aberdeen as a place where all people can prosper is described and measured under four themes which support and reinforce each other:

- Economy;
- People (Children and young people);
- People (Adults); and
- Place

4.2.2 To understand progress towards improvement under these themes the Partnership agreed that it had to focus on the things that really matter. We have identified 16 stretch outcomes which break down these themes into specific improvement aims for 2026. They are intended to communicate clearly and immediately what will be different by the end of the ten year plan to secure our overall vision.

4.2.3 The stretch outcomes are based on the findings of the revised Population Needs Assessment and those issues emerging which we believe need to be addressed in order to achieve our overall vision. The 'stretch' comes from an understanding of what impact we have had as a Partnership so far using evidence from our last two annual reports and results of improvement work; and our ambition to do better. We have also tested these stretch outcomes for alignment against the new public health priorities, see Appendix 2.

4.3 **Improvement Projects**

4.3.1 To signal that maintaining the status quo is not an option, the LOIP now details the specific improvement projects that will be taken forward by the Partnership's Outcome Improvement Groups. Improving outcomes is a complex business and just as we have broken down the vision into stretch outcomes, we have broken down our stretch outcomes into improvement project aims. It is by working towards the achievement of these project aims that we believe will achieve our stretch outcomes.

4.3.2 Using quality improvement methodology, we will test new ways of working together and with communities. This involves gathering and analysing data to understand whether our changes are resulting in improvement before we invest precious public resources to scale up and spread further. The improvement projects provide an opportunity for genuine collaborative working and joint resourcing of improvement activity. The projects are focussed on delivering early intervention and prevention regardless of what stage in a person's life journey they are targeting. The LOIP does not contain the detail of the change ideas which will be tested through the improvement projects – these will be vast and emerge as a result of engagement with communities and our understanding of impact using improvement data.

4.3.3 Our improvement projects are shorter term than our stretch outcomes which take us right to the end of the plan. Many of our improvement project aims are for 2021 which is when we intend on refreshing the LOIP once again. However, we would hope to be able to evidence improvement in advance of this timescale. It is not possible to improve everything all at once so our Outcome Improvement Groups will go through a process of identifying those projects which will be resourced immediately as a priority, initiation of other projects may be staggered over the next two years. See Appendix 3 for improvement projects which have been stopped due to a lack of evidence of impact or dealignment with the stretch outcomes.

5. STRATEGIC OUTCOMES FRAMEWORK

5.1 This Committee's terms of reference state that it will commission the development of "a Strategic Outcomes Framework reflecting the Local Outcome Improvement Plan LOIP, the views of service users and citizens, and the best evidence of effective interventions."

5.2 This refreshed LOIP has been structured so that it both, takes the form of a strategic outcomes framework and identifies interventions, in the form of formal multi-agency improvement projects, which the Partnership believe will be effective in delivering improved outcomes.

5.3 As a key community planning partner, Aberdeen City Council is increasingly focused on the delivery of the LOIP. The alignment of the outcomes expressed in the LOIP and the delivery is set out within the Council's Performance Management Framework. The model below is an extract from the Performance Management Framework and shows the relationship between the LOIP and the Council's strategic planning and performance management arrangements.
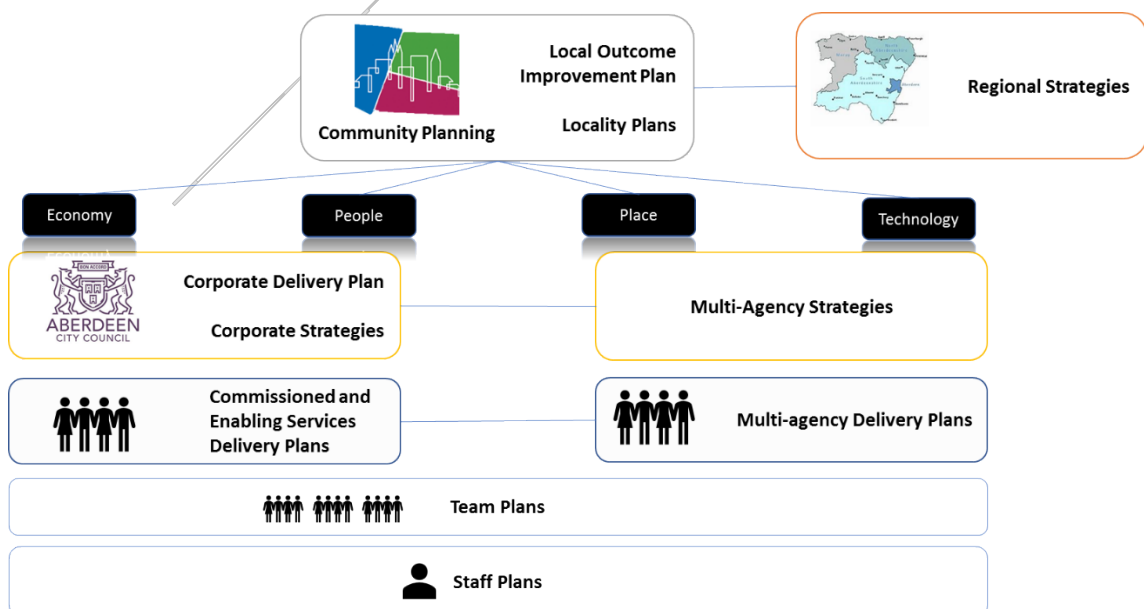
5.4 Within the Council's Performance Management Framework, each individual element of the model above is explained and arrangements are set out in detail. This covers both the arrangements for development of each planning element

and the implementation, governance and performance management of those plans.

5.5   For 2019/20, a Corporate Delivery Plan, Service Delivery Plans, Team Plans and individual Performance Review and Development Plans will be in place which align the outcomes of the LOIP throughout the Council from corporate to individual level.

5.6   Members will be aware that a separate report, following a review of community and customer consultation and engagement, has been submitted to the Committee. The purpose of this separate report is to ensure that effective arrangements are in place to capture the views of service users and citizens and ensure that these are reflected within the appropriate elements of the LOIP and the Council's Performance Management Framework.

6.   NEXT STEPS

6.1   The Refreshed Local Outcome Improvement Plan will be considered by Community Planning Aberdeen on 26 February 2019, subject to agreement of the Council and by other Partnership governance boards. It is presented to today for the Council's endorsement, with the caveat that Partners are currently making final adjustments as a result of feedback received during the consultation process.

6.2   As our use of data becomes more dynamic, the Local Outcome Improvement Plan will have to evolve to reflect business intelligence and latest priorities, including ongoing engagement with communities. It is proposed that part of the role of the CPP Board is the ongoing review of the Plan, and agreeing to updates, as circumstances require. This will fulfil the duty on the CPP under the Community Empowerment (Scotland) Act to ensure the LOIP remains up to date, and appropriate for delivering the improvements to reflect local needs and priorities.

6.3   Community Planning Aberdeen will continue to monitor progress against the Plan in line with the Partnership's Outcome Management and Improvement Framework which has been recognised as best practice by the national Improvement Service. Arrangements continue to include submitting the Annual Outcome Improvement Report to Aberdeen City Council for endorsement.

7.   FINANCIAL IMPLICATIONS

7.1   There are no immediate financial implications involved in the delivery of this Local Outcome Improvement Plan. Any financial implications from investment in scale up and spread of improvement activity will be included with future proposals.

8.   LEGAL IMPLICATIONS

8.1   The Local Outcome Improvement Plan has been refreshed in line with the requirements of the Community Empowerment (Scotland) Act 2015.

9. **MANAGEMENT OF RISK**

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The Council alone is unable to resource the improvement activity required to deliver the outcomes within the LOIP.	High	By working in Partnership the Council is able to maximise the use of precious resources. The use of improvement methodology to deliver the LOIP means that changes are tested on a small scale to evidence impact before any serious investment is required. The Community Planning Partnership will be asked to fund the scale up and spread of proven interventions.
Legal	Compliance with the Community Empowerment (Scotland) Act 2015	Low	A detailed analysis has been undertaken to ensure the LOIP fully meets the requirements of the Act
Employee	Staff have the skills and knowledge of improvement methodology to undertake the improvement projects within the LOIP	Medium	A comprehensive capacity building programme has been developed by experts in improvement methodology across the Partnership and is available to all members of staff from Partner organisations. We continue to encourage take up through the offer of flexible learning experiences.
Customer	Risk of making decisions which do not meet the needs of customers and communities	Medium	The priorities within the LOIP are based on customer insight gathered by City Voice, our Citizen's Panel and community engagement events, representation of the Civic Forum on the Community Planning Partnership and through ongoing

			engagement with community groups.
Environment	Compliance with the requirement to carry out a Strategic Environmental Assessment	Low	A Strategic Environmental Assessment has been carried out on the LOIP which concluded there to be no material impact.
Technology	Availability of the latest data to inform priority setting	Medium	The Population Needs Assessment was conducted in 2018, but for some data sets the data was published some years ago. Digital Technology will allow for better access to the latest data and the regular review of the LOIP will ensure we can act on this data to continue to meet population needs.
Reputational	Risk of damaging the Council's reputation.	Medium	The Local Outcome Improvement Plan identified priorities for Partnership working based on the needs of the population, customer insight and professional opinion of experts across the Community Planning Partnership.

10. **OUTCOMES**

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy	The refreshed LOIP identifies two stretch outcomes which will demonstrate achievement of a prosperous economy.
Prosperous People	The refreshed LOIP identifies 10 stretch outcomes which will demonstrate achievement of prosperous people
Prosperous Place	The refreshed LOIP identifies 4 stretch outcomes which will demonstrate achievement of prosperous place
Enabling Technology	The refreshed LOIP continues to identify technology as a key enabler for how the Partnership will achieve its shared outcomes.

Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The LOIP identifies the key outcomes that the Council is working to achieve through co-production with customers and communities.
Organisational Design	Working together with Partners supports a whole systems approach to future organisational design.
Governance	There will be close working between the Commissioning function and other governance arrangements.
Workforce	A key aspect of delivering the LOIP will be the development of staff to apply quality improvement methodology to understand what impact we are having as an organisation on outcomes.
Process Design	Co-design of future provision and the development of future commissioning with Partners is an important aspect of the LOIP.
Technology	The use of technology will be important particularly regarding accessibility, analysis of data and performance.
Partnerships and Alliances	The LOIP supports the new commissioning approach and reflects a maturing of the Partnership which builds on previous successes and lessons learned.

11.   **IMPACT ASSESSMENTS**

Assessment	Outcome
Equality & Human Rights Impact Assessment	The LOIP promotes equality of outcome for all people of Aberdeen.
Privacy Impact Assessment	No direct impact
Duty of Due Regard / Fairer Scotland Duty	The LOIP supports the Fairer Scotland Duty

12.   **BACKGROUND PAPERS**

Local Outcome Improvement Plan 2016-26, Aberdeen City Council – 20 August 2016

Annual Outcome Improvement Report 2016-17, Aberdeen City Council – 5 March 2018

Annual Outcome Improvement Report 2017-18, Strategic Commissioning Committee – 3 September 2018

13. APPENDICES

Appendix 1   Refreshed Local Outcome Improvement Plan 2016-18
Appendix 2   Public Health Priorities - Mapping of Stretch Outcomes against National Public Health Priorities
Appendix 3   Discontinued Improvement Projects

14. REPORT AUTHOR CONTACT DETAILS

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LOCAL OUTCOME IMPROVEMENT PLAN

2016-26

DRAFT 21 January 2019

Community Planning
Aberdeen

CONTENTS

FOREWORD BY COUNCILLOR JENNY LAING AND CHIEF SUPERINTENDENT CAMPBELL THOMSON

It feels like only a short time ago that we came together with colleagues across the Community Planning Partnership at the Sir Duncan Rice Library, Aberdeen University, to consider the issues highlighted within the Aberdeen City Population Needs Assessment and discuss what we could hope to do to address these issues together. That was March 2016 and five months later the Partnership agreed a Local Outcome Improvement Plan (LOIP) 2016-26. The LOIP sets out a clear vision for the City of Aberdeen as a place where all people can prosper and a ten year plan for how it will get there.

Almost two and a half years later, how far on is the Partnership in achieving this vision? This was the question we posed ourselves at our 'Taking Stock' event in September 2018 where we considered the evidence available to us: data from our revised Population Needs Assessment 2018, two years' worth of performance data against our improvement aims, and feedback from our citizen's panel and place standard. A summary of some of our key achievements can be viewed in our 'Taking Stock' Video.

So what do we know? Our data shows some indication of an improving economic situation over the last two years. There has been an increase in hotel occupancy from 56.6% to 62.5% and city centre premise occupancy rates have increased to 90.8%. The number of new jobs being created from inward investment projects has increased alongside a 14% increase in business gateway growth companies being accepted into Scottish Enterprise's Growth pipeline.

Business gateway start up numbers have also increased by 6%. We expect to see further improvement in our economic data in the months to come as a result of our efforts to rejuvenate the City Centre, the major infrastructure developments taking place, the refurbishment of Aberdeen Art Gallery and the New Aberdeen Exhibition and Conference Centre.

However, our dependency on the oil and gas industry continues to leave the City vulnerable to the effects of the economic decline - job losses, falling property prices and loss of custom, all at risk of further decline with the upcoming Brexit. Since 2014 the median weekly wage in Aberdeen has fallen by 7.7% and almost 15% of adults who work in the city earn less than the Living Wage. Unsurprisingly, we continue to identify improving the economy as a key priority for Community Planning Aberdeen in this refreshed LOIP with the introduction of two stretch outcomes to improve inclusive economic growth and increase the number of people earning the Living Wage.

Our aspirations go far beyond financial success. The word prosperity used throughout this plan refers to the ambition of the Partnership to see all people, families, businesses and communities do well, flourish and succeed. This means supporting people to enjoy positive outcomes throughout the stages of their life, rather than reacting to issues and problems as they arise.

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By ensuring that all people in Aberdeen have the opportunity to prosper we will promote the wellbeing and equity of our citizens and prevent a series of intractable problems for the future. Investing in **early intervention and prevention** is a core principle of Community Planning Aberdeen which underpins every decision, action and impact.

The ultimate expression of this is our commitment to invest in our children and young people. It is unacceptable that due to a lack of income, families can be dragged into a cycle of poverty that is repeated generation after generation. Our status as the first Scottish City to be accepted onto UNICEF's Child Friendly Partners Programme reflects our ambition for Aberdeen to be a place where all children and young people have the opportunity to reach their potential regardless of their background and circumstances.

Enabling our families to ensure their children are safe, healthy and nurtured is fundamental to giving children the best start in life. However, our data shows that there are children in Aberdeen who are not getting this start. This has a detrimental impact on their ability to meet their developmental milestones, significantly limiting their future potential.

Our data shows that the attainment gap between the highest and lowest achieving 20% is narrowing, but we need to do more to help all children and young people to achieve. In most subjects and stages, achievement of expected levels is lower in Aberdeen than Scotland. This is especially true for our care experienced children and young people. 90.8% of young people in Aberdeen are now entering positive destinations upon leaving school, however this is not the case for those young people from our deprived areas with only 83.6% moving on to a positive destination.

We know that to achieve real and lasting change in our society, we need to empower communities to help themselves and community empowerment is a central theme which runs throughout our LOIP. But there are members of society who are vulnerable and at times need more support to keep safe from harm. This is equally true of children, young people, adults and older people. Over the last two years we have taken steps to protect a wide range of vulnerable people. For example, we launched the Choose Life app which reached 22,000 users between March 2016 to August 2017. During this time Grampian has seen a 28% decrease in suicide during 2016 compared to an 8% increase nationally.

However we want to do more for our children and young people, and this includes introducing a different model of care to improve access to Child and Adolescent Mental Health services. Only 37.7 % of Child and Adolescent Mental Health (CAMHS) referrals in Grampian are seen within the target 18-week period compared with 77.5% in Scotland. This is based on a traditional model of hospital care. Our new approach means many children's detailed assessments and treatment plans are in place after 6 weeks, and the full pathway in place after a total of 15 weeks – better than the national standard.

Some of our best examples of partnership working can be seen in our work to improve community safety outcomes. We've seen an 8% increase in the percentage of people who reported that they feel safe in the City since last year alongside a 17% reduction in overall crime and a reduction in violent crime, the number of young people accused in relation to multiple CrimeFiles also decreased by 48% in the last two years. New schemes such as AMPED, which aims to divert young people from antisocial behaviour; and the alcohol misuse referral scheme, which signposts people with alcohol issues to support and recovery services, aim to tackle some of our most persistent

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community safety issues at their root cause. We also started our Priority Families Service in January 2017, which offers intensive help through Partnership working to families affected by anti-social behaviour, offending and wellbeing issues. Already we are seeing evidence that families involved are experiencing improved outcomes with 40% of pupils from supported families showing improved attendance and a 76% reduction in criminal charges for families. We hope to spread the positive impact of these initiatives further across the City to help young people and vulnerable adults escape a path of self destruction. For example, drug related deaths have doubled since 2014 in the city and 27% of adults in Aberdeen drink above the guideline recommendations of 14 units per week, higher than Scottish rate of 25%. We have therefore introduced a key stretch outcome to reduce drug and alcohol related deaths in the city.

Early detection and intervention of people at risk of harm continues to be of upmost importance for the Partnership and our improvement efforts continue to focus on how we can improve the shared intelligence between our organisations to support this to happen. For example, data analytics to predict events from potential child protection issues, to the likeliest locations for house fires and school attainment. These insights will give us the ability to take a preventative approach, putting in place interventions to try and stop problems rather than providing costly services in response.

The population needs assessment shows wide divisions in health and life expectancy between the richest and the poorest communities in our City. People living just a few streets apart in some areas of Aberdeen find themselves with life expectancies more than 14 years apart, we have committed to address this through a stretch outcome to increase the healthy life expectancy for the people of Aberdeen. A families ability to nourish themselves is a key factor in healthy life

expectancy and it is alarming that 8% of respondents in our last City Voice survey reported that there was a time during the last 12 months when they were worried they would not have enough food to eat, with 3% reporting that their household had run out of food at some time over the last year. Helping people affected by household food insecurity is therefore a key focus for the Partnership. We hope to be able to see a future improvement in the data as a result of initiatives being put in place now; such as free school meals during holidays in our priority localities and supporting communities to grow their own food.

The successes we have experienced so far have not been achieved by partner organisations alone. More and more we are reaching out to our people and communities for their help to improve outcomes. Participatory budgeting is an approach we are using to give people a direct say in how and where public funds can be used to address local needs. We have also been involving communities in our improvement projects which are testing new ways of working using existing resources.

There has been a power of work across the Partnership which needs to be acknowledged and celebrated, but there is still so much to be done. The data has allowed us to make an honest appraisal of where Aberdeen is as a City and where the Partnership is in terms of meeting the needs of our communities. This refreshed LOIP refocuses the Partnership on those critical issues through our 16 new stretch outcomes which communicate what will be different by the end of this ten year plan. This marks a maturing of how we are working together and in partnership with our communities. It signals our joint commitment, confidence and ambition to achieve our vision of Aberdeen as a place where all people can prosper.

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As we embark on the next stage of our improvement journey, we will be working even more closely together. There is no doubt that we face complex challenges ahead, but Community Planning Aberdeen is committed to tackle these head on. The opportunities are great and it is only by recognising these challenges and working together that we will be able to continue to improve outcomes for the people of this great city.

Councillor Jenny Laing,
Chair of Community Planning Aberdeen,
Co-Leader of Aberdeen City Council

Chief Superintendent Campbell Thomson,
Vice Chair of Community Planning Aberdeen,
Police Scotland

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Our golden pyramid depicts our determination to ensure that Community Planning Aberdeen works together as a whole to enable and empower local people, communities and partnerships to be the makers of their own improved outcomes.

Of topmost importance is the realization of local plans developed by local people, local communities and local partnerships. We are committed to working with people in their 'places' – their homes, their streets, their neighborhoods to support them to plan, resource and deliver community led approaches which will deliver improved local outcomes at a community and city-wide level.

Each of the Community Planning Partners plan the delivery of their services in a range of ways. For example, by Police division, Council function, NHS Boards and Scottish Fire and Rescue Service hubs. As partners we accept these differences in delivery structures, but are united in our commitment to working together and with local people to achieve improved outcomes.

This Local Outcome Improvement Plan (LOIP) represents our ambitions city wide, but is very much grounded in the needs of our most disadvantaged communities. It is by working with these communities to take forward our improvement activity that we will learn how we can change, how we can improve and how we can scale up and spread improvement. That is how we will make the difference in Aberdeen and achieve our vision of a Place where all people can indeed prosper.

Review of localities: The Partnership is currently undertaking a review of localities to ensure consistency between Community Planning and Health and Social Care Partnership Localities. This will involve revisiting the boundaries of Community Planning Aberdeen to ensure they reflect natural community boundaries.

THE ABERDEEN CONTEXT

Like all areas of Scotland, public services in Aberdeen are facing increasing demand with reducing resources. In order to understand how best to prioritise our shared resources, we need clarity on the current and future needs of local people in Aberdeen. Our approach to [Population Needs Assessment](#) ensures we systematically analyse data across a broad range of indicators to identify the major issues facing the City. The following paragraphs provide a summary of findings from the most recent data available as of November 2018.

Our Economy

Aberdeen remains a competitive and productive city with GVA (Gross Value Added) per head in Aberdeen being the highest in Scotland. Gross disposable household income per head in Aberdeen is £22,508 compared to £18,231 for Scotland. In 2017 workplace based hourly pay (median gross) in Aberdeen was £15.33, compared to £13.98 in Scotland. In 2017, 79% of Aberdeen's working age population (16-64 years) was classified as economically active which is slightly above the Scottish rate of 77.5%. In Aberdeen 21% of the working population was classified as economically inactive which is slightly lower than the Scottish rate of 22.5%. In 2016 there were 1,160 new businesses in Aberdeen and 1,570 business deaths. One-year survival rates of 2016 business births was 90.5% in Aberdeen compared to 91.7% in Scotland. The five-year survival rates of 2012 business births was 45.9% in Aberdeen compared to 43.7% in Scotland. There remain areas of

deprivation in Aberdeen with 22 data zones that are in the most deprived quintile (0-20%) for all domains. Aberdeen has no datazones in the 5% most deprived areas of Scotland. Almost 15% of adults who work in the city earn less than the Living Wage. Recent reports from CFINE show a massive increase in the number of people requiring emergency food parcel which may only be the tip of the iceberg as there are other providers of emergency food supplies, and not every person in food poverty would use food parcels.

Our People (Children and Young People)

In 2017 there were 34,495 children (0-15 years) in Aberdeen City – which is 15% of the City's total population which is in line with the Scottish figure of 16.9%. In September 2017 there were 13,923 primary school pupils and 8,667 secondary school pupils in Aberdeen City. In July 2017 there were 590 Care experienced children and young people in Aberdeen City – equivalent to 1.6% of the 0-17 years population. This is higher than the equivalent rate for Scotland of 1.4%. Almost half (49%) of Care Experienced Children and Young People (CECYP) in Aberdeen live in foster care. While improved, the attainment outcomes for CECYP are still lower than those for all pupils. In 2016/17 in Aberdeen City 74% of CECYP left school with 1 or more qualification at SCQF (Scottish Credit and Qualifications Framework) level 4 (78% for Scotland). In 2017, a total of 1,212 CAMHS (Child and adolescent mental health services) patients were seen in Grampian. Of these,

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37.7% were seen within the target 18-week period, compared to 77.5% in Scotland. However, this is based on a traditional model of hospital care. A new approach means many children's detailed assessments and treatment plans are in place after 6 weeks, and the full pathway in place after a total of 15 weeks which is better than the national standard.

Our People (Adults)

The population of Aberdeen is currently 228,800 and is projected to increase by 3.2% by 2026 to 237,169. Aberdeen has a relatively young population compared to the rest of Scotland. The median age in Aberdeen is 36 years compared to 42 in Scotland. Compared to Scotland as a whole, Aberdeen has a higher proportion of working age people - 69% compared to 64%. Aberdeen is a diverse city with 24% of the City's population having been born outside of the UK compared to 9% for Scotland. In 2014-16 estimated life expectancy at birth in Aberdeen was 80.8 years for females and 76.4 years for males. This is in line with the Scottish figures of 77.0 years for males and 81.1 years for females. This figure does vary in areas of deprivation. In the period 2013-2016, 27% of adults in Aberdeen City were drinking above the guideline recommendations of 14 units per week. This is slightly higher than the rate for Scotland of 25%. It is estimated that 1.9% of Aberdeen's population have a problem drug use. At 0.17 per 1,000 population, Aberdeen has the 4th highest average annual rate of drug deaths (after Dundee City at 0.25, Glasgow City at 0.24 and Inverclyde at 0.22) of all local authorities in Scotland. In 2016/17 35,342 people in Aberdeen City were prescribed drugs for anxiety, depression or psychosis. This is equivalent to 15.4% of the population – significantly lower than the proportion for Scotland of 18.5%. Consistent with trends in Scotland, the proportion of people receiving prescriptions for these conditions has increased significantly in recent years, from 12.5% in 2009/10 to 15.4% in 2016/17. In Aberdeen, in 2017 there were 470

people aged 65+ years with high levels of care need who were cared for at home (i.e. who received 10 and more hours of home care purchased or provided by the local authority). This equates to 26% of all people in this age group with high levels of care need – significantly lower than the Scottish average of 35.2%.

Our Place

Aberdeen has the 8th largest local authority population in Scotland. The city is made up of 37 neighbourhoods, 9 of which are recognised as deprived as classified in the Scottish Index of Deprivation (SIMD). In 2017 there were 116,821 dwellings in Aberdeen with local authority housing stock totalling 22,041 with 75.8% of those being flats. Between 2016 and 2017 the total waste generated in Aberdeen fell by 8.7%. In 2017 – for the first time – more waste was recycled (44%) than went to landfill (36%). Overall in Scotland 45% of waste generated goes to landfill with 46% being recycled. In 2015 CO_2 (Carbon dioxide) emissions in Aberdeen totalled 1,335.2 kt (down from 1,813.6 in 2005). Of this, 45% is attributed to industry and commerce, 30% to domestic use and 24% to transport. Between 2005 and 2015, per capita CO_2 emissions (kt CO_2) have fallen in both Aberdeen and Scotland. In 2015 the per capita levels were slightly lower in Aberdeen than in Scotland (5.8 compared to 6.1). Four areas in Aberdeen have been identified as potentially vulnerable to flooding – Deeside, Peterculter, Bridge of Don and Denmore. Total annual average damages due to flooding in 2016 was estimated at £17,370,000, equivalent to 80% of annual average damages for the North East Local Plan area.

The Partnership's response to these challenges is set out in this Local Outcome Improvement Plan which details the improvement activity the Partnership will prioritise and resource to effect change.

OUR VISION FOR ABERDEEN CITY

'A place where all people can prosper'

Our vision for 2026 is Aberdeen as a place where all people can prosper, regardless of their background or circumstances. This reflects our desire to help all people, families, businesses and communities to do well, succeed and flourish in every aspect. To achieve this vision we are committed to tackling the issues that exist in our society which prevent equal opportunity for all to lead a happy and fullfilling life.

There are problems faced by our City which have endured for decades and have been stubbornly resistant to improvement. Our evidence confirms what we already know; that inequalities in health, education and employment opportunities are passed from one generation to another and that this is most acute for those families living under the grip of poverty.

No single sector or profession can break the cycle of disadvantage or eradicate poverty alone, collaborative efforts across the Community Planning Partnership are key in helping to face up to poverty. Our philosophy is to create the conditions for everyone to prosper by helping disadvantaged familes and communities to escape this cycle by creating the conditions for prosperity.

Through **early Intervention and prevention,** we aim to support future generations to be prepared and made ready for school, for work, for parenthood and for life itself – **see diagram 1**. This calls for particular attention to be paid to care experienced children, young offenders, children of offenders and those living in poverty - because their levels of risk are very much higher than those of other children and young people of their age.

Diagram 1

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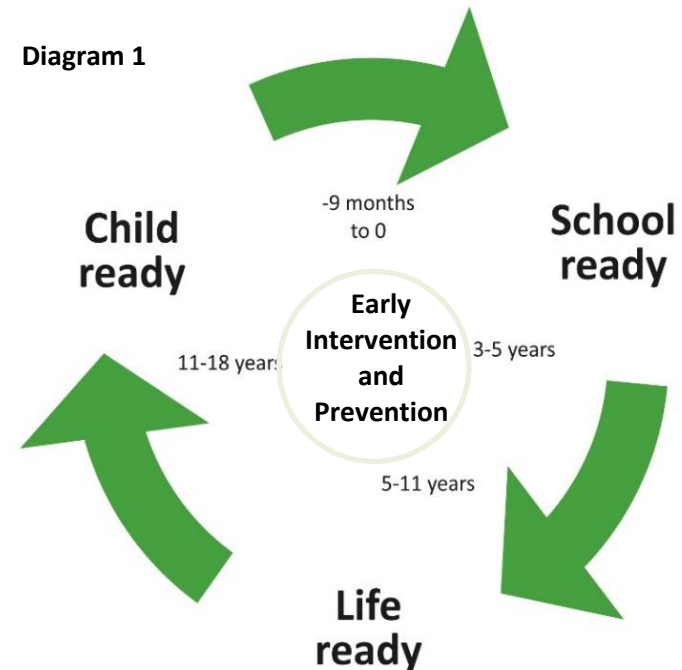
How will we know we are making a difference?

Setting out a vision for how we want things to be in the future is the easy part. Believing that it is possible and making it happen is entirely different. Breaking the cycle of poverty depends on a broad constellation of factors relating to a person's life journey, over which individual public services have relatively limited control. The Council's anti-poverty strategy 'Towards a Fairer Aberdeen that Prospers for All' sets out the actions it will take as a single system, but also recognises that it cannot tackle poverty alone. As a whole system working together, and with communities, Community Planning Aberdeen can have a much greater influence.

It is through the delivery of this Local Outcome Improvement Plan, and underpinning improvement plans such as our emerging Child Poverty Action Plan that we will tackle poverty: its causes and consequences.

Our expectation by 2026:

- Fewer than 10% (currently 16.7%) of children will be living in poverty
- Fewer than 8% (currently 12.2%) of children will be living in low income families
- Fewer than 18% (currently 26.9%) of children will be living in families with combined low income and material deprivation
- Fewer than 16 datazones (currently 22) will be amongst the most deprived 20% based on SIMD
- Fewer than 5% (currently 10%) of children will be living in the 20% most deprived areas

How will we make it happen?

Our 16 Stretch Outcomes break down our overall vision and ambitions to reduce poverty into manageable thematic programmes of work. In taking a structured approach to improvement we are very clear about what it is we are trying to accomplish, how we will know whether a change is an improvement and what changes we will make to secure this improvement. These stretch outcomes tackle poverty as they manifest at every stage of a person's life journey.

OUR 16 STRETCH OUTCOMES

ECONOMY	PEOPLE (Children & young people)	PEOPLE (Adults)	PLACE
1. 10% increase in employment across priority and volume growth sectors by 2026. 2. 90% of working people in Living Wage employment by 2026.	3. 95% of children (0-5years) will reach their expected developmental milestones by the time of their child health reviews by 2026. 4. 90% of children and young people will report that they feel mentally well by 2026. 5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026. 6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026. 7. Child Friendly City by 2026. 8. 25% fewer young people (under 18) charged with an offence by 2026.	9. 25% fewer people receiving a first ever Court conviction each year by 2026. 10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026. 11. Healthy life expectancy (time lived in good health) is five years longer by 2026. 12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.	13. No one in Aberdeen will go without food due to poverty by 2026. 14. Mitigating, adapting and addressing the impacts of climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026. 15. Highest active travel rate (cycling or walking) in Scotland by 2026, making the biggest contribution towards the Government's aim that 10% of everyday journeys will be by bike.

The following chapters in this document include the detailed improvement projects we will take forward to achieve these stretch outcomes.
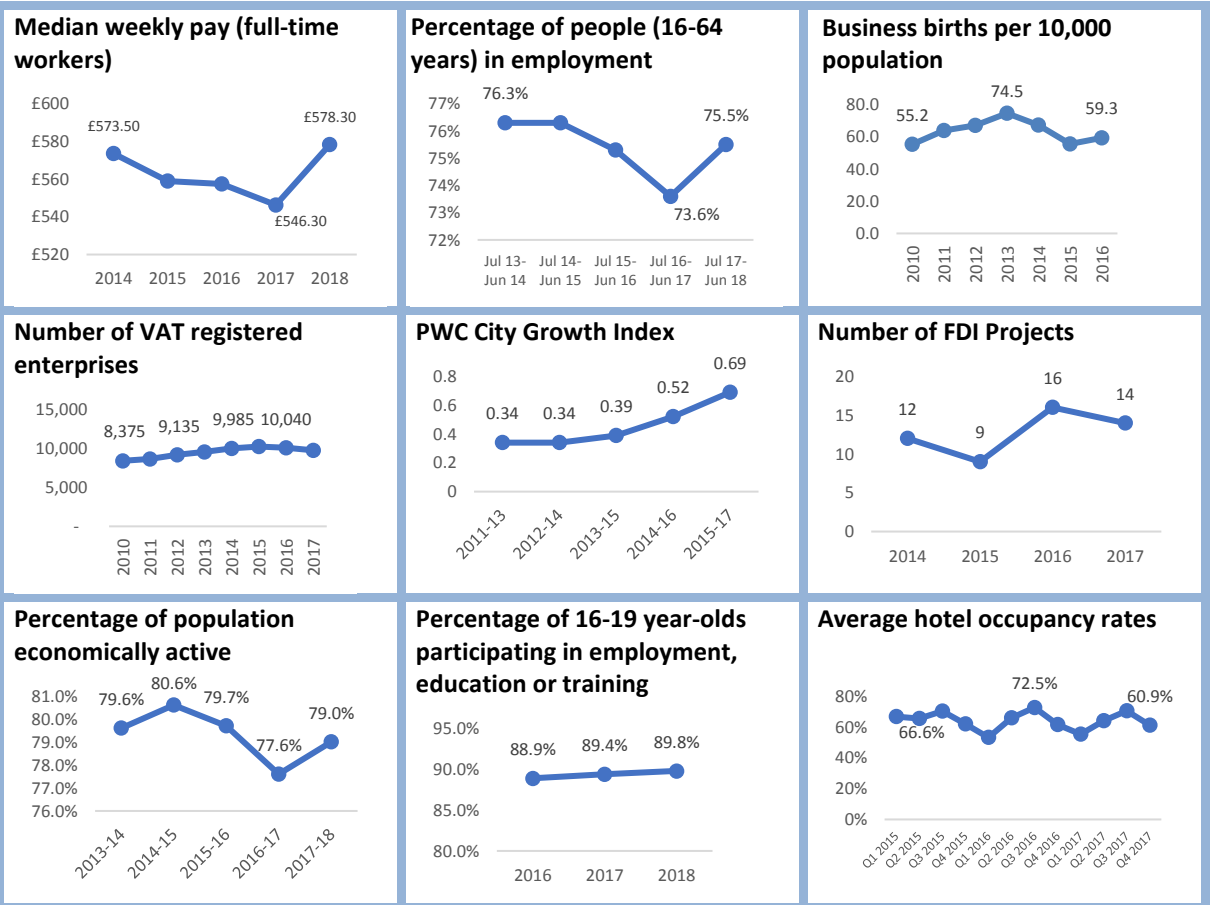
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PROSPEROUS ECONOMY

The North East of Scotland is one of the most active and prosperous regions in the UK. However, in looking at the region's future economic development, it is clear that Aberdeen needs to be at the heart of a city region that competes with international city regions and not just with others in Scotland or the UK.

Economic activity in the North East is strong, principally because of North Sea oil and gas and, in spite of the recent downturn, there remain significant opportunities to sustain and grow activity in this sector in both the short and longer terms. The Aberdeen Economic Policy Panel Report in November 2018 provides an independent analysis of the Aberdeen City Region economy to support the Council's annual credit rating assessment by Moody's. The report confirms that some challenges the North East region faces are specific to the local economy (such as the trends in future oil production/price). The immediate focus is on maximising economic recovery from the remaining oil and gas reserves in the UK Continental Shelf while anchoring expertise in the wider energy sector in the North-East of Scotland.

In 2016 Aberdeen was ranked fifth in the UK in terms of the number of patents per 1,000 population, testimony to a variety of internationally significant research centres in the

POPULATION NEEDS ASSESSMENT DATA:

Median weekly pay (full-time workers)

Percentage of people (16-64 years) in employment

Business births per 10,000 population

Number of VAT registered enterprises

PWC City Growth Index

Number of FDI Projects

Percentage of population economically active

Percentage of 16-19 year-olds participating in employment, education or training

Average hotel occupancy rates

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region, such as the National Subsea Research Institute, the Rowett Institute of Nutrition and Health, the Marine Lab, the James Hutton Institute and Aberdeen's two universities. New business creation is vital in diversifying the economy and the correct support for those wishing to start or expand their own business is essential.

Key to this transition is retention of the talent and transferable skills that currently exist within our businesses and educational institutions. In addition to creating a strong pipeline of talent through our schools, college and universities, we must ensure that inclusive growth is at the heart of all we do and that opportunities are open to all by offering support to those seeking to enhance their skills or reskill to move into new roles. We will seek to develop a City of Learning approach that empowers people and communities to put lifelong learning at the heart of their civic and cultural identities.

The purpose of Aberdeen Prospers is to contribute to the inclusive economic growth agenda in the city and Brexit may have significant impacts across communities and localities that we are focussed on. Even in the best-case Brexit scenario, recent forecasts from the Bank of England and other agencies suggest 'lost' growth of 3% per year and the stretch outcome aims for Aberdeen Prospers should be considered in that light. The potential (and future real) consequences of Brexit will continue to be monitored by the Aberdeen Prospers group, which will retain sufficient flexibility and agility in its improvement planning to accommodate actions to mitigate Brexit consequences for priority communities and groups, where possible. Aberdeen Prospers will also explore potential opportunities afforded by Brexit and work these into growth related improvement activity where possible and appropriate to do so.

A primary focus of Aberdeen Prospers will be on delivering on Fair Work and Good Work principles – ensuring that people who are least engaged with the labour market or who benefit least from the city's prosperity are given the opportunities to progress into sustainable employment. Working with locality partnerships will be critical to achieving our ambitions in this area.

By working in partnership we aim to ensure Aberdeen's economy continues to be prosperous. As part of an inclusive economy, Aberdeen's 3rd sector provides a significant contribution in financial and resource terms. Its turnover is £350 million per annum (excluding the two universities, college and two ALIOs). The workforce is in excess of 10,000 and it pulls in the support of over 70,000 volunteers for the city's benefit. It reflects the diversity of the population in age, gender, ethnicity, faith and ability, providing a purpose for all.

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LEAD PARTNERS:

- **Aberdeen City Council**

- **ACVO**

- **Civic Forum**

- **Department of Work and Pensions**

- **North East Scotland College**

- **North East Scotland Regional Transport Partnership (Nestrans)**

- **Robert Gordon University**

- **Scottish Enterprise**

- **Skills Development Scotland**

STRETCH OUTCOMES

1. 10% increase in employment across priority and volume growth sectors by 2026.

2. 90% of working people in Living Wage employment by 2026.

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
1. 10% increase in employment across priority and volume growth sectors by 2026 *(Baseline data 2017: 48,390 people in employment in growth sectors. A 10% increase is 4,839 people)* **Responsible Outcome Improvement Group:** Aberdeen Prospers	1.1 Diversification of the economy into other growth sectors including wider energy related sectors; tourism; food and drink; life sciences; health and social care and construction.	Increase the number of people employed in growth sectors (digital/ creative; food and drink; life sciences; tourism; social care and health and construction) by 5% by 2021.	No. of people employed by growth sector *(Baseline data 2017:* *Digital/ creative - 4,040;* *Food and drink - 1,250;* *Life sciences - 900;* *Tourism - 10,000;* *Early years – 2,570* *Health and social care – 23,630;* *Construction – 6,000)*
	1.2 Developing the talent and future workforce necessary to support diversification of businesses and economy.	Stimulate a 5% increase in the number of start-up businesses in growth sectors (digital/ creative; food and drink; life sciences; tourism) by 2021.	No. business start-ups by growth sector
			% business start-ups surviving after five years by growth sector
			No. of businesses by growth sector *(Baseline data 2017:Digital/ creative – 855; Food and drink - 130 Life sciences – 30; Tourism - 535)*
			GVA per worker by growth sector *(Baseline data 2016: Digital/ creative - £51,064; Food and drink - £68,579; Life sciences - £97,136; Tourism - £22,921)*
			No. business uptake of Scottish Enterprise support No. of Scottish Enterprise account managed companies
		Increase the number of Modern and Graduate Apprenticeships in priority and volume growth sectors by 5% by 2022.	No. apprenticeships starts by growth sector
			No. apprenticeships available by growth sector
			No. of inward investment enquiries generated by priority growth sector

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the number of SVQ level 4 qualifications achieved in ICT and Digital by 10% by 2021.	No. of SVQ Level 4qualifications achieved in ICT and Digital subject areas
	1.3 Improving investment into Aberdeen and Aberdeen businesses.	Support 2 investments per year in priority growth sectors through Invest Aberdeen by 2022.	% of enquires resulting in investment
			No. of jobs created through Foreign Direct Investment
			Total turnover by growth sector *(Baseline data 2016: Food and drink - N/A; Life sciences - £90.2 million; Tourism - £424.6 million; Creative/digital - N/A)*
			No. of companies engaged in exporting activities for the first time or in markets that are new to the company
2. 90% of working people in Living Wage employment by 2026 **(Baseline data 2018: 85.8%)** **Responsible Outcome Improvement Group:** Aberdeen Prospers	2.1 Promoting inclusive economic growth for our most disadvantaged communities to mitigate the economic impacts of Brexit.	Increase the number of people from priority localities employed by public sector partners and in major capital projects by 2022.	No. of people in low-skilled, low-paid and insecure employment
		Increase no. of people over 50 in employment in Aberdeen by 10% by 2021.	No. of over 50s people in employment
		Increase the number of people from priority groups (care experienced young people, people with convictions, people with housing need) employed by public sector partners by 2021.	No. of people from priority groups employed by public sector partners
			No. of people in low-skilled, low-paid and insecure employment
		Increase employer sign up to the Real Living Wage by 2021 and year on year to achieve Real Living Wage City Status by 2026	No. of employers paying the Real Living Wage

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the impact and measured value of Partnership wide community benefits programme by 2022.	Value of Partnership wide community benefits programme
			No. of community groups participating in co-design of community benefits
		80% of young people will successfully complete their Modern Apprenticeship programme by 2022.	% of those achieving a modern apprenticeship of all those leaving an MA *(Baseline data 2017: 75% - City and shire)*
			No. of young people on foundation apprenticeships
			% of young people achieving positive destinations post-school *(Baseline data 2017: 89.4%)*
			% of employers reporting skills gaps *(Baseline data 2017: 14%)*
	2.3 Ensuring access for all employers to skilled labour	90% of employers reporting that they have appropriately skilled people in their workforce by 2026.	Educational attainment at NVQ4 and above of resident population aged 16-64 *(Baseline data 2017: 51.7%)*
		Increase the number of people entering employment from Stage 4 employability activity to 80% by 2021.	% of people entering employment from six skills academies within 13 weeks of completion *(Baseline data 2017: 12% - 21%)*
			No. of people entering employment from stage 4 employability activity

LOCAL SUPPORTING STRATEGIES
Regional Economic Strategy 2015-2025
Regional Economic Strategy Action Plan 2018
City Region Deal 2015-2025
Scottish Enterprise Business Plan 2018-19
Aberdeen City and Shire Regional Skills Strategy
North East Scotland College Strategic Plan 2018-2021
North East Scotland College Outcome Agreement 2017-18
North East Scotland College Curriculum Strategy

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Investment in children is one of the best and most valuable long-term investments we can make. Investing shared resources to target early intervention and prevention for children and young people is central to tackling inequality and improving life chances.

Our ambition is to support every child, irrespective of their circumstances, to grow, develop and reach their full potential. We want Aberdeen to be a city where there is equality of outcomes and opportunities for all our children and young people and that children's aspirations are not limited by their background or circumstances. This drives the partnership to collaborate to maximise the long-term outcomes of those who need extra care and protection.

Our stretch outcomes reflect the importance we place on supporting equity of access to education, supporting families to provide the best care they can for their children and the need to invest in the health, including mental health, of our children and young people.

We will also make a particular effort to support our care experienced young people to ensure that they gain the same opportunities as their peers.

POPULATION NEEDS ASSESSMENT DATA:

Percentage of babies exclusively breast-fed at 6-8 weeks
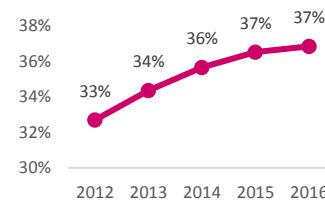
Percentage of P1 pupils with no obvious tooth decay
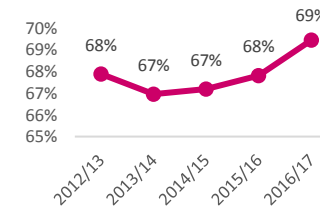
Immunisation uptake at 24 months (MMR)
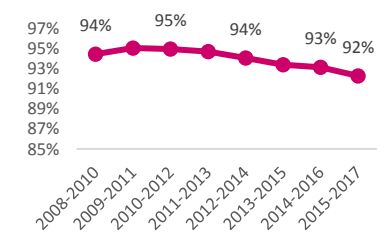
Percentage of P1 children at risk of overweight and obesity
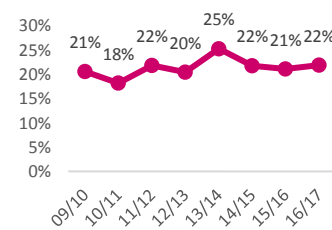
% of Care Experience Children and Young people with 1 or more qualification at SCQF Level 4
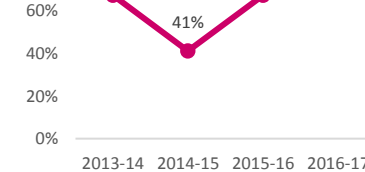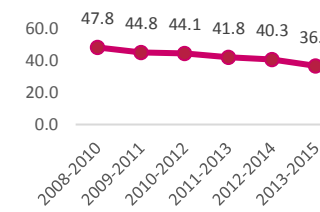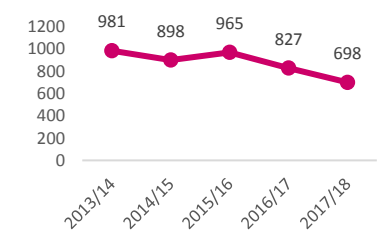

Number of children on the Child Protection Register
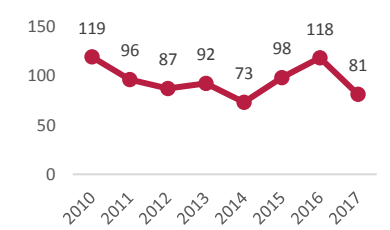
Percentage of pupils from deprived areas with 5+ Awards at SCQF Level 5
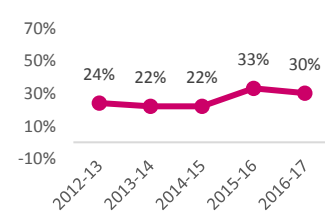
Rate of teenage pregnancies (per 1,000 population)

Number of juvenile offenders

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To support them and our other children at risk, for example children who have had adverse childhood experiences, we will make sure that we put addressing inequality in education and positive destinations at the forefront of our aims.

As we work together to deliver the promise's we have made in the LOIP we continue to collaborate to achieve UNICEF Child Friendly City status. This programme will enable our children and young people to shape strategic decision making across the partnership and engender a culture of collaboration in our future community leaders.

STRETCH OUTCOMES

3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.

4. 90% of children and young people will report that they feel mentally well by 2026.

5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.

6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.

7. Child Friendly City by 2026.

8. 25% fewer young people (under 18) charged with an offence by 2026.

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LEAD PARTNERS:

- **Aberdeen City Council**
- **Aberdeen Health and Social Care Partnership**
- **Active Aberdeen Partnership**
- **ACVO**
- **Children's Hearings Scotland**
- **NHS Grampian**
- **Police Scotland**
- **Scottish Children's Reports Association**
- **Scottish Fire and Rescue Service**
- **Skills Development Scotland**

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026 *(Baseline to be established)* **Responsible Outcome Improvement Group:** Integrated Children's Services Board	3.1 Ensuring that families receive the parenting and family support they need.	Reduce the rate of teenage pregnancies [under 16s] by 3%, by 2021	Rate per 1,000 mothers for all pregnancies under 16 (3 year aggregate) *(Baseline 2014/16: 3.9)*
		Increase the number of pregnant young people who are able to remain in education during pregnancy by 50%, by 2022	% of young people who remain in education during pregnancy
			% of young people who remain in education after pregnancy
			% of schools which have support and planning processes in place for young people to remain in education
			No. of young people resuming full time education within 1 month of the birth
		Increase the number of early learning and childcare settings providing a tailored needs led family support offer to 90%, by 2022	No. of settings offering family support *(Baseline: 0%)*
		Increase the number of families who request additional support and receive an offer of an appropriate service within 30 days of receipt of the Child's Plan, to 80%, by 2021	% of Families offered a service within 30 days *(Baseline: 76%)*
	3.2 Keeping young children safe.	Reduce the number of births affected by drugs by 0.6 %, by 2022	No. of births affected by drugs *(Baseline 2015: 17)*
			% of all live births affected by drugs *(Baseline 2015: 1.5%)*
		Reduce the number of emergency hospital admissions for unintentional injury to children under 5 years by 3.69%, by 2021	No. emergency hospital admissions for unintentional injury to children under 5 years *(Baseline 2013/16: 1,463)*
		Increase in the MMR vaccine uptake for children at 24 months by 3.9%, by 2020	% of uptake of MMR vaccine for eligible children at 24 months (3 year rolling average) *(Baseline 2015/17: 92%)*

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Reduce number of children who are witness to domestic abuse by 2022	Number of health visitor routine inquiry's that indicate domestic abuse in the home
			Number of domestic abuse reports with children regarded as present
	3.3 Supporting early speech, language and literacy	Increase the number of 27-30 month reviews completed for eligible children by 5.2%, by 2021	% of eligible children who had a 27-30 month review *(Baseline 2016/17: 84.1%)*
			% of children reviewed that had at least one developmental concern recorded *(Baseline 2016/17: 8.2%)*
			% of eligible 2's accessing Early Learning and Childcare provision
	3.4 Improving health and reducing inequalities	Increase in the uptake of Healthy Start Scheme and Vitamins by 4%, by April 2020	% of uptake for eligible households *(Baseline 2017/18: 56%)*
		Reduce child obesity at Primary 1 stage by 10%, by 2022	% of primary 1 children (with a valid height and weight recorded) whose BMI is within the top 5% of the 1990 UK reference range for their age and sex *(Baseline 2016/17: 69.4%)*
		Reduce the number of pregnant mothers who smoke by 10% by 2022	% of women recorded as a 'current smoker' at first antenatal booking appointment
		Increase the number of mothers in locality areas breastfeeding by 10% by 2022	% of babies exclusively breastfed at 6-8 week review: *(Baseline 2017/18: City wide - 36.8%; 20% most deprived areas – 24%)*
		Reduce the number of babies exposed to second-hand smoke (at 6-8 week review) by 10% by 2022	% of babies reported by parent as being exposed to second-hand smoke at 6-8 week review (3-year rolling average) *(Baseline 2014/17: 13.7%)*

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
4. 90% of children and young people will report that they feel mentally well by 2026 *(Baseline data 2013*: Warwick Edinburgh Mental Wellbeing Scale -* *S2 Girls: 76%; S2 Boys: 83%* *S4 Girls: 72%; S4 Boys: 80%* **Most recent data available*) **Responsible Outcome Improvement Group:** Integrated Children's Services Board	4.1 Improving the knowledge, understanding and skill of the universal workforce to recognise and respond to emerging mental wellbeing vulnerability.	Increase the confidence of school-based staff to recognise and respond to children who require support and directing them to the school Nursing Service to 90%, by 2021	No. of staff trained in mental health first aid and/or Adverse Childhood Experiences.
			No. of young people self-reporting being bullied
			No. of young people who report being able to recognise symptoms of poor mental health among their peers
			No. of peer support opportunities in schools
			No. of appropriate referrals to the school Nurse for targeted support
		Increase the confidence of parents and young people to recognise and seek support in response to deteriorating mental wellbeing by 2022.	No. of young people who report being able to recognise symptoms of poor mental health among their peers
			No. of young people self-reporting being bullied
			No. of peer support opportunities in schools
			No. of parents raising mental wellbeing concerns with identified Named Person
	4.2 Increasing children's and parents' knowledge and understanding of their own physical and mental wellbeing	Increase the support provided by the school Nursing service to children and young people with escalating mental wellbeing concerns by 50% by 2022	Level of contact school Nurses have with pupils presenting with mental wellbeing concerns
			No. of young people being supported who have a family history suicide/diagnosed mental health disorder.
			No. of young people referred to CAMHS for specialist support
			Level of support provided by school nurses to the whole school
			No. of Care Experienced children and young people referred to school nursing service
	4.3 Ensuring that those children and young people with recognised mental health needs receive timely and effective support.	Reduce the number of children and young people who are exhibiting self-harming behaviours	Increase % of children/young people seen by CAMHS within 18 weeks of referral to target set by Scottish Government. *(Baseline 2017: 37.7% [Grampian] 77.5% [Scotland])*
			% of young people who engage with the CAMHS service
			% of children to first assessment *(Baseline 2018: 6 weeks)*
			% of children to treatment *(Baseline 2018: 9 weeks from assessment]*
			% of children from assessment to treatment for neurodevelopmental care *(Baseline 2018: 24 weeks)*
			% of children on national standard of 18 weeks referral to treatment *(Baseline 2018: 63%)*

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			No. of young people who have a repeat presentation at A&E due to self-harming – including alcohol and drug overdose
			No. of young people placed in a specialist residential provision where mental health is a primary concern.
			% of care experienced young people who die before age 26
			% of re-referrals for tier 3 and 4 service
		Reduce number of requests for specialist support from children's social work in partnership forums by 5% by 2020	Number of referrals to children's social work
			Number of partners in each partnership forum
			Number of children and young people identified as needing support
5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026 *(Baseline 2016/17: Positive Destinations- 63.3%* *4 or more SCQF awards at Level 3 - 56.7%)*	5.1 Improving education outcomes for care experienced children and young people	Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022	% of care experienced young people (S4-6) who leave school and go to a sustained positive destination *(Baseline 2016/17: 63.33%)*
			% of achievement in Curriculum for Excellence Levels for reading *(Baseline 2016/17: P1: 46.67%; P3: 46.15%; P7: 28.57%; S3: 40.91%)*
			No. of complementary Tariff Points Aberdeen City (AC) compared to virtual comparator (VC): *(Baseline 2016/17: Lowest Attaining 20% - AC: 21/ VC: 87 Middle Attaining 60% - AC: 270/VC: 405 Highest Attaining 20% - AC: 804/VC: 977)*
			% of care experienced school leavers attaining SCQF Level 3 in Literacy and Numeracy *(Baseline 2016/17: 63.33%)*
			% of care experience young people leaving school with 4 or more SCQF awards at Level 3 *(Baseline 2016/17: 56.67%)*
			No. of exclusions of care experienced young people *(Baseline 2016/17: Primary: 25;Secondary: 206)*
			No. of care experienced pupils excluded *(Baseline 2016/17: Primary: 14; Secondary: 104)*

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
Responsible Outcome Improvement Group: Integrated Children's Services Board			No. of care experienced children and young people attending school on a part time basis *(Baseline 2017: 7)*
			% of care experienced pupil school attendance *(Baseline 2016/17: Primary: 89.2%; Secondary: 78.3%)*
	5.2 Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity	Increase number of staff, including carers working with care experienced children and young people trained in trauma skills and knowledge, to 80% by 2021	No. of staff trained
			No. of emergency admissions in to care
		Increase in the number of inhouse foster and kinship placements by 2021	No. of kinship placements *(Baseline 2018: 37% [of all care experienced children and young people])*
			No. of care placement moves
		Increase in the number of inhouse foster care placement by 2021	No. of foster care placements
		Increase the number of children and young people remaining in a placement between 16-18 year by 2021	No. of children and young people remaining in care placement
	5.3 Supporting children and young people to understand and access multiagency throughcare and aftercare services	Increase the number of care experienced young people receiving appropriate multiagency throughcare by 2021	No. of care leavers with a pathway plan
			No. of care leavers who receive throughcare and aftercare support
			No. of young people we offer targeted support linked to tenancy sustainment
			% of care leavers accessing their benefit entitlement
	5.4 Improving physical and emotional health outcomes for care experienced young people	Increase the number of carers who report increased understanding and skills to respond to children who have adverse childhood experiences by 20%, by 2021	No. of Placements on an unplanned basis
			No. of carers who self-report increased confidence and skill in meeting the needs of children who have adverse childhood experiences
			No. of children that report being happy in their care placement

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			% of care experienced children and young people who report feeling mentally well
			Establish a baseline for care experienced children and young people who report feeling mentally well
		Reduce the length of time that care experienced children and young people wait for an initial Child and Adolescent Mental Health Service (CAMHS) appointment to less than 4 weeks by 2021	No. of young people waiting longer than 4 weeks to have a CAMHS appointment
			No. of children and young people being provided with individualised therapeutic intervention from a range of agencies
			No. of children and young people who have a health needs assessment undertaken within 4 weeks of being accommodated
6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026 *Incremental improvement planned: 87% by 19/20; 90% by 21/22 93% by 23/24.* *(Baseline: 83.57% in 16/17)* ** this relates to children living in the 30% most deprived areas in area.*	6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs	Increase the no. young people who effectively transition from primary school to secondary school by 2021	% of pupils with a transition plan
			Attendance of pupils with a transition plan
			Exclusions of pupils with a transition plan
		Increase the range and number of accredited courses being provided by schools & partners by 25% by 2021	No. of courses presented per school
			No. of relevant work-related learning experiences for all secondary pupils
			% of S3-S5 pupils identified as 'at risk' of disengaging that stay on
			% of primary school attendance by areas of deprivation *(Baseline 2016/17:* *Quintiles 1,2 and 3 – 92.5 -94%* *Quintiles 4 and 5 – 95.7-96.5%)*
			% of secondary school attendance by areas of deprivation *(Baseline 2016/17:* *Quintiles 1,2 and 3 – 87.2 -91.1%* *Quintiles 4 and 5 – 92.8- 94.7%)*
			% difference between 30% most and least deprived for literacy and numeracy *(Baseline 2016/17:* *30% most deprived areas - Literacy/Numeracy Level 4: 80.92%* *30% least Deprived areas - Literacy/Numeracy Level 4: 94.77%* *Variance: 13.85%)*

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
Responsible Outcome Improvement Group: Integrated Children's Services Board		Increase the number of partners supporting delivery of the Senior Phase by 10% by 2021	Mean no. of partners supporting delivery of the senior phase in each school
		Increase the number of young people taking up foundation apprenticeships to 142 by 2021	No. of foundation apprenticeships
		Reduce the number of winter leavers with no positive destination by 50% by 2021	No. of winter leavers with no positive destination (Baseline: 50)
		Increase the number of young people who leave school with a minimum of SVQ 3 in literacy and numeracy and 4 other qualifications to 98% 2021	% Attaining Literacy Level 3: *(Baseline 2016/17: Aberdeen City: 96.58% Virtual Comparator: 96.00%)*
			% Attaining Numeracy Level 3: *(Baseline 2016/17: Aberdeen City: 94.99% Virtual Comparator: 95.75%)*
			No. of young people leaving school with no qualifications
	6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school	Increase the number of young people living in Quintiles 1,2 and 3 who achieve a sustained positive destination by working with communities to 90% 2022	% Difference between the 30% most and least deprived school leavers in positive destinations [Aberdeen City (AC) compared to Virtual Comparator (VC)] *(Baseline 2016/17: Most Deprived 30%: Aberdeen City (AC):83.57% Virtual Comparator (VC):90.05% Middle 40% by Deprivation: AC: 88.65% VC: 90.05% Least Deprived 30%: AC: 96.08% VC: 95.96% Variance: AC: 12.51% VC: 5.91%)*

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			No. of developing young workforce programmes available to young people
			% of young people engagement with Skills Development Scotland from S1
			No. of opportunities to further skills for life, learning and work across a community
			No. of community mentors available per 100 young people in our priority localities *(Baseline 2018: 0)*
		Increase the number of curricular offerings shaped by school communities by 20%, by 2021	No. of city-wide engagement opportunities for children, young people, parents, carers and families *(Baseline 2018: 0)*
			No. of local engagement opportunities for parents, carers and families
			Mean no. of opportunities for children and young people to shape the curricular offering in local school communities
		Increase the number of opportunities for parents and carers to gain an insight into how to meaningfully contribute to the educational progress of their children and young people by 30% by 2021	No. of opportunities for parental involvement.
		Increase the number of opportunities to discuss and record skills for life, learning and work from S1 by 20%, by 2021	Mean no. of registration and usage of My World of Work in each secondary school
			No. of staff trained to support young people and families to identify their preferred careers choices
			% school staff who report increased understanding of the routes into work
	6.3 Ensuring children, young people and families understand the pathways available to them and skills required for future.	Increase children, young people and families' awareness and understanding of future skill requirements by June 2021	No. of offers to Aberdeen Guarantees members per week *(Baseline 2018: Employment opportunities: 10 Apprenticeships: 5)*
			No. of employer engagement opportunities both face to face and virtually

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			No. of face to face opportunities for parents, carers and the community
			No. of opportunities to engage with the city campus digitally *(Baseline 2018: 0)*
7. Child Friendly City by 2026 **Responsible Outcome Improvement Group:** Integrated Children's Services Board	7.1 Secure required six UNICEF badges to gain Child Friendly City status Equality and Inclusiveness	Achieve badges in: Health Equality and Inclusiveness Participation And 3 more to be identified by 2022	No. of badges achieved
		Detailed improvement projects to be confirmed following feedback from UNICEF	
8. 25% fewer young people (under 18) charged with an offence by 2026 *(Baseline data: 965 young people charged in 2015-16; 827 in 2016-17; 698 in 2017/18. A 25% reduction is 175 young people)*	8.1 Young people receive the right help at the right time through provision of a strong universal offer alongside availability of multi-disciplinary targeted interventions (using a trauma-informed approach) to improve outcomes for young people at risk of becoming involved in the Justice System	Reduce the number of young people identified as having indicators of being at risk of being excluded from school by 2021	% of young people identified as at risk who are receiving a targeted intervention to support participation and engagement
			No. of school exclusion incidents for 'General or persistent disobedience' *(Baseline data: 17/18: 206)*
			Unauthorised absence levels
		Reduce the number of young people referred to the Children's Reporter on offence grounds as a result of appropriate and effective interventions by 2021	No. of young people referred to the Children's Reporter on offence grounds *(Baseline data:16/17 – 90;17/18 – 81)*
			No. of young people referred by SCRA to relevant services
			No. of residential care home workers who are aware of the Police Scotland Protocol in relation to responses to care-experienced young people.
		Increase by 10% the number of young people who are jointly reported to SCRA and COPFS who are offered robust alternatives to entering the statutory system by 2021	No. of care experienced children and young people appropriately diverted from the adult Criminal Justice System.

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
Responsible Outcome Improvement Group: Community Justice Group/ Integrated Children's Services Board		Increase by 20% the number of young people identified as being at risk of becoming involved in offending behaviour who are engaged in targeted community-based activities by 2021	No. of young people engaged in activity programmes aimed at diverting away from offending behaviour
			No. of offences committed by 8-15 year olds: i) Group 3 offences - e.g. shoplifting, housebreaking, theft of motor vehicles. *(Baseline data:16/17 – 367; 17/18 – 260)* ii) Group 6 offences - e.g. common assaults and breach of peace *(Baseline data:16/17 – 465; 17/18 – 254)*
			No. of offences committed by 16 & 17 year olds: i) Group 3 offences - e.g. shoplifting, housebreaking, theft of motor vehicles. *(Baseline data: 16/17 – 293; 17/18 – 167)* ii) Group 6 offences - e.g. common assaults and breach of peace. *(Baseline data:16/17 – 234; 17/18 – 192)*
			No. of young people involved in three or more Police CrimeFiles *(Baseline data:16/17 – 100; 17/18 – 71)*
		i) Increase the number of awareness-raising events relating to 'digital' offending by 2021, and then ii) reduce the number of 'digital' offences from 2021 – 2026	No. of awareness-raising events regarding 'digital' offending e.g. sexting *(Baseline data:16/17 – 105; 17/18 - 128)*
			No. of 'digital' offences committed by under 18s *(Baseline data:16/17 – 40 ; 17/18 – 65)*

LOCAL SUPPORTING STRATEGIES

Aberdeen City Council Strategy for Parental Involvement 2018-21

Aberdeen City Strategy for Autism 2014-24

Aberdeen City Community Learning and Development Plan 2018-21

Aberdeen City Council Strategic Business Plan Refresh 2017-18

Integrated Children's Service Plan 2017-20

NHS Grampian Local Delivery Plan 2016-17

National Guidance for Child Protection in Scotland 2014

Child Poverty Action Plan (In development)

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PROSPEROUS PEOPLE (ADULTS)

All people in Aberdeen are entitled to live within our community in a manner in which they feel safe and protected from harm, supported when necessary and fully included in the life of the city. All citizens are equally entitled to enjoy these aspirations, and it is recognised that people may, at times become vulnerable. People sometimes need others to support their achievement of a full, active, safe citizenship.

To improve outcomes for people we need to move away from fix and treat approach within public sector agencies. We need to focus on anticipation, early intervention, prevention and self-management. The key causes of preventable ill health should be tackled at an early stage and be cross sector in approach to create a culture in which healthy behaviours are the norm starting with the early years and persisting throughout our lives. The importance of physical and mental health as well as the need to address underlying conditions which effect health such as social, economic and educational impacts can only be achieved by key public and third sector organisations working together.

It is not just about services provide but what individuals want and those around them- families and carers- we need to design supports for individuals,

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POPULATION NEEDS ASSESSMENT DATA:

% who feel safe and who feel able to participate in decisions

- Feel safe in their neighbourhood: 85.5%
- Feel able to participate in decisions: 31.1%

Life expectancy and healthy life expectancy 2009-2013

Years

- Males — Life expectancy: 76.9, Healthy life expectancy: 65
- Females — Life expectancy: 81.2, Healthy life expectancy: 67.4

■ Life expectancy ■ Healthy life expectancy

Mean Wellbeing Score (WEMWBS)

- 2008-2011: Female 49.9, Male 49.8
- 2012-2015: Female 50.4, Male 49.9
- 2013-2016: Female 49.8, Male 49.9

■ Female ■ Male

Health behaviours (2014-17 combined)

- Hazardous drinking: 29%
- Regular Smoker: 23%
- Obesity: 25%
- Low activity: 23%

Number of drug-related deaths

- 2011: 29
- 2012: 16
- 2013: 24
- 2014: 26
- 2015: 45
- 2016: 46
- 2017: 54

Alcohol-related mortality (per 100,000 people)

- 2008-2012: 22
- 2009-2013: 22
- 2010-2014: 21
- 2011-2015: 21
- 2012-2016: 23

Number of deaths from probable suicide

- 2011: 19
- 2012: 24
- 2013: 28
- 2014: 35
- 2015: 43
- 2016: 31
- 2017: 23

Total crimes recorded by Police

- 2010-11: (high)
- ... 15,390 ...
- 2017-18: 12,509

Domestic Abuse Incidents (per 10,000 population)

- 2011/12: 110
- 2012/13: 118
- 2013/14: 110
- 2014/15: 135
- 2015/16: 112
- 2016/17: 110

families and communities. Improving health literacy is a critical empowerment strategy to increase people's control over their health, their ability to seek out information and their ability to take responsibility. Our efforts are to help individuals and communities look after their health, particularly through the choices they make and lifestyles they adopt. Building community resilience will have long term effects on the health of our population, ease the pressure on public services and improve our physical environment. We have paid particular attention to the importance of nature, our environment and socialisation in addressing mental well-being.

Our plans stem from working with nurseries, schools to workplaces and communities – getting people involved, caring and collaborating in looking after themselves, their neighbours and their environment. This includes joined up efforts to respond quickly when individuals and families are in need of support as well as extending efforts to identify where early intervention may be needed.

STRETCH OUTCOMES

9. 25% fewer people receiving a first ever Court conviction each year by 2026.

10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.

11. Healthy life expectancy (time lived in good health) is five years longer by 2026.

12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.

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LEAD PARTNERS:
- **Aberdeen City Council**
- **Aberdeen City Health and Social Care Partnership**
- **Active Aberdeen Partnership**
- **ACVO**
- **Alcohol and Drugs Partnership**
- **NHS Grampian**
- **North East Scotland College**
- **Scottish Fire and Rescue Service**
- **Police Scotland**
- **Skills Development Scotland**
- **Crown Office and Procurator Fiscal Service**
- **Scottish Prison Service**
- **Scottish Courts and Tribunals Service**

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
9. 25% fewer people receiving a first ever Court conviction each year by 2026 ***(Baseline data: 40 young people aged under 18 in 2016-17; 796 people aged 18+ in 2016-17)*** **Responsible Outcome Improvement Group:** Community Justice Group	9.1 Taking an effective, trauma-informed, problem-solving whole system approach to offending by 16 and 17 year olds	Extend the multi-agency problem solving approach to all 16 and 17 year olds charged with an offence to reduce the likelihood of reoffending which could lead to a conviction by 2021	% of those charged receiving appropriate police direct measures *(Baseline data: 16/17 – 27% 17/18 – 21%)*
			% of those charged who were appropriately diverted from prosecution by the PF *(Baseline data: 16/17 – 2% 17/18 – 4%)*
			% of young people who go to court who receive a dedicated youth service
			No. of offences committed by 16 & 17 year olds: i) Group 3 offences - e.g. shoplifting, housebreaking and theft of motor vehicles. *(Baseline data: 16/17 – 293 17/18 – 167)* ii) Group 6 offences - e.g. common assaults and breach of peace. *(Baseline data: 16/17 – 234 17/18 – 192)*
	9.2 Tackling antisocial behaviour in problem areas with appropriate and effective interventions	Reduce instances of anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2021	Number of antisocial behaviour / youth annoyance cases: i) Reported to the Council *(Baseline data: 16/17 - 3,881 17/18 - 4,670)* ii) Reported to Police *(Baseline data: 16/17 - 1,869 17/18 - 1,827)*

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			Number of active cases
			Reduce number of repeat complaints *(Baseline data: 16/17 - 55 17/18 - 34)*
		Reduce the number of wilful fires by 20% by 2021	Incidences of wilful fire raising: Overall *(Baseline data: 16/17 - 346 17/18 - 355)* Involving children and young people (under 25)
	9.3 Ensuring a targeted approach to diverting over-18s from prosecution to effective interventions aimed at reducing the likelihood of reoffending, where appropriate	Increase the number of cases of people appropriately diverted from prosecution by 2021	% (number) of charges for which appropriate police direct measures were given as alternatives to arrest *(Baseline data: 16/17 – 4% (747 of 19,671) 17/18 – 7% (1,314 of 19,671)*
			% (number) of charges for which appropriate Fiscal Direct Measures were given, as alternatives to formal Diversion from Prosecution, and to prosecution: - Warnings *(Baseline data: 16/17 – 2% (438 of 19,671* - Fines/Compensation/Penalties *(Baseline data: 16/17 – 6% (1,219 of 19,671)* - Fiscal Work Orders *(Baseline data: 16/17 – 0% (66 of 19,671) 17/18 – 0% (76 of 19,671)*
			No. of cases of people who were appropriately Diverted from Prosecution by the PF aged: 18-25 *(Baseline data: 16/17 – 20; 17/18 – 21)* 26+ *(Baseline data: 16/17 – 32; 17/18 – 54)*

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	9.4 Changing attitudes about domestic abuse in all its forms	Using a whole population approach: i) Increase awareness of domestic abuse by 2021, and then, as a result of this ii) decrease number of reported incidents by 30% by 2026	Number of awareness-raising events tackling domestic abuse across Aberdeen City *(Baseline data:* *17/18 – 12)*
			% secondary schools with mentors in violence prevention scheme in place (Baseline data: 0)
			Number of reported domestic abuse incidents *(Baseline data:* *16/17 – 2,513* *17/18 – 2,757)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026 *(Baseline data: 40.7% of people under 18 reconvicted within one year; and 27.6% of people aged over 18 (2015-16 cohort)* **Responsible Outcome Improvement Group:** Community Justice Group	10.1 Taking targeted interventions aimed at specific offending	Reduce no. of repeat convictions of 16 and 17 year olds, and 18+ year olds, as a result of targeted focus on specific offending behaviour, and use of appropriate and effective interventions, by 2021	Reconviction rate relating to under 18s: Group 4 offences - Criminal Damage (including fire-raising offences) *(Baseline data: 2015-16 cohort: 54.5%)* Group 3 offences - e.g. shoplifting, housebreaking and theft of motor vehicles *(Baseline data: 2015-16 cohort: 46.2%)*
			Reconviction rate relating to over 18s: Group 3 offences - e.g. shoplifting, housebreaking and theft of motor vehicles *(Baseline data: 2015-16 cohort: 49.1%)*
		Increase the number of individuals charged with hate crimes who undertake effective interventions by 30% by 2021	No of Police Scotland Hate Crime Reports *(Baseline data: 16/17 - 242 17/18 - 257)*
			No of individuals who undertake effective interventions
		Increase the number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021	No. of cuckooing* reports
			No. of individuals who undertake effective interventions
			No of post-intervention drugs supply charges against those who have been through the cuckooing process/intervention
			No of partner staff awareness/training sessions
			*Cuckooing is a term used to describe criminals taking over a person's home by intimidation or other means, for the purposes of using the premises in the course of criminality (e.g. drug dealing)
	10.2 Ensuring people on community sentences and liberated from prison have better access to services	Extend the multi-agency problem solving approach to all 16 and 17 year olds charged with an offence to reduce the likelihood of reoffending by 2021	% of young people at risk of secure care/custody who are assessed for suitability for high impact community supports
			No of young people progressing to secure care/custody
			% of young people at high risk of harm being appropriately managed and supported
			% of young people appropriately supported on liberation from secure care/ custody

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase % of individuals indicating an improvement in at least one area* at the end of their Community Payback Order Supervision by 2021	% of individuals indicating an improvement in at least one area* at the end of their Supervision (*Housing, Education and Employment, Drugs, Alcohol, Personal Relationships, Self Esteem, Mental Health, Physical Health, Money Issues, Coping Skills) *(Baseline data:* *Q1 and 2 18/19 - 87%)*
		Increase % of non-statutory prisoners (aged 21+) who are offered relevant voluntary support on release from HMP Grampian by 2021	% of non-statutory prisoners who received relevant voluntary support on release from HMP Grampian *(Baseline data:* *16/17 – 65%* *17/18 – 70%)*
			% registered with a GP
			% having suitable accommodation *(Baseline data:* *16/17 – 66%* *17/18 – 73%)*
			% had a benefits eligibility check prior to release
			% had a Making Every Opportunity Count conversation *(Baseline data Oct 17/Mar 18: 13)*
		Increase no. of individuals who are on a custodial sentence, CPO Supervision or Diversion from Prosecution are being supported to make progress on the Employability Pipeline by 2021	No. of individuals being supported to make progress on the Employability Pipeline.
		Increase the uptake and retention of people in the Justice System with drug and alcohol problems in specialist services by 100% by 2021	No. of people who take up drug / alcohol treatment whilst in the justice system
			No. of people (who are in community drug / alcohol treatment at the point of entering the justice system) that continue their drug / alcohol treatment whilst in the justice system
			No. of people who are receiving drug / alcohol treatment whilst in the justice system who continue community based drug / alcohol

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			treatment within 7 days of being liberated from the justice system
			No. of staff reports indicating a breakdown in the transition of care between community and justice system
			No. of people retained in community based drug treatment for at least 12 months after liberation from custody
	10.3 Ensuring people in the Justice System diagnosed with mental illness or suffering from mental ill health receive access to the right support at the right time	Increase number referred for appropriate assessment/support/ treatment/services: - in Police custody - on a community disposal - in HMP Grampian By 2021	% of people with a diagnosed/ undiagnosed mental health issue referred for treatment - in police custody - on a community disposal - in HMP Grampian
		Increase the uptake and retention of people in the Justice System with a diagnosed mental illness in specialist services by 2021	% of people with a diagnosis having a multi-agency continuity of care plan in place: - from community settings to prison - in prison - on liberation from prison
		Increase number of young people who need support in relation to trauma and bereavement having access to such support by 2021	% of young people who need support in relation to trauma and bereavement having access to such support
		Increase in number of calls by Criminal Justice professionals for advice/support to an expert helpline	No. of calls by Criminal Justice professionals for advice/support to expert helpline

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	10.4 Supporting family members and promoting positive family relationships	Increase the number of family members of people in HMP Grampian and HMYOI Polmont who received appropriate and timely support from Families Outside, Family Centre & Help Hub (Action for Children), and Alcohol & Drugs Action by 20% by 2021	No. of family members of individuals in HMP Grampian and HMYOI Polmont indicating they received appropriate and timely support from three key partners *(Baseline data: Aug – Sept 17/18 – 223)*
	10.5 Increasing use of Problem Solving Justice	Increase number of people engaged in a person-centred multi-agency problem solving approach as part of a community sentence	No. of people engaged in a person-centred multi-agency problem solving approach as part of a community sentence *(Baseline data: 17/18 – 28)*

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
11. Healthy life expectancy (time lived in good health) is five years longer by 2026 **(Baseline data 2009-2013: Males – 65 years Females 67.4 years)** **Responsible Outcome Improvement Group:** Resilient, Included, Supported Group	11.1 Supporting vulnerable and disadvantaged people, families and groups	Increase the number of unpaid carers participating in support programme reflecting healthy life choices by 25% by 2021	No. of people enrolled on course
			No. of people completing and appropriate course
			No. of unpaid carers engaged in physical exercise once or more per week
			Mean wellbeing score (WEMWBS) for unpaid carers
			No. of unscheduled hospital admissions for unpaid carers
		Increase the number of distress brief intervention opportunities for people with mental health issues by 10% by 2021	No. of staff within public and 3rd sector organisations trained in distress brief interventions
			No. of recorded interventions
		Reduce the number of people who are homeless by 10%	No. of applications under the Homeless Persons legislation *(Baseline 2017/18: 1,708 13% increase on the no. of applications in 2016/17 – the third highest rate of increase of all local authorities. In Scotland the increase was 1% for the same period)*
			No. of homeless people receiving health and wellbeing support
			No. of homeless people supported through housing first programme
		Reduce suicide rates in Aberdeen to below 2016 levels (20) by 2021	No. of suicides in Aberdeen *(Baseline data: 2015 – 34 (Males 28, Female 6) 2016 – 20 (Males 16, Female 4) 2017 – 19 (Males 17, Female 2) 2018 - 26 (Males 22, Female 4)* **Year to date)**
			Increase no. of staff undertaking suicide prevention training
			No. of people suicide talk trained in their local communities
		Increase the number of people with autism who feel supported to live independently in their community by 2026	No. of people with autism who feel supported to live independently in their community.
	11.2 Building community resilience through a peer	Extend link working approach across primary care to	No. of referrals to link practitioners
			Positive outcomes reported by people accessing link workers

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	supported approach to health literacy distributed amongst social networks	support 3,000 people to attain their own identified outcomes by 2021	% increase in health literacy in Aberdeen City (Baseline to be established by Health literacy measurement tool)
			% of residents reported that feel they have influence and a sense of control (Baseline 2017/18: 50%)
			% of tenancies sustained for 12 months
			No. of people taking up social prescriptions
		Increase the number of groups for people with long term conditions which are co-produced with service users by 2021	No. of volunteers
			No. of people attending
			No. of peer support groups that cease requiring support/ organisation by public sector bodies
			% volunteers who report they have the knowledge and confidence to advise promote and advocate
			No. of repeat hospital admissions
		Increase number of people in local communities promoting wellbeing and good health choices by 2021	No. people attending awareness raising sessions for health issues in their community
			No of community run groups promoting wellbeing and good health choices (such as jog scotland groups, social connections groups, etc.)
	11.3 Improving access to community facilities and green environment to increase the health and well-being for older people and people managing long term conditions	Increase range of activities that enable people with long term conditions to manage their health and well-being by 2021	No. of new activities
			No. of related social prescribing referrals
			% of older people engaging in physical activity
		Increase the number of community run green spaces that are organised and self-managed, particularly in priority localities where satisfaction and use is low	% of residents reported as being satisfied or fairly satisfied with their local green space (City Wide and priority localities) *(Baseline data city wide: 16/17 – 44%; 17/18 – 70%)*
			Use of green space based on 'open space audit'
			Feedback on 'natural space' from Place Standard Tool
			Pollution removed by vegetation per kg (data from ONS)
			No. of partners and volunteers involved in parks and bloom groups *(Baseline data: 17/18 – 3,802)*
			No. of Green Flag awards

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	11.4 Working with staff, professionals and employers to provide individuals and communities with the social resources needed to make informed decisions about health and lifestyle.	Increase the number of people who are engaged with citizens in areas which impact on lifestyle and health that are trained in Teachback techniques by 100% by 2021	No. of organisations accessing training in use of the Teachback techniques.
			No. of people trained.
		Increase number of people accessing community based hubs (including digital social hubs) which offer social resources and access to a range of professionals which increase citizens health literacy	No. of hubs available (digital and physical)
			No. of citizens accessing hubs
			% increase in health literacy in Aberdeen City (Baseline to be established by Health literacy measurement tool)
		Increase by 25% year on year, the number of people who have benefited from a Making Every Opportunity Count conversation or intervention	No. of frontline staff trained in overall MeOC approach
			Numbers of agencies/services trained
			No. of tier 2/3 interventions (e.g. sustained programmes for health literacy, distress brief intervention, alcohol brief intervention) in identified areas of need
		Increase opportunities for people who are retired to continue and increase their contribution to communities by 10% by 2021	No. of community opportunities for people who are retired
			No. of community developed activities run by retired volunteers
			No. of volunteers who are retired

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026 **(Baseline data: 2014-17 – % of people drinking to hazardous/harmful levels Aberdeen – 29% Scotland – 25%** **2017 - 3 year average drug related deaths per 1,000 pop: Aberdeen – 0.21 Scotland – 0.16)** **Responsible Outcome Improvement Group:** Alcohol and Drugs Partnership/ Integrated Children Services	12.1 Increase support for children and young people at risk of developing drug and alcohol problems by working with Integrated Children Services	Increase the % of Care experienced children and young people receiving educational and support input on alcohol/ drugs issues by 2021	% of Care experienced children and young people received educational input
			% of Care experienced children and young people receiving support input
		100% of schools have a progressive, cohesive and relevant substance misuse curriculum by 2021	% of schools using a progressive framework in evidence
			% of associated school groups with an agreed pathway through progression
			% of schools using relevant and up to date resources
			No. of 15 year olds drinking weekly (SALSUS*)
			No. 15 year olds reporting drug use in the last month (SALSUS*)
			No. 15 year olds reporting drug use in the last year (SALSUS*)
	12.2 Reduce levels of harmful alcohol consumption across the whole population through "making every opportunity count" approaches	Increase % of the population who feel informed about using alcohol responsibly by 2021	% of population who know what a unit of alcohol is
			No. of community planning partners promoting harm reduction information
		Increase by 10% the percentage of adults in Aberdeen City who are non drinkers or drink alcohol in a low risk way by 2021	Number of adults regularly drinking14 units of alcohol or less
			Number of adults regularly drinking14 units of alcohol or more
			No of ABIs delivered
			No of ABIs in pregnancy delivered
			Increase the number of people seeking help and advice regarding alcohol consumption from services
			Increase the number of very harmful drinkers entering recovery support
			Number of emergency department presentations / admission for alcohol intoxication
			Number of alcohol related deaths
		Increase the number of Number of alcohol licensed premises awarded Best Bar None status by 2021	Number of alcohol licensed premises awarded Best Bar None status

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol	Increase number of alcohol brief interventions delivered by Primary Care providers and other professionals by 100% by 2021	No. of people trained to provide alcohol brief interventions
			No. of alcohol brief interventions delivered across key sectors *(Baseline data 17/18: Primary care – 2556 Wider setting – 1406)*
			No. of alcohol brief interventions delivered in locality areas
			No. of alcohol related hospital admissions
		Increase the uptake of alcohol treatment by improving access to alcohol services and ensuring they are local, integrated and targets areas of greatest need by 10% year on year by 2021	Increase uptake of alcohol treatment programmes
			Increase uptake of alcohol treatment programmes from locality areas
			No. of alcohol related hospital admissions
			Rate of retention in alcohol treatment/ post detox support
		Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2021.	Increase distribution of naloxone for those in / not in treatment
			Total no. of supplies of naloxone made *(Baseline data: 17/18 – 2850)*
			No. of first supplies made *(Baseline data: 17/18 – 1523)*
			Repeat supplies *(Baseline data: 17/18 – 271)*
			% of target population reached *(Baseline data: 17/18 – 89%)*
			No. of supplies made in locality areas
		Increase opportunities for individuals who have been at risk of Blood Borne Viruses, being tested and accessing treatment by 2021	No. of people tested
			No. of places that people can access testing for BBVs: • Clinical setting • Non-clinical setting • Within substance misuse services
		Increase uptake of drug treatment and specifically within Locality Areas by 10%	No. of people in drug treatment programmes
			Increase no. of people in drug treatment programmes from locality areas

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		each year by 2021	Rate of retention in drug treatment and support
	12.4 Increase visibility and support of recovery in our communities	Increase number of people undertaking recovery from drug and alcohol issues who are being supported to maintain drug / alcohol free lives in their community by 2021	No. of people supported in recovery
			No. of people supported in recovery from locality areas
			No. of recovery support groups

LOCAL SUPPORTING STRATEGIES

Aberdeen Alcohol and Drugs Partnership Drugs Strategy 2011-21

Aberdeen City Local Policing Plan 2014-2017

Local Fire and Rescue Plan - Aberdeen City 2018

NHS Grampian Local Delivery Plan 2016-17

NHS Grampian Clinical Strategy 2016-21

Aberdeen City Strategy for Autism 2014-24

Health and Social Care Partnership Carers Strategy 2018-21

Strategy for an Active Aberdeen 2016-2020

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PROSPEROUS PLACE

The place where we live can significantly influence the ability of individuals and communities to live in healthy, sustainable ways. Our environment is therefore integral to the quality of life enjoyed in Aberdeen City and is vital in encouraging the wellbeing of our citizens. We recognize that working to end poverty and other deprivations must go hand-in-hand with strategies that improve health and reduce inequality, therefore while framing our response to these challenges, we have aligned our aims with the United Nations Sustainable Development Goals which share our vision to create prosperity for people now and into the future.

To support our ambitions we will harness the capabilities of our communities and develop and support efforts to make our green spaces more productive. Our focus will include educational support for gardening, cooking and trading and working to improve food resilience while promoting a holistic approach to health and well-being. We also aim to increase food resilience at individual and community level by establishing self-governing community co-operatives to offer ways of providing food and developing skills in cooking, budget management and employability. This includes establishing sustainable contingency arrangements to support families during times when the chances of food poverty are highest.

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POPULATION NEEDS ASSESSMENT DATA:

Use nearest greenspace at least once a week

Satisfaction with nearest greenspace

Percentage who feel part of the community and who feel able to participate in decisions

Per Capita CO2 Emissions (t)

Household waste generated (t)

Percentage of household waste recycled

Percentage who walk or cycle to work

Percentage worried that they would not have enough food or had a limited diet

Street Cleanliness Score

Building strong and resilient communities is vital to achieve our aims and this means building capability in our communities to take more control of their own lives – economically, environmentally and socially. Listening to what matters to our communities in relation to resilience will help us to develop a bottom up approach, encouraging greater ownership and independent action. This will be supported by using and developing partner-wide intelligence, providing user-friendly materials and raising awareness of the resources that are available to help communities think about self-management and community led action. To help achieve our ambitions we aim to increase local food growing and improve access to community pantries by co-ordinating the efforts of multiple partners and volunteers to improve the skills, information and training opportunities available.

A key priority is increasing Active Travel and improving the sustainability of our communities and we will work together to complement the aims of the 'Aberdeen Active Travel Action Plan' by establishing an Active Travel Hub in Aberdeen by 2020 and by exploring the feasibility of a bike share scheme in the city. We will also seek to increase access to successful grant funding opportunities to further support the improvement work of our partners and communities.

STRETCH OUTCOMES

13. No one in Aberdeen will go without food due to poverty by 2026.

14. 14. Mitigating, adapting and addressing the impacts of climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026.

15. Highest active travel rate (cycling or walking) in Scotland by 2026, making the biggest contribution towards the Government's aim that 10% of everyday journeys will be by bike.

LEAD PARTNERS:

- **Aberdeen City Council**
- **Active Aberdeen Partnership**
- **ACVO**
- **CFINE**
- **Civic Forum**
- **NHS Grampian**
- **Police Scotland**
- **SEPA**
- **Scottish Fire and Rescue Service**

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
13. No one in Aberdeen will go without food due to poverty by 2026 **(Baseline data 2018: 8% of residents reported that there was a time during the last 12 months when they were worried they would not have enough food to eat)** **Responsible Outcome Improvement Group:** Sustainable City Group	13.1 Increasing food resilience at individual and community level by establishing self-governing community co-operatives to offer further supportive ways of providing food.	Increase the number of people using community pantries by 2021	No. of pantries established
			% of community volunteers
			Range of skills & training offered
			No. of people signposted to other services
			No. of people using community pantries
			No. of people using food banks
			No. of community pantries established: Total In priority localities
	13.3 Developing and supporting community efforts in making our green space productive and resilient	Increase community food growing in schools, communities and workplaces by 2021	No. of new community growing places: Total Localities
			Use of Curriculum for Excellence in schools by Head Teachers for food growing
			Sales from community grown produce
			No. of volunteers

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
14. Mitigating, adapting and addressing the impacts of climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 *(Baseline for city wide emissions:* *2005 – 1,867,497 KTCO2e* *2014 – 1,532,256 KTCO2e** **Most recent data available)* **Responsible Outcome Improvement Group:** Sustainable City Group	14.1 Reducing emissions across the city through delivery of Aberdeen's Sustainable Energy Action Plan 'Powering Aberdeen'.	25% of public service workforce are "signed up" ambassadors in low carbon living and working by 2021	% of public service workforce who have agreed to be visible public sector ambassadors in low carbon living and working
			No. of people taking part in educational activities in public sector organisation
			% of staff uptake of active travel to work/in work
			% of staff utilising flexible working to reduce travel
			Partner energy use
			Partner recycling rates
		Reduce the generation of waste in Aberdeen by 2021	Household and commercial waste generated (Ts)
		Reduce no. of Air Quality Management areas by a third by 2021	No. of air quality management areas
			NOx levels
			PM10 levels
	14.2 Developing a bottom up approach to community resilience to encourage greater ownership and independent action.	Increase number of referrals for advice, support and care services from localities by 2021	No. of referrals for advice, support and care (employment, health, finance, housing, environmental)
			No. of community visits to raise awareness of resilience issues in localities
			No. of community members attending and involvement of local businesses
		Resilience plans in place for area most vulnerable to flooding (Deeside, Peterculter, Bridge of Don and Denmore) by 2021 Resilience plans in place across all areas of Aberdeen by 2026	No. of community resilience plans in Aberdeen (Baseline data 2017/18
			No. of people displaced from their homes due to: flooding; snow/ ice; and other severe weather incidents
			No. of community facilities (supermarkets, schools, community centres etc) closed due to: flooding; snow/ ice; and other severe weather incidents
			No. of people whose physical and or mental health is affected by: flooding; snow/ ice; and other severe weather incidents
			Cost of damages due to flooding; snow/ ice; and other severe weather incidents
			No. of blue, green infrastructure projects – low costs adaptation that can bring multiple benefits to communities
			Uptake in property level protection and water efficiency measures

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Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the number of people and community businesses captured in database to support early identification of those at risk of vulnerability to severe weather	No. of people included in the database
15. Highest active travel rate (cycling or walking) in Scotland by 2026, making the biggest contribution towards the Government's aim that 10% of everyday journeys will be by bike ***(Baseline data 2017/18 Main mode of travel: Walking - 28% Cycling – 2.4%)***	16.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence. Model based on Stirling Active Travel Hub.	Establish an Active Travel Hub in Aberdeen by 2020.	% of people who walk as main mode of travel *(Baseline 2017/18: 28% – Scottish Household Survey)*
			% of people who cycle as main mode of travel *(Baseline 2017/18: 2.4% – Scottish Household Survey)*
			% of people using active travel for everyday journeys *(Baseline data 2017/18: 1.5%)*
			No. of volunteers operating the Active Travel Hub
			Uptake of Active Travel Hub services: Bike hire at key locations Community bike scheme Walking scheme Neighbourhood food scheme (linked to community pantries)
			Value of new funding to support Active Travel hub developments

LOCAL SUPPORTING STRATEGIES
Aberdeen City Waste Strategy 2014-25
Aberdeen Local Development Plan 2022

Local Transport Strategy 2016-21
Nestrans Regional Transport Strategy 2013-35
North East Flood Risk Management Strategy
Sustainable Energy Action Plan

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HOW WILL WE ACHIEVE OUR OUTCOMES?

By Working Together

Demand for services and supports are increasing throughout the city, this continues to stretch the public sector, meaning that much provision is diverted to crisis response. It is difficult therefore as individual organisation to provide **early intervention and prevention**.

This is an issue that we all share and the LOIP represents an opportunity for greater joint effort, in order to work towards **early intervention and prevention**; working in partnership we can better help each other to improve outcomes for our citizens. For example, shared whole and targeted population campaigns on issues within the LOIP will bolster our improvement efforts. This **whole systems approach** to our **shared leadership** and increasingly closer delivery means that we can capitalise on the knowledge, skills and tools used across the workforce and communities to meet the needs of changing circumstances.

This will also involve sharing our data, understanding the full picture of our population, analysing and **understanding demand** more fully. Through regular review and scrutiny we will be able to quickly determine and adapt our services and solutions as we progress to meet changing need.

It is essential to the future of the city that our workforce and citizens have the skills to thrive, can **exploit digital technologies** and can interact using modern tools and platforms in order to ensure that we can more effectively redirect our resources. Our data will become an enabler, supporting and driving the re-design of customer focused services responding to evolving needs and the growing opportunities of digital technologies.

By Working With Our Communities

Effective engagement with people and communities about how local services are planned and delivered will be integral to how we deliver our plan. Our **Community Empowerment**, **Engagement** and **Participation** Strategy ensures we are united in our approach to work with people to help them achieve their aspiration for their communities.

It is by focussing on geographies and communities of interest most in need to build **community resilience** that we will achieve better outcomes across our whole city. Our improvement work will be targeted to support these communities initially so we can learn what works for our most vulnerable people before we scale up and spread across the City.

People can also face barriers because of their race, gender, age, disability, sexual orientation or religion or belief. In delivering this plan, the Partnership will seek to tackle inequality in the city and within induvial communities in whatever form it manifests itself, through clear and coordinated approaches. This includes **tackling stigma** in all its forms by working in partnership to take forward behavioural campaigns and explore other ways of promoting positive change in people's attitudes.

By Working With the Private Sector

Greater opportunities for **Private Sector involvement** in community planning will allow perspectives and experiences from this sector to be more widely utilised than they have perhaps previously. Whatever methods used to involve the private sector the objectives for their involvement in community planning partnerships should be mutually supporting - to ensure that businesses fully contribute to the well-being of local communities and, in turn, that the conditions exist for business to thrive and develop in that community thus benefiting the whole community.

GOVERNANCE & ACCOUNTABILITY

Community Planning Aberdeen Accountability Structure

The CPA Board provides strategic leadership and direction for Community Planning across Aberdeen. It will scrutinise overall delivery of progress against this Local Outcome Improvement Plan (LOIP) and the underpinning Locality Plans to ensure improved outcomes across all areas of Aberdeen.

The CPA Management Group is accountable to the CPA Board and oversees the delivery of progress by our seven themed Outcome Improvement Groups.

These groups facilitate effective joint working across Community Planning partners and with communities to ensure delivery of the LOIP and locality plans remain on track, and to advise the CPA Board of any additional action required to overcome barriers.

Locality Partnerships oversee the delivery of Locality Plans with communities to ensure that improved outcomes are being achieved for our most disadvantaged communities in Aberdeen.

Other governance bodies which feed into this structure include the Chief Officer Group for Public Protection, Child Protection Committee, Adult Protection Committee and individual Partner boards.

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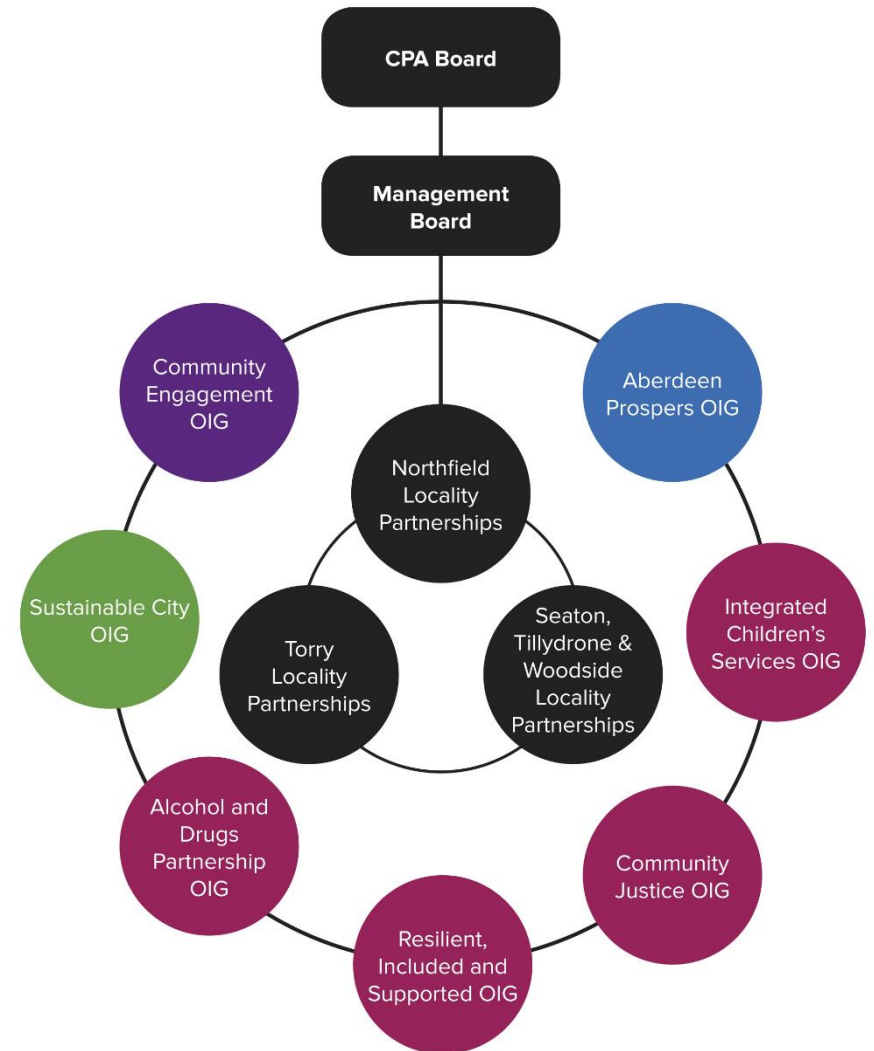
Improvement and innovation

CPA will use Quality Improvement (QI) and the Model for Improvement framework for driving improvement activity across the Partnership. The provides us with a systematic approach to improvement which focuses on doing things better at the system level. It can be used for any area of business and is designed to break down change into manageable chunks. Each change idea is tested to make sure that actions taken are leading to improvement. Designed by the Institute of Health Improvement (IHI), this approach is used widely across Scotland as part of the 3 Step Improvement Framework for Scotland's Public Services.

In line with the methodology, initiation of every improvement project listed in this LOIP commence on approval of a project charter. The project charter sets out specifically what we are trying to achieve, by how much and by when. It includes the business case for undertaking the improvement project, drawing on national research to evidence how it supports prevention and early intervention to maximise the use of future resources Using data is an essential component of the methodology and charters outline the range of process, output and outcome indicators which will be used to assess performance improvement .

To support staff to use the improvement methodology we have developed a comprehensive 'Innovate and Improve' programme to build capacity and capability in QI and the Model for Improvement across our Partnership and Communities. The Innovate and Improve programme draws on the skills, knowledge and expertise of our partnership. It offers a range of learning events at different levels in response to the needs of individuals.

As well as Learning Events, we have a team of Improvement Advisors, Improvement Coaches and Improvement Facilitators to provide one to one support, advice and coaching to individuals, teams, communities and organisations.

The Innovate and Improve programme is led by an Improvement Faculty consisting of members from across the partnership who are committed to sharing their knowledge and expertise in Quality Improvement.

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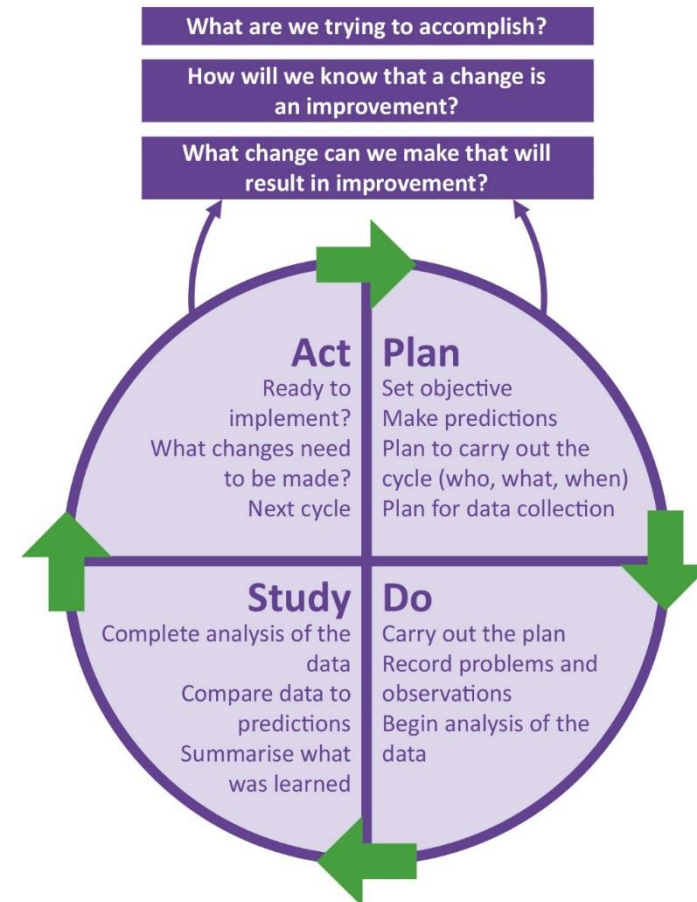
Evaluation and performance management

Ultimately, improving outcomes will be the test of our success. We have included a carefully chosen list of improvement measures and aims within this document. However in some areas, for example the early years work, the results may take up to five years to demonstrate success in achieving longer term significant outcomes. It is therefore critical that we use evidence based self-evaluation to ensure we are measuring the impact and outcomes we are having in taking forward this plan. As part of our performance management arrangements we will produce an annual performance report detailing progress against this plan.

Joint resourcing

CPA is the only strategic forum where partners in Aberdeen are able to jointly plan how to deploy collective resources to achieve the agreed priorities set out in the Local Outcome Improvement Plan (LOIP). CPA will develop its approach to joint resourcing to ensure the LOIP is the focal point for the planning and deployment of resources locally and share budget, investment and resource planning information through the CPP. However, the CPP does not replace or override the formal governance and accountability arrangements of partner bodies.

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CHANGE LOG

This change log provides record of all approved changes made to the Local Outcome Improvement Plan following approval of the original document by the Community Planning Aberdeen Board on 22 August 2016. Significant changes to the LOIP require approval by the CPA Board prior to incorporating into the document. The latest versions of the LOIP is available online at www.communityplanningaberdeen.org.uk.

Version	Changes	Page Number	Approved By	Date
1	Local Outcome Improvement Plan.	1-34 and 42-61	CPA Board	22 August 2016
2	People are resilient, included and supported when in need section added.	35-41	CPA Board	12 December 2016
	Updated governance and accountability structure following approval of the Final Report for the Review of CPA Infrastructure.	59	CPA Board	12 December 2016
3	Priority community justice drivers incorporated into People are resilient, included and supported when in need section.	35-41	CPA Board	24 April 2017
4	Amendments as proposed in 2016/17 Annual Outcome Improvement Report pages 81-82.	16-59	CPA Board	4 December 2017
5	Refresh of Local Outcome Improvement Plan 2016-26 following revised Population Needs Assessment 2018. The refresh introduces 16 new Stretch Outcomes which clearly quantify the scale of Partnership's ambition to address key issues. The refresh also includes the specific improvement project aims that Outcome Improvement Groups will be working towards in an effort to achieve our stretch outcomes. The Board was asked to approve these projects based on their confidence that these are the projects that will yield improved outcomes and scalable results.	1-55	CPA Board	Will be asked to approve on 26 February 2019

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ENDORSEMENTS

This document is endorsed by the following Community Planning Partners:

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APPENDIX 2   MAPPING OF ABERDEEN STRETCH OUTCOMES AGAINST NATIONAL PUBLIC HEALTH PRIORITIES

Public Health Priorities					
1 - Vibrant, healthy and safe places and communities	2- Early Years	3 - Mental health and wellbeing	4 - Tobacco, alcohol and other drugs	5 - Sustainable, inclusive economy with equality of outcomes for all	6 - Diet and physical activity
Community Planning Aberdeen Stretch Outcomes					
8. 25% fewer young people (under 18) charged with an offence by 2026.	3. 95% of children (0-5years) will reach their expected developmental milestones by the time of their child health reviews by 2026.	4. 90% of children and young people will report that they feel mentally well by 2026.	12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.	1. 10% increase in employment across priority and volume growth sectors by 2026.	11. Healthy life expectancy (time lived in good health) is five years longer by 2026.
9. 25% fewer people receiving a first ever Court conviction each year by 2026.	5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.	5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.	11. Healthy life expectancy (time lived in good health) is five years longer by 2026.	2. 90% of working people in Living Wage employment by 2026.	13. No one in Aberdeen will go without food due to poverty by 2026.
10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.				5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.	14. Mitigating, adapting and addressing the impacts of climate change by decreasing the carbon footprint of Aberdeen by 10% by 2026
14. Mitigating, adapting and addressing the impacts of climate change by decreasing the carbon footprint of Aberdeen by 10% by 2026				6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.	15. Highest active travel rate (cycling or walking) in Scotland by 2026, making the biggest contribution towards the Government's aim that 10% of everyday journeys will be by bike.
7. Child Friendly City by 2026.					

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Appendix 3 Discontinued Partnership Improvement Projects

Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Reason for project being discontinued
Electronic Wellbeing and Resilience Assessment Tool for Young People	Mar 18 – Aug 18	2.0	• Test the extent to which the electronic wellbeing assessment tool is welcomed by young people and facilitates sharing their views. • Test the extent to which improved assessment and planning for young people improves their outcomes. • Test the use of an electronic tool to aide assessment and planning for young people across ICS for a range of purposes. • Test the appropriateness of output/data on individual young people from the electronic tool for Secondary Schools to track and evaluate Pupil Equity Fund (PEF) pupils.	Emma Powell – Integrated Children's Services Group	The initial protocol was tested with young people and further refined. The value of the tool is not tool is now been used and will be instrumental in gathering data for future improvement projects.
Raising Aspirations – Primary Programme.	May 18 – Jun 18	1.0	• Working with SDS to improve accessibility and awareness of career related online resources.	Carol Sneddon – Integrated Children's Services Group	The project was not approved by the ICS Board due a lack of definition around what the project was aiming to achieve and how it would know if it had improved.
Increase representation of Young People's Views in ICS Strategic Planning.	Jun 18 – Dec 18	1.0	• Improving accessibility and involvement with the Integrated Children's Services Outcome Group for young people. • Spread the use of a checklist (To assess the extent that the groups currently involve young people.	Maggie Hepburn ACVO – Integrated Children's Services Group	This improvement project is now being taken forward as part of the wider Child Friendly City programme of work.
Place Standard Tool: To improve the response of 'seldom heard' groups in the use of the Place Standard tool by 10% By December 2018 to better inform planning and understanding of community resilience.	Dec 17 – Dec 18	2.0	• Digital online survey • Targeted focus groups delivered by CPA partners who already work with these groups to maximise existing resource. • Research and Information team will provide training to CPA partners who are undertaking focus groups. • Community Events will be held to encourage additional quantitative and qualitative feedback (supported by ACC in CPA localities and Community Organisations in other neighbourhoods.)	Gail Woodcock – Resilient, Included, Supported Group	This improvement project does not directly support the delivery of the stretch outcomes within the refreshed LOIP. However, place standard will continue to be used as a tool for data collection and the Partnership's Community Engagement Group will continue to promote the use of the tool to communities.
Intergenerational Project – Nursery and Care Homes.	Oct 17 – TBC	1.0	• TBC	Gail Woodcock / Susie Downie – Resilient, Included, Supported Group	This project does not directly support the delivery of the stretch outcomes within the refreshed LOIP and no project charter has been produced since it started.

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Project & Aim	Start-End	Progress Scale	Changes being tested	Project Lead	Reason for project being discontinued
Referral Service at Point of Arrest - To increase the number of referrals to relevant services at point of arrest (Kittybrewster Custody Suite) by 10% by end March 2018.	Jul 17 – Mar 18	2.5	• Testing referral routes for individuals brought to Kittybrewster Police Custody Suite who are rough sleeping (or at high risk) to Cyrenians Assertive Outreach Service – from week commencing 31st Jan 18. • Testing a Housing Drop-in at Kittybrewster – from week commencing 31st Jan 18. • Testing a Questionnaire to be left at Custody Suite for completion by police.	Claire Duncan – Community Justice Group	This project is on hold pending progression by Police Scotland of the pilot of a multi agency 'Hub' at the Custody Suite.
Care Home Links Project - reduce social isolation using digital connectivity called 'Care Home Links.	Aug 18 – TBC	1.0	• The project looks to train staff and residents by an Apple technical support team and introduce iPads for recreation and communication to decreased feeling of social isolation and loneliness in care homes.	Gosia Duncan, Scottish Care – Resilient, Included, Supported Group	This project will be taken forward the Health and Social Care Partnership as a single system issue.
Sustainable Demand Responsive Transport - By 1st April 2019 we will reduce unmet demand for demand responsive transport for Aberdeen City residents from 17% of total requested journeys to under 10%.	Oct 18 – Apr 19	1.0	• Test the impact of a patient centred appointment booking system (tests have been completed recently within a different project but the impact of this has yet to be demonstrated); • Test the impact of more clinic activity being completed remotely (sexual health services have had recent success in this area). • The project will also test changes to work with existing providers within the system to improve service efficiency in order to increase capacity within the system.	Stephen McNamee – Resilient, Included, Supported Group	This project will be taken forward the Health and Social Care Partnership as a single system issue.
Eco Schools Green Flag Parks Project.	TBC	1.0	• TBC	TBC	This project will be taken forward by Aberdeen City Council as a single system issue.
Aberdeen School Garden Project - To increase 'garden-time' for Aberdeen's primary school children, in the localities, by an average of 1 hour per child by end of 2019.	Oct 17 – Dec 19	4.0	• Create 3 school gardens in three primary schools. One in each locality. • Each class has a one hour dedicated session on garden related activities every week. • Install pilot 'Edible Green Walls' in four primary schools by March 2018. • Develop a methodology for engaging with schools and teachers which is locally relevant. • Develop and deliver age-appropriate, garden-centred lessons which strongly link to the National Curriculum. • Develop and deliver CPD sessions for teachers as required. • Develop links to the Eco-Schools Scotland initiative to facilitate more schools achieving Green Flag status. • Specialist visits to talk to classes about gardening. • Class competition for garden logo & name to encourage participation.	Bob Donald, One Seed Forward – Sustainable City Group	This project will be taken forward by Aberdeen City Council as a single system issue.

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