Public Document Pack

To: Councillor Wheeler, Convener; Councillor Grant, Vice-Convener; and Councillors Allard, Copland, Laing, MacKenzie, Mason, McRae and Yuill.

Town House,
ABERDEEN, 29 September 2021

STRATEGIC COMMISSIONING COMMITTEE

The Members of the **STRATEGIC COMMISSIONING COMMITTEE** are requested to meet in the **Council Chamber - Town House on WEDNESDAY, 6 OCTOBER 2021 at 2.00pm.**

As members of the public are currently not permitted to enter the Town House for meetings, the meeting will be webcast and a live stream can be viewed on the Council's website - https://aberdeen.public-i.tv/core/portal/home

FRASER BELL
CHIEF OFFICER - GOVERNANCE

BUSINESS

NOTIFICATION OF URGENT BUSINESS

1.1 There are no items at this time

DETERMINATION OF EXEMPT BUSINESS

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

DECLARATIONS OF INTEREST

3.1 Members are requested to declare any interests (Pages 5 - 6)

DEPUTATIONS

4.1 There are no deputations at this time

MINUTE OF PREVIOUS MEETING

5.1 Minute of Previous Meeting of 16 June 2021 - for approval (Pages 7 - 10)

COMMITTEE PLANNER

6.1 Committee Business Planner (Pages 11 - 14)

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

ALEO ANNUAL REPORTS

9.1 Aberdeen Performing Arts Annual Report - COM/21/229 (Pages 15 - 42)

9.2 Sport Aberdeen Annual Report - COM/21/230 (Pages 43 - 100)

PERFORMANCE

10.1 Performance Report - Commercial and Procurement - CUS/21/222 (Pages 101 - 110)

10.2 Performance Management Framework - CUS/21/224 (Pages 111 - 138)

GENERAL BUSINESS

11.1 Council Delivery Plan Annual Report - CUS/21/223 (Pages 139 - 188)

11.2 Refreshed Local Outcome Improvement Plan 2016-26 and CPA Development Plan 2021-2022 - CUS/21/226 (Pages 189 - 282)

11.3 Integrated Locality Plans 2021-26: North, South and Central - CUS/21/227 (Pages 283 - 368)

WORKPLANS AND BUSINESS CASES

12.1 Procurement Workplans and Business Cases - Revenue - COM21/228 (Pages 369 - 380)

EXEMPT / CONFIDENTIAL BUSINESS

13.1 Procurement Workplans and Business Cases - Revenue - Exempt Appendices (Pages 381 - 400)

IIAs 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 Stephanie Dunsmuir, sdunsmuir@aberdeencity.gov.uk

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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, 16 June 2021. Minute of Meeting of the STRATEGIC COMMISSIONING COMMITTEE. Present:- Councillor Wheeler, Convener; Councillor Grant, Vice-Convener; and Councillors Allard, Copland, Hutchison (as substitute for Councillor McRae), Laing, MacKenzie, Mason and Yuill.

DETERMINATION OF EXEMPT BUSINESS

1. The Convener proposed that the Committee consider item 11.1 (Workplans and Business Cases – Exempt Appendices) 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 11.1 on the 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 15 APRIL 2021

3. The Committee had before it the minute of its previous meeting of 15 April 2021 for approval.

The Committee resolved:-
(i) with reference to article 3 (iii), to note that the COSLA minute requested at the last meeting had been circulated to Members outwith the meeting, and that no further responses had been received in relation to the letters sent to the leaders of the political parties in the Scottish Government; and
(ii) 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.

The Committee resolved:-
to note the business planner.

STRATEGIC COMMISSIONING COMMITTEE
16 June 2021

PERFORMANCE REPORT - COMMERCIAL AND PROCUREMENT - CUS/21/128

5. The Committee had before it a report by the Director of Customer Services which presented the status of key performance measures relating to the Commercial and Procurement cluster.

The report recommended:-
that Committee note the report and provide comments and observations on the performance information contained in the report appendix.

The Committee resolved:-
to note the report.

ANNUAL PROCUREMENT PERFORMANCE REPORT - COM/21/146

6. The Committee had before it a report by the Head of Commercial and Procurement which set out the Annual Procurement report containing an overview of procurement activity for the year.

The report recommended:-
that Committee approve the content and publication of the Annual Procurement Report 2020-2021 (attached as Appendix A to the report).

The Committee resolved:-
(i) in relation to the chart on page 34 of the report displaying annual expenditure by Category area, to note that the Head of Commercial and Procurement would circulate a breakdown of the expenditure listed under 'Other goods and services' to Members outwith the meeting;
(ii) in relation to the table on page 36 of the report detailing the annual spend of £540m, to note that the Head of Commercial and Procurement would confirm whether the spend was from the General Fund or the Housing Revenue Account and advise Members outwith the meeting;
(iii) to approve the content and publication of the Annual Procurement Report 2020-2021; and
(iv) to thank officers for their work in the production of the report and the underpinning work in relation to procurement.

COMMERCIAL & PROCUREMENT SHARED SERVICE - CLIMATE UPDATE - COM/21/147

7. With reference to article 3 of the minute of the Council Budget meeting of 3 March 2020, the Committee had before it a report by the Head of Commercial and Procurement which provided an update on the introduction of a climate

friendly weighting for contracts the Council procured.

The report recommended:-
that the Committee -
(a) note the work undertaken within financial year 2020-2021 on the review of options for a climate friendly weighting to be included within procurement activity;
(b) note the positive outcomes achieved through procurement activity as outlined within Appendix 1 - Climate Change Report 2019-20 (Appendix 1 - Section 5b Procurement); and
(c) note the projects identified within the future procurement pipeline (first half of financial year 2021-2022) which would include climate friendly criteria as detailed within Appendix 2.

The Committee resolved:-
to approve the recommendations.

WORKPLANS AND BUSINESS CASES - REVENUE - COM/21/145

8. The Committee had before it a report by the Chief Operating Officer which (1) presented procurement workplans where revenue expenditure was included for the Commissioning, Customer, Operations and Resources functions to Committee for review; and (2) sought approval of each of the procurement business cases listed below, including the total estimated revenue expenditure for each proposed contract, as contained at item 11.1 of the agenda.

The list of procurement business cases was as follows:-

Car Club Contract
Housing Support Service Young People – Accommodation Based
Firewall Extension
AV Equipment – Schools
Education - Various Business Cases – Pupil Equity Funding
Framework Agreement for the Provision of Agency Teachers
ELC Workforce Development
Waste and Recycling Bins
Passenger Transport
Tyres Supply and Maintenance for Vehicles, Plant and Equipment
Supply of Liquid Fuels
Fleet Vehicle & Plant Parts and Maintenance
Vehicle & Plant Hire
Building Services - Various Business Cases
Energy Efficiency Information
Provision of Training Services

STRATEGIC COMMISSIONING COMMITTEE
16 June 2021

Cross Service Security

The report recommended:-
that Committee –

(a) reviews the workplans as detailed in the Appendices;
(b) approves the estimated annual expenditure for framework agreements within financial year 20-21 as detailed within the appendices;
(c) approves the procurement business cases, including the total estimated expenditure for the proposed contracts;
(d) approves the direct awards of contract where there are special circumstances outlined in the respective procurement business cases which justify not issuing a tender or calling off from a framework agreement; and
(e) notes the content of Appendix 3 – Summary of 4.1.3 Forms (Technical Exemption).

The Committee resolved:-
to approve the recommendations.

In accordance with the decision taken under article 1 above, the following item was considered with the press and public excluded.

WORKPLANS AND BUSINESS CASES - EXEMPT APPENDICES

9. The Committee had before it exempt appendices relating to the Workplans and Business Cases Revenue report on the agenda (article 8 of this minute refers).

The Committee resolved:-
to note the exempt appendices.
- **COUNCILLOR JOHN WHEELER, Convener**

	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	**6 October 2021**								
4	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
5	Performance Management Framework	To present a revised Performance Management Framework reflecting the LOIP and the Council's commissioning outcomes and intentions as set out within the Council Delivery Plan		Martin Murchie	Data and Insights	Customer	4.1		
6	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
7	Refreshed Local Outcome Improvement Plan 2016-26 and CPA Development Plan 2021-2022	To present the refreshed LOIP		Michelle Cochlan	Data and Insights	Customer	4.2		
8	Council Delivery Plan Annual Report	To present the annual report 2020/21 in respect of progress against the Council Delivery Plan		Alex Paterson	Data and Insights	Customer	4.3		
9	Integrated Locality Plans 2021-26: North, South and Central	To present the refreshed reports		Michelle Cochlan	Data and Insights	Customer	4.2		
10	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
11	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4	D	Due to the recent change of management at Bon Accord Care it is considered prudent to delay the report to December to allow for the new Managing Director to have input to the annual report
12	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
13	**8 December 2021**								
14	Commissioning Risk Register	To present the risk register.		Craig Innes	Commercial and Procurement	Commissioning	GD 8.4		

	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**
15	Annual Committee Effectiveness Report	To present the annual effectiveness report for the Committee.		Gale Beattie	Commissioning	Commissioning	GD 8.5		
16	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
17	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
18	**24 February 2022**								
19	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
20	Scotland Excel Annual Report	To consider the annual Scotland Excel report		Craig Innes	Commercial and Procurement	Commissioning	1.3		
21	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
22	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
23	**23 June 2022**								
24	Climate Friendly Weighting for Contracts	Council Budget 03/03/20 - to instruct the Head of Commercial and Procurement to introduce a climate friendly weighting for contracts the Council procures and report back to the Strategic Commissioning Committee on the outcomes achieved annually		Craig Innes	Commercial and Procurement	Commissioning	3.1		
25	Commissioning Risk Register	To present the risk register.		Craig Innes	Commercial and Procurement	Commissioning	GD 8.4		
26	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
27	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
28	Performance Management Framework	To present a revised Performance Management Framework reflecting the LOIP and the Council's commissioning outcomes and intentions as set out within the Council Delivery Plan		Martin Murchie	Data and Insights	Customer	4.1		

	A	B	C	D	E	F	G	H	I
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29	Annual Procurement Performance Report	To present the annual procurement performance report which will also incorporate the following instruction:- Council Budget 10/03/21 - to instruct the Head of Commercial and Procurement to incorporate community benefit clauses into new contracts so far as possible with a view to increasing the contribution of the Council to the Local Outcome Improvement Plan (LOIP) outcomes, and submit a year-end report to the Strategic Commissioning Committee		Craig Innes	Commercial and Procurement	Commissioning	4.5		
30	**1 September 2022**								
31	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		
32	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
33	Council Delivery Plan Annual Report	To present the annual report 2020/21 in respect of progress against the Council Delivery Plan		Alex Paterson	Data and Insights	Customer	4.3		
34	Locality Plans Annual Reports	To present the annual reports		Neil Carnegie	Early Intervention & Community Empowerment	Customer	4.2		
35	Aberdeen Performing Arts Annual Report	To present the Aberdeen Performing Arts Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
36	Bon Accord Care Annual Report	To present the Bon Accord Care Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
37	Sport Aberdeen Annual Report	To present the Sport Aberdeen Annual Report for review.		Craig Innes	Commercial and Procurement	Commissioning	4.4		
38	CPA Annual Outcome Improvement Report 2021/22	To present the annual report for the Local Outcome Improvement Plan		Allison Swanson / Michelle Cochlan	Data and Insights	Customer	4.2		
39	**17 November 2022**								
40	Performance Report - Commercial and Procurement	To present the performance report for the Commercial and Procurement cluster		Louise Fox	Data and Insights	Customer	5.1.3		

	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**
41	Procurement Workplans and Business Cases	To seek approval of the estimated expenditure on the procurement business cases.		Craig Innes	Commercial and Procurement	Commissioning	3.1.1		
42				**2023**					
43	Population Needs Assessment	To present the Population Needs Assessment every two years to understand the needs which public bodies must address.		Martin Murchie	Data and Insights	Customer	1.1		
44	Aberdeen Sports Village Annual Report	To present the Aberdeen Sports Village Annual Report for review.	February 2023	Craig Innes	Commercial and Procurement	Commissioning	4.4		

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning
DATE	6 October 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Aberdeen Performing Arts - ALEO Annual Report 2020/2021
REPORT NUMBER	COM/21/229
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	4.4

1. PURPOSE OF REPORT

1.1 This report presents the annual reporting of Aberdeen Performance Arts (APA) covering financial year 2020/2021.

2. RECOMMENDATION

2.1 That the Committee notes the Aberdeen Performing Arts ALEO Annual Report appended to this report for the Council's interests.

3. BACKGROUND

3.1 APA is a company limited by guarantee with charitable status established as an Arm's Length External Organisation ("ALEO") of the Council in 2004. APA operates the Music Hall, His Majesty's Theatre and The Lemon Tree, as well as managing the Box Office for 20+ venues in the region.

3.2 APA operations have obviously been hit hard due the pandemic and this has impacted significantly the programme of events that APA would normally deliver. During a 'normal year' APA delivers a diverse programme of performing arts at small, mid and large scale including touring drama, musical theatre, children's theatre, opera, ballet, dance, comedy and music across the venues. Alongside this programme, APA produces and commissions new work under the banner of Freshly Squeezed Productions, supports and provides a platform for emerging talent in the North-east, runs an associate artist programme in schools and communities, curates two festivals, runs a youth theatre and youth music programme, offers creative learning activity for all ages and abilities and supports the local amateur arts scene. APA is an active member of 'Culture Aberdeen', the city's cultural network and a leading partner in the development of the ten-year cultural strategy and action plan for the city which was endorsed by The Council in 2018. APA also deliver 3 festivals; True North music festival, crime writing festival Granite Noir and Light the Blue, a youth arts festival celebrating the talent and creativity of young people across the region.

3.2 The revised performance template provides an overview of Key Performance Indicators (KPIs) and what has been achieved against these targets for the financial year 2020/2021. The report provides evidence of APA's delivery against their business plan objectives but also contributions to the City's cultural strategy, the Regional Economic Strategy and the LOIP.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from this report. For 2020/2021 the Council provided core funding of £985,000 to APA.

4.2 APA is a regular funded organisation of Creative Scotland for 2018-21, bringing in £1m over the 3 years of the funding agreement.

4.5 APA has a turnover of over £10m per year, and as one of Scotland's biggest performing arts companies, manages some of the city's most iconic buildings. However the turnover has been significantly impacted during a year when operations were forced tom close.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

The risks reflect the 20/21 reporting period covered and there is ongoing monitoring of the current position through the ALEO Assurance Hub and the financial position reporting to the City Growth & Resources Committee.

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		
Compliance	N/A		
Operational	APA staff not being supported.	L	The annual report and ALEO hub monitoring process ensures and demonstrates good practice.
	APA providing poor services to customers.	L	The annual report demonstrates to the Committee APA's commitment to customer service.
	Box office services failure, APA provides service to a number of organisations.	L	Any risk is mitigated by effective maintenance of the system.

Financial	Not applicable to this report, funding agreement is set as per the Council annual budget setting process.	N/A	APA financial performance and risk is monitored through service contract manager and ALEO hub assurance framework.
Reputational	Poor performance and programme by APA could impact the Council's reputation.	L	The annual report enables the Committee to review the service performance and note the high level of activity and accolades achieved.
Environment / Climate	APA activity negatively impacts on the Council's environmental priorities.	L	The annual report sets out APA's commitment to environmental good practice and reducing carbon footprint.

7. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	APA contributes significantly to the Economy of the North East of Scotland and this is articulated in the Business Plan.
Prosperous People Stretch Outcomes	Audience development, talent development, succession planning and staff development are articulated in the business plan. APA strives to increase the diversity of its board members.
Prosperous Place Stretch Outcomes	The Music Hall redevelopment is a key deliverable of the CCMP (City Centre Masterplan) and APA manages three of the city's most iconic venues, and festivals with a growing reputation enhancing the perception of the city. APA are represented on the 365 Events group and the Culture network.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

None.

10. APPENDICES

- **Appendix 1** – Aberdeen Performing Arts ALEO Annual Report 2020/21

11. REPORT AUTHOR CONTACT DETAILS

Name	Craig Innes
Title	Chief Officer – Commercial & Procurement Services
Email	cinnes@aberdeencity.gov.uk

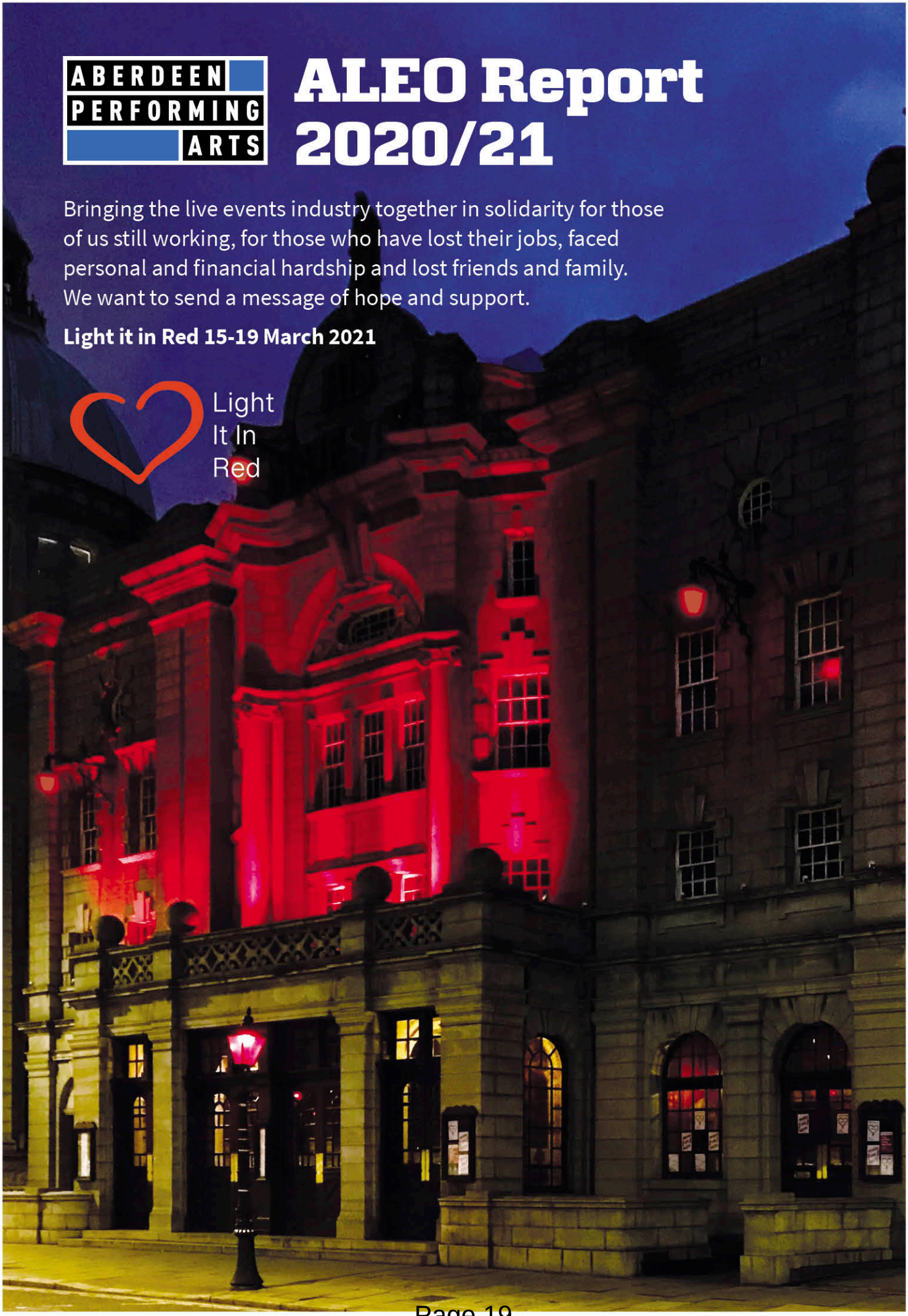
ABERDEEN PERFORMING ARTS

ALEO Report 2020/21

Bringing the live events industry together in solidarity for those of us still working, for those who have lost their jobs, faced personal and financial hardship and lost friends and family. We want to send a message of hope and support.

Light it in Red 15-19 March 2021

Light
It In
Red



ALEO ANNUAL MONITORING REPORT

Organisation: **Aberdeen Performing Arts**	
Year Covered:	**2020-2021**
Report completed by:	Jane Spiers
Position:	Chief Executive

About the organisation
A brief description of the organisation and its vision Aberdeen Performing Arts is the arts charity that runs three city centre venues – the Music Hall, His Majesty's Theatre and the Lemon Tree and three festivals - True North, Granite Noir and Light the Blue youth arts festival. We also provide a box office service for 30+ venues in the North-east, run a production company, Freshly Squeezed Productions, for young and emerging talent, and a creative learning programme Engage! in schools and communities across the city. Our vision is to be a creative hub at the heart of city life, inspiring, exploring and engaging through live performance and creative projects. Our mission is 'Creating A Spark', taking our inspiration from the sparkle in the granite.

Organisation Information	
Organisation legal structure	Company limited by guarantee with charitable status
Number of years operating	16
Name of Director/ Chief Executive	Jane Spiers
Number of venues operated	3
Number of festivals operated	3
Number of Board Members	13
Number of Full time staff	46 full-time (average head count for year) / 12 retained to work and 34 furloughed/flexi-furloughed throughout the year
Number of part time/casual staff	215 part-time/casual (average headcount for year) / All furloughed or flexi-furloughed throughout the year

SECTION 1 - Outcomes and outputs

Please provide a qualitative executive summary of outcomes, outputs, activities undertaken and progress made to date:
Key Achievements All of the achievements in this report have been delivered by a retained team of 12 people from a workforce of 261, the rest of whom were furloughed in March 2020. **AMBITION 1: City Vision: provide cultural leadership to shape city vision and a creative Scotland**

Within this ambition we are reporting on COVID-19 survival and recovery and achievements in terms of people, venues, communications and delivering business critical projects. Projects and activities that have kept our charity solvent, our people safe and secure and our business in the best possible shape for re-opening.

COVID-19 Survival and Recovery

The Global pandemic had an immediate and devastating impact on our business. 88% of our turnover, (£12/£13M in an average year), is earned income and that was wiped out overnight when COVID-19 struck. The remaining 12% is grant income from Aberdeen City Council (8%) and Creative Scotland (4%). Our cash reserves as we went into lockdown were lower than we would have liked as a consequence of the Music Hall redevelopment, (we contributed £2M from our own charitable reserves) and insufficient to cover our obligations for such a significant and unprecedented period of closure.

When we closed our doors on 17th March 2020 it was with a sense of foreboding but we never imagined we would still be closed 18 months on. Because of the scale of Aberdeen Performing Arts, 3 venues, 3 festivals, 250+ staff, and our high reliance on self generated income, we knew we would be in trouble quickly so we took immediate action.

We put a freeze on all but essential expenditure, we furloughed 249 staff on 1 April 2020 and with just 12 staff retained we have battled insolvency, raised £3.4M to safeguard jobs, drawn down £2.1M in JRS, cancelled and rescheduled 700 shows in the last 18 months with a ticket value in excess of £4M, and through all of that, with 12 staff, we have continued to deliver services, engage with our audiences and build up a creative online programming presence.

1. Advocacy

We have been very active in making the case within the city, region and nation in relation to securing funds to keep our charity going and highlighting the role of culture in recovery. We did this through national industry networks, including our membership and active role in the Scottish Theatre Producing Consortium, the UK Touring Partnership, Federation of Scottish Theatre, Culture Aberdeen, BECTU, Aberdeen and Grampian Chamber of Commerce and Visit Aberdeenshire.

We have commented on the Scottish Government Strategic Framework for supressing COVID-19, the structured levels and on the Performing Arts and Venues Guidance. We have written directly to the Cabinet Secretary for Economy, Fair Work and Culture highlighting the significance to the regional economy in the North of Scotland and the unique challenges of the performing arts sector and specifically large-scale venues like ours with high earned income targets. This has paid off, our voice has been heard, our significance to the cultural sector in Scotland and the North East economy was recognised and we are immensely grateful for all the funds received. The outcome was securing nearly £3.4M in funds.

2. Funding

As a consequence of our campaigning and fundraising efforts, in a highly competitive environment and with extremely limited internal resource, we have raised £3,375,500 to safeguard jobs and undertake essential business critical projects in the last 16 months. We have made successful applications to 11 different funds tailoring each application to fit the essential criteria, be that for business, tourism, third sector, hospitality, cultural. Each application was a significant piece of work and was hard fought. Alongside, we have managed a public giving campaign to raise nearly £150,000.

Broken down as follows:

Grants

Third Sector Resilience Fund:	**£80,000**	April 2020
Pivotal Enterprise Resilience Fund:	**£150,000**	June 2020

Heritage Emergency Fund:	**£150,000**	July 2020
Performing Arts Venues Relief Fund:	**£750,000**	Aug 2020
Strategic Framework Business Fund	**£103,500**	Nov 2020-Apr 2021
Winter Recovery Grant	**£27,000**	April 2021
Event Scotland (Granite Noir)	**£12,000**	Dec 2020
Scottish Government Stabilisation Funding	**£1,400,000**	April 2021
Youth Arts Access Fund	**£30,000**	April 2021
Performing Arts Venues Relief Fund 2	**£500,000**	August 2021
Adapt and Thrive	**£25,000**	August 2021
Total	**£3,227,500**	
Public Giving Donations	**£148,000**	
Grand Total	**£3,375,500**	

Job Retention Scheme
To the end of August 2021 we have secured **£2,182,247** from the Job Retention Scheme.

3. Business Critical Projects

Over the last 18 months behind closed doors our retained team has delivered a number of business critical projects to ensure that we return as safely, efficiently and effectively as possible and with the best possible chance of recovery.

Website
We have funded, scoped, tendered, built and commissioned a new website, launched in July 2021, with enhanced functionality and new design features. It is a testament to the team that we have successfully delivered this complex project during an extended period of closure with only a small retained workforce. Key areas of improvement are:

- Improved online presence: image led and all sections reviewed and rewritten
- Improved customer journey
- Improved accessibility
- Improved design
- Dedicated Festival pages
- Greater event prominence, especially our own venues
- Search Engine Optimisation

e-ticketing
We have researched, scoped, tendered and selected a new e-ticketing system and put in place staff training for our 150+ front facing staff.

Food and Beverage
During closure we have written a three year plan from 21/22 – 23/24 for a complete refresh of our food and beverage services. It includes a staff review and restructure, new performance targets, a revised food offer, and a capital project to upgrade and rebrand 1906 restaurant and cafe at HMT. We have commissioned a feasibility study to consider options and provide indicative costs. There have been significant infrastructure developments around HMT - the Art Gallery, proposals to pedestrianise Belmont Street and Union Terrace Gardens - and our proposals are capitalising on and contributing to this enhanced offer.

EPOS
We have funded, researched, scoped, tendered, commissioned and are now training our staff on a new, state of the art Point of Sale (EPOS) system towards the safe, secure and efficient integration of all of our ecommerce capabilities and efficient stock control.

External Audit

In this financial year we re-tendered for our external audit services. We prepared tender documention, advertised, interviewed and appointed new auditors.

Customer Service Excellence

Despite being closed to the public we re-applied for the Customer Service Excellence (CSE) Government Standard which requires to be annually, independently assessed on the basis of continuous improvement. We completed the rigorous evidence based application process and onsite assessment. We retained the accreditation, with Compliance achieved in all 57 criteria and Compliance Plus in 22.

"You have faced significant challenge following lockdown, but have fulfilled customer expectations at every step. You have explored fresh ways to engage and communicate with customers, including having a greater emphasis on digital and on-line facilities. Throughout the pandemic you have established yourselves as a flagship for the arts industry. Retention of the accreditation is extremely well deserved".

Customer Service Excellence Assessor

Re-opening Hello Campaign

The Hello campaign was designed to lead Aberdeen Performing Arts through re-opening and to maximise recovery, while also having long term audience development benefits. The basis of the plan is driven by data and based around segmentation to split our audience base into five groups in terms of the genres they attend along with new/lapsed customers and staff/stakeholders. A strong, visual message was designed, set up to be simple, flexible and visually striking. It is a digital campaign, based around use of our database, integrated email system and social media, backed up with an outdoor advertising campaign

"Despite the restrictions in place during the pandemic, and your small retained team, you have continued to develop customer insight, which was data driven across all research. The level of segmentation of information is extremely impressive and the introduction of channels through the Hello Campaign has significantly aided recovery. Consultation and communication has also been crucial and you set out your plan so that information was 'impossible to miss'. Your approaches have been inclusive and you have taken time to review processes including marketing, ticketing, refunds and the website.

Customer Service Excellence Assessor

4. People

Staff Welfare and Wellbeing

Our focus in 20/21 during the pandemic and two lockdowns with 250 staff furloughed and 12 retained staff under enormous pressure to keep everything going, has been to look after the mental health and wellbeing of our team at home, without the structure of a job and with ongoing uncertainty around job security. The handful of retained staff have abandoned their job descriptions and had to learn new skills to keep the business going, often going above and beyond.

We are proud of the continuity of support and development we have provided to our workforce during this time of extreme business disruption. It is our positive, can-do company culture that has seen us through to date.

For the very small team working from home during our enforced closure due to Covid, we created IT Remote working guidelines and Homeworking and Welfare guidelines.

All staff, whether working or furloughed, have been kept updated through our Soundcheck newsletters, which were put together by our retained team and issued monthly. Wellbeing and mental health was a key focus of the newsletters and signposting to guidance, hints and tips.

Staff were also provided with opportunities to keep in touch, raise issues or worries through regular communication individually, in groups and as a whole staff, with line managers and members of the leadership

team, by email, whatsapp groups, phone, Teams calls, and our private staff facebook group. Examples of wellbeing support and communications include: weekly virtual teabreaks, access to our Employee Assistance Programme, access to wellbeing resources and training sessions via our life insurance provider, the Theatre employee helpline, and access to counselling services. We held a virtual teabreak session for this year's Time to Talk day and then continued these every week, encouraging staff to talk about mental wellbeing and stay connected with each other. We held our "Feel Good February" campaign, which encouraged staff to take part in various wellbeing activities or tasks every day in February.

We held full company meetings during closure which all furloughed staff were invited to, we created a new OneTeam for our retained team. Our CEO recorded regular video messages on her phone to send to our furloughed staff to keep them up to date and to let them know we're here for them.

In lieu of being able to work and complete on site and on the job training and development, we have also encouraged and supported our furloughed team to undertake volunteering, training and alternative employment opportunities where available and appropriate to ensure a feeling of purpose, self-development, and mental wellbeing. We have seen many of our furloughed team support the fight against COVID, including volunteering to help their community, supporting the vaccination rollout at P&J Live, working in essential retail, and using their technical and creative skills in areas such as making scrubs and masks for the NHS and local care homes.

Staff Restructure and Review

We have undertaken a review of key areas within the organisation to ensure our structure and teams are fit for purpose and to make savings to fund the Real Living Wage which we introduced on 1 September 2021. We reviewed the Leadership Team structure and we reviewed box office, front of house and food and beverage, creating a new integrated Customer Experience Team.

Learning and Development

Our focus has been to identify operational training needs and plan training for reopening. Teams who have begun returning to work have been welcomed back into the venues with induction, IT and COVID-19 specific procedures.

5. Equalities, Diversity and Inclusion

New Open House Access Scheme

We set up a new scheme to improve the booking procedure for our customers with additional access needs, allowing us to tag customers on request which will open up the selected seats that are held off to general public for booking. We trialed this with volunteer wheelchair bookers and then rolled out to all wheelchair bookers with an e flyer and form available on the website. 100% positive feedback received

Weston Jerwood Associate Artist Bursary

In 2019 we were successful in securing funding from the Weston Jerwood Foundation to host a creative bursary for an artist/creative from a lower socio-economic background. This successful application also came with a programme of organisational development aimed at improving representation within the host organisation which we completed in 20/21. Despte closure we pressed ahead with the post, appointed in May 2021 and are now mentoring the emerging producer, providing her with creative project opportunities and developing her skills and confidence.

We're Here for You

We introduced a phone line in April 2020 to reach out to more vulnerable customers and engage them in conversation about shows they'd seen in our venues over the years to help combat isolation, loneliness and anxiety. All 12 of us took turns staffing the phone line and we kept it running for the duration of the first lockdown.

6. Venues

We have maintained and invested in all three of our venues during 18 months of closure, two of which are category A listed. Key projects delivered:

Music Hall

We completed insurance works following flooding in August 2020 which included roof repairs, replacing flooring in the lower ground floor, in Coda café bar, Big Sky Studio and Tutti Studio, repainting and replastering and replacement of the fire panel in the lower ground. We also completed the snagging works outstanding from the Music Hall redevelopment.

His Majesty's Theatre

We commissioned a conditions survey to provide recommendations for building/roof repairs and are now undertaking a programme of repairs and upgrades**.** We are working on an application to Historic Environment Scotland for the more substantial work required. As part of the insurance works following flooding last year which also impacted on HMT, the flooring in the Education Studio has been replaced and flooring in 1906 restaurant repaired, sanded and varnished.

Lemon Tree

We have scoped a feasibility study for the redevelopment of The Lemon Tree, to determine the viability of the project, the scope of potential works, options open to us and indicative costs. This is a project we are leading as part of the proposed redevelopment of Queen Street. We have been active participants in the culture workstream led by Aberdeen City Council which has included consultation with cultural partners, a cultural mapping exercise and an assessment of needs.

AMBITION 2: Programme: Delivering a distinctive and diverse artistic programme

1. Securing the Work on our Stages

When we closed our doors in March 2020 we lost two years' worth of programming in the weeks and months that followed. Over 18 months, we have cancelled and rescheduled 700 shows with a ticket value of over £4M and equating to 250,000 interactions with customers. All of this has been managed solely by our small retained team as our entire box office team was furloughed. We have had to renegotiate with producers from scratch to retain and reschedule every show in the last 18 months into 2022 and 2023, also with our programming team furloughed. Some shows like *The Book of Mormon* have now been scheduled three times – May 2020, May 2021 and May 2022. It's been a hugely complex and time consuming diary management exercise. However, it has been worth it and, as a result, we are confident that 2022, which includes shows rescheduled from the closure period alongside new titles and artists, will be a strong year artistically and commercially.

2. Our Digital Programme

Festivals

True North

We staged a virtual festival to mark the *True North* weekend from 25-27 September 2020. We presented five online concerts by musicians from or connected to the North-east, with two pre-recorded videos and three live streamed performance from the artists' homes. The headline performance was a set performed by Scottish Album of the Year winner Kathryn Joseph which was filmed in the empty auditorium of the Music Hall. Three young Aberdeen performers played three Facebook Live slots, and we created a special online gig for children and families with Randolph Leap frontman Adam Ross from Laurencekirk. We commissioned a digital exhibition from local creative agency Design and Code, which was entitled 'Live Music: Long May You Run', and featured words and images from past festivals. The festival received an excellent response and many supportive comments on social media. The videos were viewed 11,109 times and social media posts having seen by more than 40,000 people.

Granite Noir

In 2021, as a consequence of COVID-19, *Granite Noir* went online. We remained true to the spirit of the festival - deeply rooted in place and inspired by the history and heritage of the North-east, international in outlook, as a Northern city, celebrating our close connections with Nordic Noir, and celebrating Scotland's crime writers and their global reach. The programme this year was a diverse mix of Scottish and international authors, headliners and debut authors, unique commissions and interactive family activities – children's authors, writing workshops and escape games.

We staged 15 events, 5 headline solo events with Jo Nesbo, Camilla Lackberg, Peter May, David Baldacci and Attica Locke and 4 panels including our Bold New Voices panel with debut authors Femi Kayode, Saima Mir and Susie Yang. We entered the world of podcasts for the first time with a collaboration between the Backlisted podcast and Val McDermid to celebrate the 150th anniversary of the birth of Josephine Tey and we brought true crime podcasters Isla Traquiar and Candice Gaines together. We staged a Criminal Portraits webinar hosted by city archivist Phil Astley, a creative writing workshop hosted by Aberdeen Library Service, children's events with Katherine Rundell and M.G Leonard and we commissioned *North by North-east*, a photographic exhibition of iconic *Granite Noir* authors in iconic city places.

We were delighted with the programme with so many standout events. Its reach was exceptional with more than 24,000 views and audiences tuning in from 52 countries over the weekend rising to 70 with on demand viewing available afterwards.

Supporting Local and National Festivals

Local dance agency Citymoves staged the annual **DanceLive Festival** of contemporary dance in October 2020, and we were able to support this by enabling them to stage, rehearse and film a production for streaming in the Lemon Tree. The performance was broadcast as part of the festival on Sunday 18 October.

We partnered with the **Manipulate Visual Theatre Festival,** which is run by Puppet Animation Scotland (PAS), to bring their innovative *Restless Worlds* project to Aberdeen. PAS commissioned 8 artists to create kinetic sculptures sited in locations around the city centre which could be viewed by audiences from outside the building while listening to an accompanying soundtrack on headphones.

Scenes for Survival

We partnered on the National Theatre of Scotland's innovative digital short plays project *Scenes for Survival*. A play was developed by North East writer Morna Pearson called *Clearing*, which was director by Aberdeen theatre maker Cameron Mowat and featured Elgin born performer Ashleigh More.

Christmas

We commissioned and produced an online festive production in December 2020. *Reid Robin's Christmas Bosies* featured a daily online video hosted by our very own Doric robin, who was brought to life by local creative agency Design and Code and Aberdonian writer and performer Joyce Falconer. In the twelve days leading up to Christmas, there was a daily performance by a diverse range of talent including actors Elaine C Smith, Alan McHugh and Danielle Jam; unique festive tales by Mara the Storyteller, the Polar Bears and Frozen Charlotte and Ten Feet Tall Theatre's elves; a participatory dance performance by Shaper Caper's The Snow Queen; poetry by local spoken word artist Jo Gilbert; and music from percussionist Owen Gunnell of Children's Classic Concerts, the Uriposte Jukebox featuring violinist Elena Urioste and multi-instrumentalist Tom Poster, clarsach player Siannie Moodie, and a perfectly festive finale from Jamie MacDougall and the BBC Scottish Symphony Orchestra. The 13 videos received more than 17,000 views.

Niqabi Ninja

We brought the powerful and prescient production of *Niqabi Ninja* by Sara Shaarawi to Aberdeen, while it was simultaneously presented in four other Scottish cities and in London. Originally conceived as a stage play, the production was adapted into an audio performance which was experienced whilst walking around the city centre and encountering accompanying artworks.

AMBITION 3: Creative Learning: Providing inspirational community engagement and participation

We were unable to run any in person creative learning activities during 2020/21 but we quickly adjusted and our retained team put in place a digital programme engagement programme we called Here For You. Projects included:

Beethoven 250: Cyber Sonatas

To commemorate the 250th anniversary of the birth of one of the most significant people in music history, we created a digital collection of Beethoven's piano sonatas, which are described as the new testament of classical music. We invited pianists – amateur or professional – from anywhere in the world to submit videos of themselves performing movements from the sonatas, to create a unique collection of performances of these great works. We received submissions from Scotland's leading concert pianist Steven Osborne, from a sitting MSP, and from as far as Chile.

Keep the Lights On HMT

Our audiences couldn't visit HMT in person, so we invited them to create their own at home. We received many beautiful and imaginative versions from cardboard models to an incredibly detailed digital HMT formed in the Sims computer game.

When Life Gives You Lemons

This fun and engaging task invited people to recreate their favourite album covers recalling great gigs and memories from the Lemon Tree over the years.

Armchair Audiences

We selected one of the many free online performances which were made available during the lockdown and invited our audiences to watch it and join an online discussion with members of our team.

The Coronavirus Time Capsule

Members of our youth programme participated in this international project devised by London based Company Three. Over a period of ten weeks, participants were invited to document their experiences in lockdown with a different theme each week. The result was a poignant, humorous and creative diary of the first lockdown from the perspective of teenagers. Videos were submitted from around the world.

Positive Stories for Negative Times

Three of our youth theatre groups participated in the *Positive Stories for Negative Times* project run by Wonderfools Theatre Company and the Traverse Theatre, creating three digital performances of the scripts commissioned for the project. In April 2021, we presented digital performances of *Is This a Fairytale?* by Bea Webster, *The Pack* by Stef Smith, and *Bad Bored Women of the Rooms* by Sabrina Mahfouz.

Grampian Hospitals Art Trust: Amplify

We participated in a digital project in partnership with the Grampian Hospitals Arts Trust, who commissioned three artists (film-maker, writer, musician) to create a filmed performance inspired by stories from the archives created to celebrate the centenary of the Foresterhill Hospital campus. The final films and exhibition will be presented in the Suttie Arts Space at the hospital later in 2021.

Christmas Choirs

We held a number of online choir rehearsals in the weeks leading up to Christmas enabling us to maintain engagement with our Community Choir and vocal ensemble Tutti Voices.

AMBITION 4: Talent: Be an incubator for artists and talent development in the North-east

We were unable to offer any live performance opportunities for artists but we continued to act as a resource and support for artists in the region many of whom are freelance and had no source of income. We offered advice and assistance, signposted artists to funding opportunities and applied ourselves on behalf of artists to secure funds to be able to offer work and commissions in the digital space.

We offered whatever opportunities we could to Aberdeen and Aberdeenshire artists in our digital programme – all our online programming featured North East based performers, with True North in particular featuring an all-North East programme, and Reid Robin's Christmas Bosies working with local creatives. The Weston Jerwood Creative Bursary process has allowed us to employ and support a local early-career creative practitioner, providing career mentoring, experiential and development opportunities and further enabled us to undertake activities which support the wider sector such as increased commissioning and producing, signposting opportunities etc.

INDICATOR	TARGET 20/21	ACHIEVED 20/21
Programme: Delivering a distinctive and diverse artistic programme		
Number of Performances (Aberdeen Performing Arts programme):		
Number of performances across venues (total) / digital	700	46
Number of performances at His Majesty's Theatre	300	0
Number of performances at Music Hall	220	0
Number of performances at The Lemon Tree	180	0
Number of performances at other venues / online	10	26
Number of performances at True North Festival(digital)	20	5
Number of performances at Granite Noir Festival. (digital)	40	15
Attendances at Aberdeen Performing Arts programme:		
Audience numbers across venues (total) / digital	345,000	57,013
Audience numbers at His Majesty's Theatre	220,000	0
Audience numbers at Music Hall	100,000	0
Audience numbers at The Lemon Tree	25,000	0
Audience at other venues / online – Reid Robin's Christmas Bosies, Beethoven 250, Coronavirus Time Capsule, Positive Stories for Negative Times, Scenes for Survival, Niqabi Ninja, Restless Worlds	1,000	21,576
True North Festival Attendance (digital event)	4,500	11,109
Granite Noir Festival Attendance. (digital event)	4,725	24,498
Total attendances/digital views	345,000	57,183
Tickets Sales for Aberdeen Performing Arts programme:		
Ticket Sales: His Majesty's Theatre	£4,700,000	0
Ticket Sales: Music Hall	£1,700,000	0
Ticket sales: The Lemon Tree	£180,000	0
Talent: an incubator for artists and talent development in the North-east		
Number of artists participating in talent initiatives (produced, curated, commissioned and festivals development)	250	54
Number of Associate Artists (in residence in the city)	2	0
Number of local, emerging artists participating in talent initiatives	40	1
Number of new works commissioned	4	13
Number of exhibitions commissioned	3	3
Number of sharings	2	0
Creative Learning:		

Providing inspirational community engagement & participation		
Number of participants in youth theatre digital engagement projects	0	61
Number of participants in general digital engagement projects	0	73
Equality, Diversity and Inclusion:		
Number of BSL signed performances	20	9
Number of captioned performances	20	0
Number of audio described performances	20	0
Number of Touch Tours	20	0
Number of relaxed performances for people on autism spectrum	2	0
City Vision: **provide cultural leadership to shape city vision and a creative Scotland**		
Accreditations		
Customer Service Excellence Standard accreditations	57 compliance 20 compliance plus	57 compliance 22 compliance plus
Volume of customer service interactions		
Volume of customer service email interactions		18,825
Customer service calls answered between 01 Apr 20 and 13 Jun 20 when we closed the line.		3,968
Environmental: reduce electricity consumption by 5% year-on-year	-5%	-65%
Environmental: reduce gas consumption by 5% year-on-year	-5%	-37%
Environmental: reduce overall energy consumption by 5% year-on-year	-5%	-44%
Environmental: reduce waste to landfill by 5% year-on-year	-5%	-91%

If you have not met the targets set, please give any reasons or explanation for this:

This section is an opportunity to provide context and reflect on particular challenges, what learning has come from the experience which will feed into future planning. This section should really demonstrate your organisation's commitment to continuous improvement.

We were unable to deliver our targets as a consequence of closure for the full year due to the COVID-19 pandemic. Notwithstanding and with 12 retained staff we kept the business solvent and we revised targets to deliver digital programming and business critical projects.

Please provide a summary of particular successes or case studies:

Case Study One: Granite Noir Online Festival

The digital staging of Granite Noir in 2021 was a huge success. It enabled us to programme writers who may not have been in a position to travel to Aberdeen and extended the festival's reach, with 24,000 audiences viewing events in 70 countries.

We made full use of our digital format to promote the city of Aberdeen over the weekend using stunning images of locations and landmarks to communicate a strong sense of place and inviting our audiences to join us next year in Aberdeen. We commissioned a photography exhibition, North by North East, featuring iconic *Granite Noir* authors in iconic Aberdeen places.

We worked with online presentation specialists who ensured that the same production values we would expect for a live event, were present in our digital offerings too. *Granite Noir* is a destination festival and we are looking forward to staging it live in 2022. However, we would not rule out a hybrid approach as we were amazed at the

international reach of the festival online which put Aberdeen on a world stage as a vibrant cultural destination n 70 countries.

Case Study Two: Reid Robin's Christmas Bosies

Christmas is a hugely important time for the arts industry. It not only normally represents our most profitable season, but is also the time when many people attend a live performance for the first time. It was important to us that we created an online experience which enabled our audiences to engage with us at this important time of year. Working with local creatives and using our strong national networks, we were able to pull together an exciting and diverse lineup of talent to present 13 daily videos in the lead up to Christmas. The videos resulted in 17,000 views and really helped to reinstate some Christmas spirit.

Case Study Three: The Aberdeen Performing Arts Way

"Throughout the pandemic you have established yourselves as a flagship for the arts industry".
Customer Service Excellence Assessment August 2021

Our organisation has always placed huge importance on creating a thriving, positive, people centred company culture, one that values employees, encourages loyalty, promotes a strong work ethic and an environment where we have each other's backs. During the COVID-19 pandemic this was tested like never before, but ultimately it was this that secured the survival of the organisation and the retention of our staff team.

We opted not to use redundancy and lay offs to manage the challenges of the pandemic and to fight for our whole team. Our retained team did whatever was necessary to secure the rescue packages to make it through, to retain progamming and audiences for when we could reopen and to minimise any financial burden on Aberdeen City Council, using our council grant to continue to deliver services. We were determined to fight for the team who brought home Business of the Year in 2019, to ensure they kept their jobs and had a workplace to return to - and we succeeded.

Please provide a summary of any problems or issues that have required attention or action:

The single biggest challenge struck at the end of the financial year in March 2020 when, as a consequence of the COVID-19 pandemic, we had to close our venues at short notice with the loss of all revenue for 18 months. Measures we took immediately to minimise impact included to furlough 95% of our workforce taking advantage of the job retention scheme, delete the 3% pay award, enter into negotiations with contractors to negotiate reductions and breaks in contract with our supply chain and mount a fundraising campaign. We produced a COVID-19 risk register and set up a COVID-19 Board Sub Committee.

Over the last 18 months we have battled insolvency, rescheduled 700 shows, continued to deliver services with a workforce of 12, look after the wellbeing of our wider workforce. We have achieved this as an ALEO to date without putting any additional financial burden on Aberdeen City Council.

The challenges we face are ongoing uncertainty around COVID-19, concern about audience appetite to return - many people are still anxious about attending large gatherings, andthre are challenges around implementing legislation – face coverings, double vaccination passports.

We are addressing this by engaging with and listening to our audiences, phasing our return to give staff, audiences and artists an opportunity to transition and through our Hello Campaign, putting out strong messaging to reassure customers and welcome them into our venues again.

Delivering on Key Strategic Priorities Please provide a summary of how your activities have delivered against key local (and national) strategic priorities relevant to your organisation			
Culture Aberdeen 2018-2028 Action Plan Ambitions	**Regional Economic Strategy 2018-2023 Action Plan**	**Creative Scotland Priorities 'Unlocking potential, embracing ambition'**	**Aberdeen Performing Arts Delivered Actions (a summary of achievements – more detail is located elsewhere in this report)**
Releasing our Creativity - *Our vision for Aberdeen is a city opening doors, where everyone can be transformed and inspired through engagement in the arts and culture.*		Everyone can access and enjoy artistic and creative experiences	Despite 100% venue closure, we were able to deliver a number of creative and accessible projects digitally and outdoors: • True North music festival • Reid Robin's Christmas Bosies – festive production • Granite Noir crime fiction festival • Restless Worlds – city centre kinetic sculpture tour • Niqabi Ninja – city centre audio performance tour • Several community engagement projects – Beethoven 250 Cyber Sonatas, Keep the Lights On HMT, When Life Gives You Lemons album covers, Armchair Audiences, Here For You phoneline • Several participatory projects – Coronavirus Time Capsule (youth participants), Positive Stories for Negative Times (Youth Theatre), Amplify with GHAT (Youth Theatre), Community Choir, Tutti Vocal Ensemble
Becoming Scotland's Creative Lab - *Our vision for Aberdeen is a city to experiment in, a home, a place, a destination and testing ground for artists, creative enterprises and new ideas*		Excellence and experimentation across the arts, screen and creative industries is recognised and valued	Commissioned a digital festive production using a city-based creative agency and several Aberdonian artists. Developing new commissions for Stepping In screen and exhibitions for the Music Hall gallery spaces. Led the development and delivery of a multi-venue, multi-year commission for early years festive productions with Capital Theatres in Edinburgh and Eden Court Highlands. Developing partnership approach to Rise Up Aberdeen commissions to mark reopening and recovery from the pandemic.

Making All the City a Stage - *Our vision for Aberdeen is a city which inspires, where exciting cultural experiences are around each and every corner and where there are no creative boundaries.*	Delivery & marketing of cultural, heritage and tourism attractions of national significance, and of international standard (existing and new assets) and maximising tourism potential of accredited archives. Support and attract events that will be of international and national significance as part of the delivery of the Aberdeen 365 events and festivals plan.	Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity	Delivered two outdoor city centre productions working with various city centre businesses to help drive footfall as well as using the city in new ways as a creative canvas. Showcasing the city itself in our digital productions – Granite Noir featured an online exhibition using photography featuring writers in locations around the city, Reid Robin animation contained city buildings and references to the city.
Connecting Us to the World- *Our vision for Aberdeen is a city like no other, where we celebrate and promote our culture and heritage, the things we make and create.*	Support and promote the arts and cultural venues of the North East to attract and promote national and international exhibitions and programmes.	Scotland is a distinctive creative nation connected to the world.	• Granite Noir featured 12 international writers from USA, Nigeria, Ireland, Sweden, Norway, Iceland and France, and was a platform to showcase Aberdeen and Scotland on an international stage reaching 70 countries. • True North celebrated homegrown talent with all artists born in or nased in the North East. • Retained all the programming of national and international significance at our venues by carefully rescheduling and avoid cancellation.
Shaping our Future- *Our vision for Aberdeen is a city whose cultural sector is growing in ambition and confidence with a strong collective of cultural leaders collaborating to realise the city's potential.*	Support development of projects and delivery of Culture Aberdeen Plan and the Aberdeen Culture Strategy.	Ideas are brought to life by a diverse, skilled and connected leadership and workforce	Active participation in city-wide initiatives; development of the cultural strategy for the city: • Significant contribution to the delivery of the cultural strategy for the city • Membership of city-wide groups including Culture Aberdeen, Events 365, AGCC Policy Council, Visit Aberdeenshire Tourism group, Aberdeen Youth Music Partnership. • Staff learning and development programmes; cross-departmental working groups: • Staff training and development programme Future proofing: • Strong, immediate and effective governance and leadership in response to the global pandemic

			• Continually review and update business readiness including business continuity, infrastructure, information and data security, GDPR adherence, cyber security audit, environmental impacts, Equalities, Diversity and Inclusion

Local Priorities:
Please highlight where your outcomes, outputs or activities align against the priorities of the Local Outcome Improvement Plan and or Council Delivery plan. https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/

Aberdeen Performing Arts is not currently a statutory community planning partner but contributes and aligns to the LOIP stretch outcomes as follows (pre-revised LOIP Priorities 2018-9)

Aberdeen Performing Arts is also a member of Culture Aberdeen, who currently sit on the Outcome Improvement Group 'Aberdeen Prospers'.

LOIP Stretch Outcome	Key Driver	Aberdeen Performing Art Actions
Aberdeen Prospers		
Investment in Infrastructure Aberdeen City is a robust and resilient economy providing a vibrant built environment and attractive place for residents, students, business and tourists	We will regenerate our city centre to become a vibrant and attractive place to live, work and invest in	We continued to inves in our buildings during the pandemic. We continued to programme a diverse cultural programme online with local and international reach and impact. Throughout the pandemic we ensured proactive engagement with our audiences through digital programming and other activities, and worked hard to retain as much programming as possible for when we reopen. Our venues are award winning and contribute to footfall in the city centre boosting the evening economy, bringing people into the city centre at weekends, impacting positively on local business and having a positive impact on tourism development and place making.
Innovation Aberdeen City has a reputation for enterprise, innovation and world class solutions	We will accelerate the transition to a more balanced economy	•Accelerating, balancing, growing and diversifying the economy through the cultural and creative industries. We currently make a major contribution to the cultural and creative industries in the city generating pre-pandemic turnover of £12m and employing 287 permanent and casual staff. •Leadership (Northern Star business of the year winners)

		•Bringing in funding to the city from a wider range of sources inc £1m over three years we receive from Creative Scotland and during the pandemic we have raised £3.5M externally to keep Aberdeen Performing Arts solvent and avoid wholesale redundancies
Inclusive economic growth - A skilled workforce for the future that provides opportunities for all our people	We will develop the people and skills necessary to deliver economic development and, as a result, support diversification of businesses and economy	•Talent development programme. We provided work opportunities to 54 artists through our digital programme. We recruited a full time young creative as part of the Weston Jerwood Creative Bursary programme. •We ensured that both our retained team and furloughed staff were able to undertake training and professional development opportunities. •Supporting the creative and cultural sector in Aberdeen – we currently plays a significant role as a creative hub and strategic partner including providing a box office service for 35 venues in the region. Over the lat yaer during the pandemic we have supported partner venue in a number of ways – helping to programme, helping to manage the rescheduling of external venues events, and partnering with local and national festivals.
Internationalisation - Aberdeen City is a location of choice for investment, high value business activity and skills	We will attract the best possible range of incoming exhibitions and events and showcase the city's internationally recognised sports, arts and culture offer	We programme and curate signature events, festivals and unique programmes of work that play a major part in the promotion and marketing of place bringing visitors to the region, contributing to quality of life, attracting a skilled workforce and attracting inward investment. We have managed to save almost all events in the diary over two years affected by the pandemic, and certainly all the significant and most impactful events. •Our internationally recognised festivals Granite Noir and True North – the digital staging of

		Granite Noir had a significant international reach and was an excellent showcase of the city. •Our production company and talent pipeline, Freshly Squeezed Productions was put on hold but we continued to provide creative lerning activities online and supported the development of 54 artists • we continue to contribute to city-wide partnerships, place making projects and destination marketing for the North East of Scotland
Prosperous People – Children are our future		
Children are our future and people are resilient, included and supported when in need	• Children have the best start in life – children in Aberdeen City are healthy, happy and safe, and enjoy the best possible childhood	Providing free and subsidised early years' programmes including for children, young people and families from lower socio economic backgrounds. We put together a programme of online engagement aimed at children and families, with interactive activities and an online Christmas production Our creative engagement programme has a strong focus on deep engagement with communities and under-represented and marginalised groups.
	Children are safe and responsible – from all forms of harm	Contributing to multi agency support for vulnerable children and young people. We provide positive destinations and diversionary activity through our creative learning programmes.
	Children are respected, included and achieving – children and young people are listened to, respected, valued and involved in the decision-making process	Subsidised creative learning programme which contributes to innovative and inclusive practice that enhances the experience of Aberdeen's young people, involves then in decision making, co-design of services, contributes to wellbeing, helps then reach their potential, achieve positive destinations and makes them responsible and contributing citizens

Prosperous People – People Are Resilient, Included and supported when in need		
People and communities are protected from harm – Individuals and communities are made aware of the risk of harm and supported appropriately to reduce this risk.	We will develop systems and approaches that raise awareness of harm	• Cultural programmes aimed at young people from lower socio economic backgrounds that improve resilience, health and wellbeing and empowerment, - Weston Jerwood creative bursary, Granite Noir internship. • Our Equalities, diversity and Inclusion Working Group • In 20/21 we reviewed our child protection and safequarding policy, and updated it to include guidance for online work with young people and vulnerable groups.
People are supported to live as independently as possible – able to sustain an independent quality of life for as long as possible, take responsibility for their own health and wellbeing	We will empower citizens to feel they have real and meaningful choice and control over their own lives.	Supporting, growing and developing as a Healthy Working lives workplace for our employees. Supporting our furloughed team whilst not at work with a communications strategy, regular check-ins, newsletters, calls and meet-ups as permitted. We encouraged staff to keep in touch, arranged training and development and supported colleagues to find alternative employment during furlough. We rolled out our Open House access scheme to enable better access and booking processes for customers with a range of access needs.
Prosperous People - EMPOWERED, RESILIENT AND SUSTAINABLE COMMUNITIES		
People friendly city – a city where people to choose to invest, live and visit	Build a child friendly city to ensure that the best interests of the child is a primary consideration	We provide a year round child friendly programme in all three venues and have expanded this programme at the Music Hall since we re-opened with a new programme in the new Big Sky

		Studio aimed at children and families. We survey young people and families to ensure that our programme is relevant. We offer subsidies and we reviewed our child protection and safeguarding policy. We continued this engagement through closure with a range of activities and digital productions.
	We will be a city whose built environment is fit for keeping an ageing population safe and healthy and puts the child at the centre of design	Contribution to Agenda 21 and sustainable development. We have played a sector leading role in raising awareness around sustainable development which has resulted in us winning the SEPA Vibes Award in the category of Engaging Scotland in 2019 and we were Eco Hero finalists 2019 Northern Star Business Awards

Education:
Please provide further information in respect to any education programmes delivered.

Self-explanatory but helpful to highlight any links with specific schools, further education institutions, geographic areas.
To avoid repeating what has been said previously you can highlight in depth some example of particularly successful projects/programmes, feedback from participants or schools or provide context for longer term vision and partnerships.

Weston Jerwood (in depth example)

We successfully applied in a highly competitive process to become a host organisation of the prestigious Weston Jerwood Creative Bursary programme. Despite the impacts of the pandemic and the reduced resources available, we took part in an intensive organisational development process which focused on improving the inclusivity of our organisation, with a particular focus on providing opportunities for people from lower socio-economic backgrounds. We reviewed and refreshed our recruitment and induction processes, and received a very high calibre of applicants for the year-long associate producer post funded by the bursary scheme. The successful candidate is undertaking a programme of professional development with Jerwood Arts, working with a mentor, and undertaking a year-long post developing and delivering creative projects at Aberdeen Performing Arts. Furthermore, we have been able to work with some of the unsuccessful candidates to provide career advice and support, point them towards other opportunities and recommend them for other work. The project has influenced our ongoing recruitment and approach to creative work, as well as provide excellent opportunities for young creatives in the region.

Employment

Please give us a bit more information about your volunteers, if you have any:

What roles do your volunteers undertake within the organisation

Fundraising, advocacy, administration, legal advice, social media content creation, marketing, events co-ordination **Training and Policy in action** Example of volunteer success stories such as transition to employment?
The only volunteer we had in 2020/21 was our volunteer archivist who continued to work a day a week

Artists/ Creative practitioners Opportunities: Please provide further detail on examples of projects or programmes which have created employment opportunities for local residents, artists and or creative practitioners.
Through our digital programme we have created employment opportunities for 56 artists/creative practitioners.

SECTION 2 – Audiences, Participants and Investment

Please complete this section to report on the number of participants from each of the identified areas who have participated during the year.

Participants	**Target**	**Total 2020/21**
Total number of participatory opportunities created throughout programme		188
Number of participatory opportunities targeted for priority groups		
Children and Young People 0-25		61
Adults 26yrs+		127
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)		9 BSL performances 478 views
Ethnic minority communities		unknown

Please complete this section to report on audience/visitor numbers in relation to your programming.

Audiences	**Target**	**Total 2020/21**
Total Audience Numbers	345,000	57,183
Total Visitor Numbers (note this is footfall ie non paying visitors)	1,000,000	0
Audience number from Aberdeen City	138,000	N/A*
Audiences who are residents of regeneration areas within Aberdeen City	34,500	N/A*
Audience number from the wider region or further	207,000	N/A*
% of audience survey rating experience as 'excellent' or 'good'	93%	
The above may not be relevant to your organisation or known – however if you use ticket/box office analysis, visitor books, audience surveys, event impacts studies etc. it should be fairly straight forward to complete.		

*As all visitors are digital we do not have the necessary data to ascertain location information

We are keen to evidence the added economic value and social return of investment in culture, as such we request that you please complete the Cultural Impact tool kit as well as the table below.

Income 2020/21.	**Total £**
Value of Grant(s) from Aberdeen City Council	1,060,000
External Grant funding	379,000
Sponsorship	0
Trading income	46,000
Other (Job Retention Scheme and other COVID grants)	3,061,000
Total add income	**4,546,000**

Section 3 – Support Material

We recommend you provide up to five items of support material to help demonstrate the quality and impact of your activity. This may include; case studies, photographs, videos, web links, publications, marketing material, reports, participant testimonials and feedback. If emailing please keep all support material to under 5mb. Please supply details on your support material below

Please note that any material submitted may be included within an annual Cultural Investment report and/or material promoting the Creative Funding programme. By submitting this you are providing

permission for each item to be used for publication. You should ensure you have the creators consent and accreditation is provided where necessary.	
Support Material 1:	Upcoming venue brochure Brochures (aberdeenperformingarts.com)
Support Material 2:	Granite Noir 2021 Granite Noir (aberdeenperformingarts.com)
Support Material 3:	Reid Robin's Christmas Bosies Reid Robin (youtube.com)
Support Material 4:	Coronavirus Time Capsule Time Capsule (youtube.com)
Support Material 5:	

Section 4- Declaration on use of information

Aberdeen City Council collects and maintains the data on this form about your organisation for the purpose of contacting you in relation to the funding, monitoring purposes and to collate information for statistical and audit purposes. We will retain Personal Data for six years in accordance with the organisation's Corporate Records Retention and Disposal Schedule and for the purpose of administering, processing and assessing your report.

For the purposes of processing this information Aberdeen City Council is the Data Controller. The Information Commissioner Office is the UK's regulator of data protection law (www.ico.org.uk). More information about all of the rights you have is available on our website at: https://www.aberdeencity.gov.uk/your-data.

Whenever the Council processes personal data we need to make sure we have a basis for doing so. We understand our basis in GDPR to be Article 6(1)(e) as we consider that it is in our public task to collect this information under our powers set down in the Local Government and Planning (Scotland) Act, 1982 section 14, as amended by section 128 of the Local Government etc. (Scotland) Act, 1994. The act provides for us doing or contributing towards the expenses of providing or doing, anything necessary or expedient for the purpose of ensuring that there are facilities available for recreational, sporting, cultural or social activities as we consider appropriate.

To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.	
Name: **Date:**	**Jane Spiers** **24th September 2021**

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning
DATE	6 October 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Sport Aberdeen - ALEO Annual Report 2020/2021
REPORT NUMBER	COM/21/229
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Craig Innes
TERMS OF REFERENCE	4.4

1. PURPOSE OF THE REPORT

1.1 This report presents the Sport Aberdeen annual review report in order to provide Committee with an overview of performance of service delivery by Sport Aberdeen during financial year 2020/2021.

2. RECOMMENDATION

2.1 That the Committee notes the Sport Aberdeen ALEO Annual Report appended to this report for the Council's interests.

3. BACKGROUND

3.1 The current arrangement for the management and development of the city's indoor and outdoor sports facilities and for the provision of sport, physical activity and wellbeing services targeted at those most in need are delivered by the Council's Arm's Length External Organisation (ALEO), Sport Aberdeen. It commenced trading in 2010 under a Funding and Service Provision Agreement.

3.2 An annual review report on Sport Aberdeen's business plan is appended to this report. It includes a qualitative summary of outcomes, outputs and activities undertaken by Sport Aberdeen, how these align against the priorities of the Local Outcome Improvement Plan and progress made to-date. The annual report also details how Sport Aberdeen's activities have delivered against ACC strategies and action plan priorities and provides details of user numbers, other income received and any challenges faced. Operations during the 2020/2021 year have obviously been heavily impacted by the pandemic.

3.3 The revised performance template provides an overview of Key Performance Indicators (KPIs) and what has been achieved against these targets for the financial year 2020/2021. A summary of reasons where particular targets have not been met is captured within the template and these will be proactively managed through the Council's contract management of Sport Aberdeen. Areas where data is not recorded will be addressed with Sport Aberdeen to ensure it is included in future annual reports.

4. FINANCIAL IMPLICATIONS

4.1 The Council's budget for Core funding for Sport Aberdeen for 2020/21 was £4.671 million plus £0.255 million for Garthdee Alpine Sports and £0.3 million for Adventure Aberdeen, making total funding of £5.226 million.

4.2 There are no financial implications arising directly from the recommendations of this report. The information from the annual report will be considered by officers in the budget setting process.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	N/A		
Compliance	N/A		
Operational	Poor service to customers.	L	The annual report enables the Committee to review the performance of the service delivery by Sport Aberdeen.
Financial	No risk arising from this report as annual budget is set by the Council as part of the budget setting process.	N/A	Managed on a regular basis through the ALEO Assurance Hub and the Strategic ALEO meetings with Council Chief Officers.
Reputational	Poor performance by Sport Aberdeen could impact on the Council's reputation.	L	The annual report enables the Committee to review the performance of the service delivery by Sport Aberdeen.
Environment / Climate	N/A		

7. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of prosperous economy.
Prosperous People Stretch Outcomes	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of prosperous people.
Prosperous Place Stretch Outcomes	The annual report evidences contribution by Sport Aberdeen towards the LOIP theme of a prosperous place.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

None

10. APPENDICES

Sport Aberdeen ALEO Report
Appendix A – Key Performance Indicators
Sport Aberdeen 2020 – 2021 Annual Report
Social Value Report

11. REPORT AUTHOR CONTACT DETAILS

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ABERDEEN CITY COUNCIL

ALEO – ANNUAL REPORT

ORGANISATION:	Sport Aberdeen
REPORT COMPLETED BY:	Alistair S Robertson, Managing Director Jill Franks, Director of Customer and Commissioning
DATE:	13th September 2021

SECTION 1 - Outcomes and outputs

Please provide a qualitative summary of outcomes, outputs, activities undertaken and progress made to date:

Awards and Accreditation Achieved During 2020/21

Awards Success

- ACHSCP Heart Awards 2020 – Team Aberdeen Winner – Active Lifestyles
- Northern Star Business Awards 2020 – Making the Difference – Highly commended Sport Aberdeen
- Community Leisure UK Awards 2020 – Outstanding Volunteer Finalist – Alex Soaris
- Virtual Society Awards 2020 – Fitness, Health and Wellbeing Award of the Year – Finalist Sport Aberdeen

Accreditations

- Armed Forces Employer Recognition Scheme (ERS) Silver Award – Ministry of Defence;
- Certificate of School Engagement – Developing the Young Workforce of NE Scotland (DYW);
- Disability Confident Committed Employer – Disability Confident (NH Government)

Based on the **Sport Aberdeen Business Plan 2019/20 – 2020/21** the following summarises the key achievements under each of the 5 P's.

Participation Overview

"We believe that everyone is entitled to enjoy the benefits of leading an active and healthy life through participation in sport and physical activity. A key focus is placed on assisting the least active to engage in activity, resulting in an increase in participation of 1% and a growth in Get active members to 10,000."

- 354,650 recorded to Sport Aberdeen city-wide venues;
- 5,549 Get active members at 31st March 2021;
- 3,331 Active Lifestyles participations;
- 1,174 participations in over 91 Walk Aberdeen social walks;
- 100,400 rounds of golf played on Golf Aberdeen courses;
- 4,831 Adventure Aberdeen participants, of which 274 had additional support needs;
- 17,984 Adventure Aberdeen Snowsports Centre attendances;
- 337 Aquatics Aberdeen classes;
- 3,714 attendees throughout our range of Coached Programmes;
- 20,954 Tennis Aberdeen participants.

Places Overview

"By Investing in and modernising our facilities and venues, we can have the greatest impact on the people and communities we serve. We aim to create an environment where people can easily engage in sport and physical activity and enjoy leading a healthy lifestyle."

- 5 dry ski slopes renamed by our local community;
- £90,000 investment into Bucksburn Swimming Pool [ACC funded];
- £70,000 investment into Get active @ Beach Leisure Centre;
- £70,000 investment into Golf Aberdeen's winter improvement programme;
- £20,000 invested into Adventure Aberdeen Snowsports Centre;
- £10,000 invested into Adventure Speyside facility improvements;
- £459,000+ invested into community venues.

Partnerships Overview

"Through effective partnerships working with a wide range of people, organisations and agencies, we can broaden our reach and create opportunities for more people to lead active lifestyles."

- 10 years of partnership with **Aberdeen City Council**, saving in the order of £11.0m in NNDR and other fiscal savings;
- 73 virtual winter pulmonary rehabilitation classes delivered in partnership with **NHS Grampian**;
- 10 Sport Aberdeen venues offering free sanitary products in partnership with **CFine;**
- £300,000 invested into grounds maintenance equipment by **idverde**, the company's grounds maintenance contractor;
- 250 activity packs provided by **SPACE and Children 1st** for looked after and cared for children;
- 5 bikes from **Barnardo's** Linksfield Residential Care Home were serviced free of charge;
- Strategic relationship formed with Bon Accord Care to offer support during pandemic.

People Overview

"Through investing in the personal and professional development of our employees and volunteers we can enhance the scope of services offered to local participants, customers and communities. We aspire to be the employer of choice for those seeking a career in sport and physical activity in Aberdeen, strengthening our presence across multiple platforms with one core aim: to get more people more active."

- 1,492 hours volunteered at Hazlehead Golf Club;
- 10 Employees participating in Management Development Programmes;
- 2 RGU Students completed Marketing and Communication Internships;
- 35 furloughed staff took on volunteer or secondment roles during lockdown;
- Over 600 staff training sessions;
- 524 staff placed on furlough in May leaving a skeleton crew to plan recovery operations;
- 49 un-furloughed staff volunteered to support Bon Accord Care in care homes and the NHS;
- 14 staff seconded to support Schools service – key workers and children with special needs;

Process Overview

" By investing in the continuous improvement of processes across the company, delivering quality, excellence, efficiency and effectiveness in our capacity as a charitable organisation, allows us to have the greatest impact on the people and communities we serve."

- 170 staff moved seamlessly to home working arrangements at the start of the pandemic;
- 7,204 customers signed up to our new online booking system, MySportAberdeen;
- New online golf booking system introduced;
- New digital module enabling for automatic anonymisation and deletion of data introduced in December 2020;
- Enhanced email security solution implemented, resulting in 39,421 spam / phishing emails detected and 450 emails containing malware blocked over 4-month period (December 2020 – March 2021);
- Roll out of Microsoft Teams replacing Skype for Business;

- Roll out of enhanced cyber security training to all staff, with regular testing through random test phishing emails sent to all staff at varying times throughout the year. In the last quarter of 2020/21, 1,214 phishing emails were sent, with only 36 staff failing to identify the email as suspicious. In these cases the training is to be repeated.

Performance indicators:

This is the quantitative progress you have made in meeting targets over the year. These were agreed in your business plan / development plan and should be confirmed in your first quarterly meeting with your Lead Officer **PLEASE DO NOT CHANGE THE BASELINE OR TARGET FIGURES.**

Please complete all boxes

INDICATOR	**ACHIEVED 19/20**	**TARGET 20/21**	**ACHIEVED 20/21**
VENUE PARTICIPATION			
Participation – total visits (Usually based on a 1% increase year on year – not relevant for 2019/20). Please see **Appendix A** – KPI's 2020/21 for further breakdown	1,403,249	N/A (Covid-19)	354,650
Aberdeen Snowsports Centre			
Total participations	33,607	N/A	17,984
Adventure Aberdeen			
Total number of sessions delivered	1,195	N/A	605
Number of sessions – Secondary	95	N/A	0
Number of sessions - Primary	422	N/A	216
Number of sessions – ASN	338	N/A	47
Total number of participations	15,230	N/A	4,723
Total number of participations – Primary	7,734	N/A	2,048
Total number of participations - ASN	1,364	N/A	189
Attendance at public events	91	N/A	128
Total number of participations at public events	2,417	N/A	1,241
School holiday Programmes – total sessions	87	N/A	39
Holiday Programmes – ages 3 – 8 years	28	N/A	13
Holiday Programmes – ages 3 – 8 years – participations	220	N/A	53
Holliday Programmes – ages 9 – 16 years	59	N/A	26

Holiday Programmes – ages 9 – 16 years – participations	1,045	N/A	210
Community Projects – total sessions	100	N/A	142
Community Sessions – total participations	556	N/A	793
Duke of Edinburgh / Bike Ability Schemes – Training Sessions	46	N/A	22
Duke of Edinburgh / Bike Ability Schemes – Training participations	1,156	N/A	334
ACTIVE SCHOOLS Due to the national and local Covid-19 regulations, delivery of the usual Active Schools Programme has not been possible during 2020/21. Whilst funding continued Active Schools staff supported ACC activities in other ways.			
Community Sports Hubs			
Number of Community Sports Hubs across the city	5	N/A	5
Number of coaches	N/A	N/A	N/A
Number of clubs	24	N/A	24
Number of club members	N/A	N/A	N/A
Number of club members – female	N/A	N/A	N/A
Number of club members - male	N/A	N/A	N/A
Healthy and Active Communities			
Training Courses (Winter Pulmonary Rehabilitation Programme delivered in conjunction with NHSG and ACHSCP)			
Walk leader Virtual Leader Training (Autumn 2020)			1
Health Behaviour Change (Level 1) (eLearning)			1
Health Behaviour Change (Level 2) (eLearning)			1
Encouraging and Enabling Physical Activity (eLearning)			1
GDPR Training (e Learning)			1
NHSG Pulmonary Rehabilitation CPD (virtual classroom)			1
Winter Pulmonary Rehabilitation Training (Virtual)			1
Walk Aberdeen Participation (October – December 2020 when Covid-19 restrictions permitted face to face delivery)			
Number of Social Walking Groups	14		8
Number of sessions	530		91
Number of participations	7,137		1,174

Average number of walkers per session	13.5		13
Move More Aberdeen Participation (Programme delivered when covid-19 restrictions permitted and included Winter Pulmonary Rehabilitation for people with breathing conditions and Stable and Able / Falls Prevention classes)			
Number of Long-Term Conditions with specific activity Programmes	7		8
Number of referrals received	283		65
Number of opportunities	21		13
Number of sessions	878		156
Number of participations	6,188		484
Average participants per session	7		3
Active Lifestyles Participation (Including Active Ageing)			
Number of opportunities	77		45
Number of sessions	3,032		424
Number of participations	27,812		3,331
Average participants per session	9		8
Total Healthy Communities Participation			
Number of opportunities	112		6
Number of sessions	4,440		671
Number of participations	41,137		4,989
Average participants per session	9.25		7.4
Golden Games – delivered virtually with on-demand classes, exercise cards and resources via Getactive@home webpage 80 activities	925		4 activity cards 4 on-demand videos 4 partners testimonial videos 4 ambassador testimonials

Get active / Golf			
Individuals	8,041	N/A	5,549
Active Workforce	1,683	N/A	

Coached Programmes

Coached Programme	2020/21 Juniors (per week)	2020/21 Adults (per week)	2020 /21 TOTAL (per week)
Aquatics	1423	24	**1447**
Gymnastics	284	0	**284**
Tennis	270	0	**270**
Skating	343	21	**364**
Snowsports	520	26	**546**
TOTAL	**2840**	**71**	**2911**

If you have not met the targets set please give any reasons or explanation for this:

This reporting year has been a year like no other. Due to the Covid-19 pandemic all leisure venues closed and when they reopened they had to operate within revised protocols including, reduced opening hours and reduced capacities all of which have contributed to a performance which confirms targets have not been met.

However, the company adapted to deliver what it could virtually as well as supporting partner organisations and others in need. Thankfully, there was a phenomenal response from members as activities and programmes were permitted to restart. The company is rightly proud of its response and the support provided to the city during this time – an impact which can't be measured by KPI's alone. The remainder of this submission sets out the substantial contribution that the company made elsewhere.

Please provide a summary of particular successes or case studies:

We are pleased to provide our company's annual report which sets out our key achievements for 2020/21. The report is based around our "5 P's" of the business plan and also sets out how the company responded to the Covid-19 pandemic, supported key partners during the year and at the same time ensured the on-going viability and sustainability of the company, as a business and as a charity. We are extremely grateful that ACC made its grant support in full despite the limitation on services provided, without which the company would not have survived.

The annual report is attached as Appendix B.

Please provide a summary of any problems or issues that have required attention or action:

Covid-19 response – the company was required to maintain an active awareness and understanding of UK and Scottish Government guidance and specific national governing bodies of sport guidance applicable to various activities throughout the Covid-19 levels. In order to do so, a cross-company group met (remotely) to set out what was permissible and the specific arrangements that needed to be put in place to be safe, clean, ready for customers.

Building Back as a Sustainable Business – with the restrictions placed once the country began to work its way through the Covid-19 levels, an intense level of scrutiny of all aspects of the business was necessary to ensure that service and programme activation were carried out in a manner which did not result in financial instability. A structured approach was taken, reopening services at a level consistent with operating guidelines, customer demand and financial viability. Regrettably, not all facilities and services were able to be re-opened, with some being restricted in their hours of operation and many programmes were not reactivated. These decisions were communicated to commissioning colleagues within ACC.

ACC Strategies and Action Plan Priorities:

Please provide a summary of how your activities have delivered against ACC strategies and action plan priorities.

Aberdeen's Sports Facilities Strategy 2016 – 2026

The above strategy sets out the vision for the sporting infrastructure for Aberdeen, which envisages a network of high quality, accessible and sustainable sport and leisure facilities, which offer inclusive services for all; enabling more residents to fulfil their potential by participating in sport and physical activity, thus improving their long-term health and wellbeing.

Building on its previous investment, Sport Aberdeen has invested approximately £1.6m into the following venue enhancements since 2018:

- **Alex Collie Gymnastics Performance Centre:** investment of £80,000 to create a dedicated gymnastics performance centre, in partnership with Scottish Gymnastics, and which forms a key hub of the gymnastics participation pathway [opened by former international gymnast Beth Tweddle].

- **Aberdeen Tennis Centre:** investment of £100,000 as part of a £230,000 scheme for the refurbishment of the outdoor tennis courts.

- **Get active @ Sheddocksley:** investment of £300,000 for the redevelopment of the indoor facilities, particularly fitness, to create a modern fit-for-purpose centre.

- **Linx Ice Arena:** £50,000 investment towards a minor refurbishment, including to the foyer, café areas, Après Lounge and changing areas.

- **MacKenzie Championship Golf Course:** investment as part of a £300,000 scheme to improve drainage

- **Other golf courses**: £70,000 in winter improvement works over and above normal winter programme.

- **Northfield Swimming Pool:** Sport Aberdeen has led the project team for the redevelopment of this facility to include fitness facilities, swimming pool refurbishment and multi-purpose areas, allied to the vision of quality, sustainable facilities.

- **Bucksburn Swimming Pool:** investment of £90,000

- **Beach Leisure Centre:** investment of £70,000

- **Adventure Aberdeen Snowsports Centre:** investment of £20,000

- **Adventure Speyside:** investment of £10,000

- **Community Venues:** investment of £459,000

Strategy for an Active Aberdeen 2016 – 2026
The above strategy has the vision of making Aberdeen the most active city in Scotland, with a mission to Activate the City. The key strands of this strategy relate to increasing opportunities and participation in sport and physical activity, investing in the investing in the infrastructure of places (physical infrastructure) and people (communities of interest). The final aim it to be inclusive, so that everyone has the opportunity to be and stay active. These are closely linked with the aims and objectives of the Sport Aberdeen business plan and the detailed evidence for what Sport Aberdeen has achieved by increasing participation is highlighted throughout this document and particularly in the preceding sections.

Local Outcome Improvement Plan
Sport Aberdeen has taken a lead role in coordinating and supporting the Active Aberdeen Partnership (AAP); contributing considerable expertise and in-kind resources enabling AAP to sustain active engagement throughout Community Planning Aberdeen's (CPA) multi-agency planning structure.
Sport Aberdeen is fully committed to contributing to the citywide delivery of LOIP Outcomes across each of the LOIP themes Economy; People (Children & Young People); People (Adults).

During the year, much of the work specific to supporting the achievement of LOIP aims was delayed; specifically the project relating to long term conditions stalled as a result of all partner organisations being directed to support front line Covid response. This was common to all partner agencies.

Sport Aberdeen has also committed to achieving Aberdeen City's aspiration to become recognised as an UNCRC Child Friendly City.

Active representation and resources allocated by Sport Aberdeen to CPA planning, ongoing development and delivery of LOIP Outcomes throughout the previous year is highlighted below.

Sport Aberdeen (SA) Representation & Group Membership for 2020/21

CPA Multi-Agency Group	Sport Aberdeen's Engagement via AAP
CPA Board	Managing Director
CPA Management Group	Director of Customer & Commissioning
CPA Communications Group	Head of Marketing and Commercial Development
Sustainable Cities (OIG)	Director of Customer & Commissioning
Resilient, Included & Supported (OIG)	Director of Customer & Commissioning
Integrated Children's Services (OIG)	Virtual link; Head of Sport and Active Communities

Torry Locality Partnership	Development Manager, Active Communities	

Local Priorities:

Please highlight where your outcomes, outputs or activities align against the priorities of the Local Outcome Improvement Plan. https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/

Sport Aberdeen's strategic priorities, outcomes and activities for the period 2019/20 as defined in the organisation's business plan align to the delivery of the overall LOIP outcomes, as highlighted below.

Sport Aberdeen Alignment to LOIP Outcomes 2020/21

Please refer to Appendix B (annual Report) for specific case studies and data evidencing contribution / alignment

LOIP Stretch Outcomes (Sport Aberdeen alignment/contributing towards)	Sport Aberdeen – outputs/activities	Sport Aberdeen Outcomes (as defined for 2020/21)
90% of working people in Living Wage Employment by 2026	Established National Minimum Wage rate across workforce aged 16 years and above. 100% increase on participation in SPACE project, providing pathways to employment, further education.	4.11 To be recognised as an employer paying the National Living Wage 1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development. 1.32 Increase the number of trained and qualified coaches and volunteers.
90% of children and young people will report that they feel mentally well by 2026	Specialist one-to-one and group sessions delivered to vulnerable children and young people during Covid-19 pandemic. Actively contribute to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group. Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (SPACE project; Priority Families; Active Schools;)	1.1 Improvements to the health & wellbeing of all city residents. 1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development 1.13 Provision of mainstreamed and specialist services for children and young people who have a disability 1.13 Increased sport and physical activity. 1.14 Increase sport and physical activity with groups

		On-going transformation of Adventure Aberdeen (outdoor-education) and Adventure Speyside. Ongoing support provided to the Active Girls Committee (Active Schools) led by young people promoting and enabling more girls to become more physically active.	least likely to participate through provision of integrated programmes in community settings. 1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls) 1.32 Increase the number of trained and qualified coaches and volunteers. 2.15 Provision of higher quality facilities to encourage new participation in sport and physical activity. 3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community 3.1 Joined up approach to strategic sport and physical activity opportunities within the city. 3.2 Reduce duplication of provision across the city (active role in community planning) 3.2 More collaborative working 5.4 Improved efficiency, service quality. 5.7 Increase sport and physical activity (Active Schools Programme – Booking System) 5.19 Greater range of sports offered within Sport Aberdeen venues 5.19 Increase community access to our venues 5.29 Better utilisation of resources / venues	

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	243 memberships provided to looked after and care experienced children and young people- additional support provided to attend sessions via SPACE project 107 memberships provided to priority families and kinship carers to enjoy activities across the city. Specialist one-to-one and group sessions delivered to vulnerable children and young people. Actively contributed to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.	1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development 1.1 Improvements to the health & wellbeing of all city residents. 1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings. 1.22 Increase sport and physical activity participation by children who are looked after across the city. 1.22 Improve health and wellbeing of children who are looked after across the city. 1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls) 1.32 Increase the number of trained and qualified coaches and volunteers. 2.15 Provision of higher quality facilities to encourage new participation in sport and physical activity. 3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community 3.1 Joined up approach to strategic sport and physical activity opportunities within the city. 3.2 Reduce duplication of provision across the city (active role in community planning)	

		3.2 More collaborative working 5.19 Increase community access to our venues	
95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026	Specialist one-to-one and group sessions delivered to vulnerable children and young people. Actively contributed to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.	1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development 1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings. 1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls) 1.32 Increase the number of trained and qualified coaches and volunteers. 2.15 Provision of higher quality facilities to encourage new participation in sport and physical activity. 3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community 3.1 Joined up approach to strategic sport and physical activity opportunities within the city. 3.2 Reduce duplication of provision across the city (active role in community planning). 3.2 More collaborative working. 5.19 Increase community access to our venues.	

Child Friendly city which supports all children to prosper and actively engage with their communities by 2025.	Actively contributed to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.	1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings. 1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls). 1.32 Increase the number of trained and qualified coaches and volunteers. 3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community. 3.1 Joined up approach to strategic sport and physical activity opportunities within the city. 3.2 Reduce duplication of provision across the city (active role in community planning). 3.2 More collaborative working. 5.19 Increase community access to our venues.	
25% Fewer young people (under 18) charged with an offence by 2026	Actively contribute to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group. Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (SPACE Project; Priority Families; Active Schools;).	1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings. 1.32 Increase the number of trained and qualified coaches and volunteers. 3.1 Best-practice approaches adopted within the city for multi-agency working within	

	Successful integration of Adventure Aberdeen (outdoor-education) and Adventure Speyside.	health, education and community. 3.1 Joined up approach to strategic sport and physical activity opportunities within the city. 3.2 Reduce duplication of provision across the city (active role in community planning). 3.2 More collaborative working.	
Healthy life expectancy (time lived in good health) is five years longer by 2026.	Walk Aberdeen programme across the city, increasing the number of opportunities for people to take part in high quality health walks, reactivated when safe to do so. Developed pathways back into sport and physical activity via Move More project for older adults and people with long term conditions. Distinct activities provided every week via Active Lives programme across the city generating multiple participations. Assist adults with a disability in Aberdeen to be more physically active through the provision of a comprehensive programme of activities. Increased affordable memberships across the city; generating a total of 5,549 members. 5 community sports hubs across the city established, with 5538 club members. Actively contribute to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group.	1.21 Increased physical activity participation. 1.1 Improvements to the health & wellbeing of all city residents. 1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings. 1.20 Reduction in feelings of isolation. 1.20 Improved health and wellbeing. 1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls). 1.30 Increase sport and physical activity participation. (Support to sports clubs). 1.30 Improve health and wellbeing. (Support to sports clubs). 1.32 Increase the number of trained and qualified coaches and volunteers. 2.15 Provision of higher quality facilities to encourage new	

	Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (Stable & Able; supporting self-management of long-term conditions; Move More; Active Lifestyles) with operations teams supported to develop complementary programmes as part of a co-ordinated programming offer. Working in partnership with Paths for All, delivering supported walks across the city as part of the Sport Aberdeen Move More programme. Development of delivery of Winter PR programme, in conjunction with NHSG.	participation in sport and physical activity. 3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community. 3.1 Joined up approach to strategic sport and physical activity opportunities within the city. 3.2 Reduce duplication of provision across the city (active role in community planning). 3.2 More collaborative working. 3.11 Increased sport and physical activity participation and improved health outcomes for older adults. 3.13 New walk clubs established across the city. 3.13 Additional Walk Leader courses run. 5.19 Greater range of sports offered within Sport Aberdeen venues 5.19 Increase community access to our venues.	
No one will go without food due to poverty by 2026	Actively contribute to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group. Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (SPACE Project; Priority Families; Active Schools;).	1.9 Increase opportunities for children who have additional support needs (ASN) – personal and social development. 1.1 Improvements to the health & wellbeing of all city residents. 1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings.	

		1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls). 3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community. 3.1 Joined up approach to strategic sport and physical activity opportunities within the city. 3.2 Reduce duplication of provision across the city (active role in community planning). 3.2 More collaborative working. 5.19 Increase community access to our venues.	
Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate.	Providing strategic guidance and advice on future development proposals, planning applications to ensure sustainability. Calculation of and applying metrics to identify, measure and quantify CO2 emissions and energy consumption reduction across portfolio of venues that take account of variables.	2.1 Sustainable facilities delivering high quality services. 2.12 Reduce energy consumption. 2.22 Reduced CO2 outputs 3.1 Joined up approach to strategic sport and physical activity opportunities within the city. 3.2 Reduce duplication of provision across the city (active role in community planning). 3.2 More collaborative working.	
38% of people walking and 5% of people cycling as main mode of travel by 2026.	Walk Aberdeen programme across the city, increasing the number of opportunities for people to take part in high quality health walks.	1.21 Increased physical activity participation.	

		Developed pathways back into sport and physical activity via Move More project for older adults and people with long term conditions. Targeted programmes health and wellbeing programmes within and external to Sport Aberdeen (Stable & Able; SPACE Project; Priority Families; Active Schools; Move More). Actively contribute to CPA planning structures via OIG's and locality partnerships, CPA Board and Management Group. Successful integration of Adventure Aberdeen (outdoor-education) and Adventure Speyside.	1.1 Improvements to the health & wellbeing of all city residents. 1.14 Increase sport and physical activity with groups least likely to participate through provision of integrated programmes in community settings. 1.28 Increase sport and physical activity participation across target groups (students, teenagers, people with disabilities, girls). 1.32 Increase the number of trained and qualified coaches and volunteers. 3.1 Joined up approach to strategic sport and physical activity opportunities within the city. 3.1 Best-practice approaches adopted within the city for multi-agency working within health, education and community development sectors. 3.2 Reduce duplication of provision across the city (active role in community planning). 3.2 More collaborative working. 5.19 Increase community access to our venues. 5.29 Better utilisation of resources/venues; Adventure Aberdeen (Outdoor Education, including cycling).	

Education: Please provide further information in respect to any education programmes delivered.
The impact of Covid-19 and the widespread shift to home working as a result of the pandemic has not hindered Sport Aberdeen approach to staff training and continuing professional development (CPD) with over 600 training sessions undertaken, which included the following:

Course / Qualification	Participants
National Pool Lifeguard Qualifications renewals	41 staff
First Aid at Work Qualifications	7 staff
First Aid at Work Renewals	21 staff
Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) Health and Safety Management in Leisure and Cultural Facilities revalidations	12 staff
IHASCO Online Fire Warden training	34 staff
First Aid Trainer updates	14 staff
IHASCO GDPR training	
Cyber Security Training	
Mandatory Covid-19 inductions for all returning staff	

Active Lifestyles Training

Training Courses	
Virtual walk Leaders training course	
Health Behaviour Change (Level 1)	
Health Behaviour Change (Level 2)	
Encouraging and Enabling Physical Activity	
GDPR E-Learning Course	
NHSG Pulmonary Rehab CPD	
Winter PR Induction Training	

Employment

Please provide information about your volunteers, if you have any:

- What roles do your volunteers undertake within the organisation?
- Training and Policy in action?
- Example of volunteer success stories such as transition to employment?

The Covid-19 pandemic resulted in the cessation of active delivery of programmes, venues and services for a considerable period of the year. On re-opening, the relevant guidelines prevented the use of volunteers in many areas of the business for a substantial part of the year, either for reasons of social distancing, facility capacities to the fact that the volunteers themselves continued to shield. Our ability to engage with the usual number of volunteers has therefore been considerably reduced this year.

Nonetheless, there are still some considerable achievements, detailed below.

Golf Aberdeen – with golf being the first service to be able to be reactivated, 1,492 hours of volunteer effort were used to support the delivery of high quality services at both the 18 hole golf courses at Hazlehead Park.

Internally, 2 RGU students completed marketing and communication internships.

As part of our commitment to supporting our partners during the pandemic, 35 furloughed staff took on volunteer or secondment roles during lockdown. Additionally, 49 non-furloughed staff volunteer to support Bon Accord Care in care homes across the city.

SECTION 2 – Users, Audiences, Participants and Investment

Please complete this section to report on the number of participants from each of the identified areas who have participated during the year.

Participants	**Target**	**Total 2020-21**
Total number of participatory opportunities created throughout programme		354,650
Number of participatory opportunities targeted for priority groups		
Young People under 16		
Young People 16-25		
Older People (65+)		4,505
Disability (mental health physical, sensory (e.g. BSL users) and carers of disabled people)		Included above
Ethnic minority communities including Gypsy/ Travellers	Management system not able to record	
Sexual orientation (LGBTQ)	Management system not able to record	
Residents of regeneration areas within Aberdeen City		

SIMD Area	**Members**	**% Totals Members**
Torry	174	1%
Middlefield, Mastrick, Northfield, Sheddocksley	994	7%
Seaton	98	1%
Tillydrone	174	1%
Woodside	119	1%
George Street	108	1%

Other (please specify)		
DataHub enables interrogation of data and heat maps to identify participation of those within our database from SMID areas.		

Please complete this section to report on audience/visitor numbers in relation to your programming.

Users/Audiences	**Total 2019/20**	**Target**	**2020/21**
Total user/Audience/visitor Number			
User/Audience number from Aberdeen City	Approx 90% of users from within ACC area	No targets set – the stats provided are based on	

User/Audience number from the wider region or further	Approx 10% of users from outwith	periodic analysis for other purposes	
% of user/audience survey rating experience as 'excellent' or 'good'	93%		
Safe, Clean and Ready Campaign for welcoming customers back to Sport Aberdeen Cleanliness and Hygiene Physical distancing	N/A	N/A	 4.7 / 5.0 4.7 / 5.0
Aquatics Aberdeen % of recent leavers from the learn to swim programme would recommend the Aquatics Aberdeen programme	93%		

We are keen to evidence the added economic value and social return of investment, as such we request that you please complete the table below.

Income 2020-21	**Total £**
Value of Grant(s) from Aberdeen City Council	5,194,827
External Grant funding	825,308
Sponsorship	0
Trading income	2,413,205
Other (please specify) – Operational income and Job Retention Scheme (JRS)	2,083,024
Total add income	10,516,364

Showing Impact Through Social Value

During 2019/20 Sport Aberdeen had signed up to the UK-wide DataHub which enables it to identify the added value (social value) it generates as a result of some of its activities. It was the first Scottish Leisure Trust to do so and has continued to do throughout the 2020/21 financial year.

The Social Value Calculator is a tool for measuring social return on investment from Sport Aberdeen's activities, enabling Sport Aberdeen to demonstrate the value and positive impact that it has on communities of people and places. The programme enables Sport Aberdeen to clearly evidence the social value created from delivering sport and physical activity venues and other programmes run by the charity. The social value is translated into monetary worth and enables consistent and concise comparisons across the leisure sector, allowing Sport Aberdeen to benchmark against local and national competitors.

Attached as Appendix C is the graphical illustration of the social value calculated for the period April 2020- March 2021. The overall social value generated is £2,485,162 compared to a figure of £7,736,195 for the previous year. Although the impact of the corona virus pandemic is evident in these statistics, they do still show the positive impact that our services have provided.

This social value generated is broken down into key areas as follows:

Health savings: £395,454 as a result of reductions in coronary heart disease / stroke, diabetes, breast cancer, depression, dementia, colon cancer and reduced GP visits;

Wellbeing savings: £2,057,280 as a result of improved subjective wellbeing;

Increased educational attainment: £41,003 from savings to education for boys aged 11 – 18 and enhanced human capital; and

Reduced crime: £1,423 from reduced crime levels.

As a reminder, these savings are from indoor and outdoor programmes based in our leisure venues (excluding coached programmes) and do not include savings that are generated from the Active Schools programmes and Healthy Communities programmes. Given that these are based on regular participation, it would be expected that the company's social value is considerably more than these figures here indicate.

Section 3 – Support Material

We recommend you provide up to five items of support material to help demonstrate the quality and impact of your activity. This may include; case studies, photographs, videos, web links, publications, marketing material, reports, participant testimonials and feedback. If emailing please keep all support material to under 5mb. Please supply details on your support material below By submitting this you are providing permission for each item to be used for publication. You should ensure you have the creators consent and accreditation is provided where necessary.	
Support Material 1:	• SUP @ Rubislaw: https://youtu.be/rZDeBZEEIFc
Support Material 2:	• Canoeing @ Rubislaw: https://youtu.be/sXElZPeGyUA
Support Material 3:	• Winter PR: ○ https://youtu.be/8fev18F_Zc8 ○ https://youtu.be/GCKgQo2oWbA
Support Material 4:	• Let's Go Aberdeen (after lockdown 1): https://youtu.be/EMiWMBC46UU
Support Material 5:	

Section 4- Declaration on use of information

Aberdeen City Council collects and maintains the data on this form about your organisation for the purpose of contacting you in relation to the funding, monitoring purposes and to collate information for statistical and audit purposes. We will retain Personal Data for six years in accordance with the organisation's Corporate Records Retention and Disposal Schedule and for the purpose of administering, processing and assessing your report.

For the purposes of processing this information Aberdeen City Council is the Data Controller. The Information Commissioner Office is the UK's regulator of data protection law (www.ico.org.uk). More information about all of the rights you have is available on our website at: https://www.aberdeencity.gov.uk/your-data.

Whenever the Council processes personal data we need to make sure we have a basis for doing so. We understand our basis in GDPR to be Article 6(1)(e) as we consider that it is in our public task to collect this information under our powers set down in the Local Government and Planning (Scotland) Act, 1982 section 14, as amended by section 128 of the Local Government etc. (Scotland) Act, 1994. The act provides for us doing or contributing towards the

expenses of providing or doing, anything necessary or expedient for the purpose of ensuring that there are facilities available for recreational, sporting, cultural or social activities as we consider appropriate.

To confirm that all information included in this report is accurate and that you have read and followed the terms and conditions, please sign and date below. If submitting by email an electronic signature or the typed name of the appropriate contact should be inserted.
Name: **Alistair S Robetson & Jill Franks** **Date:** **27/09/2021**

APPENDIX A

Variance has been calculated comparing 2021 admiss against 2019 admiss - the most recent pre-covid Q1 period.

City Wide Swimming	2019-20	2020-21	2021-22	User Variance 2019 to 2021	% Variance to 2019-20
Learn to swim	52859	0	21896	-30963	-59%
Swim adult	9957	0	317	-9640	-97%
Swim Adult A2L	6262	0	8	-6254	-100%
Swim CD visit	0	0	0	0	0%
Swim family	11752	0	112	-11640	-99%
Swim family A2L	508	0	4	-504	-99%
Swim junior	10597	0	705	-9892	-93%
Swim junior A2L	461	0	8	-453	-98%
Swim member visit	8188	0	4311	-3877	-47%
Swim misc	13992	0	5478	-8514	-61%
WET TOTAL	**114576**	**0**	**32839**	**-81737**	**-71%**

City Wide Other Activities	2019-20	2020-21	2021-22	User Variance 2019 to 2021	% Variance to 2019-20
Athletics	0	0	0	0	0%
Badminton	6414	0	4293	-2121	-33%
Basketball	3678	0	3497	-181	-5%
Bowling	2196	78	94	-2102	-96%
Club Skating	3104	0	401	-2703	-87%
Coaching	24876	0	12913	-11963	-48%
Creche	1968	0	0	-1968	-100%
Cricket indoor	25	0	0	-25	-100%
Event	0	0	0	0	0%
Fitness class	33606	0	11652	-21954	-65%
Fitness studio member visit	31668	0	32041	373	1%
Fitness studio Pay & Play	3851	0	534	-3317	-86%
Football	6466	0	90	-6376	-99%
Health suite	2149	0	0	-2149	-100%
Hockey	120	0	60	-60	-50%
Ice Coaching	0	0	0	0	0%
Ice Hockey	1830	0	2460	630	34%
Ice Hockey for All	169	0	111	-58	-34%
Netball	3231	0	610	-2621	-81%
Party	419	0	0	-419	-100%
Room hire	4337	0	144	-4193	-97%
Skate Uk	5716	0	2339	-3377	-59%
Skating	6662	0	2498	-4164	-63%
Sports hall misc	36152	0	18076	-18076	-50%
Squash	3883	0	0	-3883	-100%
Table tennis	594	0	173	-421	-71%
Tennis	4710	1334	8971	4261	90%
Volleyball	1564	0	258	-1306	-84%
DRY TOTAL	**189388**	**1412**	**101215**	**-88173**	**-47%**

City Wide Outdoor Activities	2019-20	2020-21	2021-22	User Variance 2019 to 2021	%Variance to 2019-20
Artif pitch football	16708	0	24142	7434	44%
Cricket outdoor	475	0	550	75	16%
Football 11 aside	4842	0	3842	-1000	-21%
Football 7 aside	2656	0	1117	-1539	-58%
Golf mem visit	24790	17588	42872	18082	73%
Golf P&P	10394	2808	11531	1137	11%
Outdoors misc	7178	281	8536	1358	19%
OUTDOORS TOTAL	**67043**	**20677**	**92590**	**25547**	**38%**
				0	
CITY WIDE GRAND TOTAL	**371007**	**22089**	**226644**	**-144363**	**-39%**

APPENDIX A

Total Number of visits per venue					
	2019-20	2020-21	2021-22	User Variance 2019 to 2021	Variance to 2019-20
Alexander Collie Sports Centre	15610	0	8275	-7335	-47%
Beach Leisure Centre	61508	0	25075	-36433	-59%
Beacon Centre and Dyce 3G pitch	30903	0	21716	-9187	-30%
Jesmond Centre	35336	0	19433	-15903	-45%
Kincorth Sports Centre	8742	0	5702	-3040	-35%
Linx Ice Arena	18049	0	8059	-9990	-55%
Peterculter Sports Centre	11905	0	4719	-7186	-60%
Sheddocksley Sports Centre	15977	0	13216	-2761	-17%
Torry Youth & Leisure Centre	4700	0	0	-4700	-100%
Aberdeen Tennis Centre	12710	1334	12666	-44	0%
Bridge of Don Swimming Pool	14986	0	0	-14986	-100%
Bucksburn Swimming Pool	22868	0	7390	-15478	-68%
Cults Sports Complex	28505	0	2632	-25873	-91%
Adventure Aberdeen Kingswells		0	5400	5400	0%
Lochside Sports Centre	17258	0	5505	-11753	-68%
Northfield Swimming Pool	11664	0	8375	-3289	-28%
Tullos Swimming Pool	16997	0	11534	-5463	-32%
Balnagask Golf	6682	4016	10532	3850	58%
Hazlehead Golf - 18 Hole	14690	9235	24220	9530	65%
Hazlehead Golf - 9 Hole	6873	2966	10098	3225	47%
Kings Links Golf	8576	4460	10375	1799	21%
Aulton Outdoor Pitches	418	0	0	-418	-100%
Hazlehead Joe Paterson Pavilion	1720	0	198	-1522	-88%
Adventure Aberdeen Snowsports		0	11430	11430	0%
Westburn Outdoor Centre	4130	78	94	-4036	-98%
Total	371007	22089	226644	-144363	-39%

sport aberdeen

Charity no SC040973

2020-2021

ANNUAL REPORT

creating opportunities, inspiring people and changing lives

CREATING OPPORTUNITIES, INSPIRING PEOPLE AND CHANGING LIVES THROUGH SPORT AND PHYSICAL ACTIVITY.

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STANDING TOGETHER TO KEEP OUR CITY ACTIVE

In many ways it seems like much more than a year has passed since I wrote my introduction to our last annual report. Due to the Covid-19 pandemic this has been a year like no other and so much has changed in this relatively short period of time, but there is so much for Sport Aberdeen to be proud of.

I would first like to personally thank Alistair Robertson, our managing director, who worked tirelessly throughout the first lockdown to highlight the devastating situation being faced by Sport Aberdeen and Scotland's leisure sector as a whole, fighting to mitigate the damages caused by prolonged closure whilst other industries reopened. He has been a leading force and a voice for the leisure industry throughout a tremendously challenging time. His efforts in lobbying in favour of prioritising the reactivation of the nation's health and fitness sector is commendable and attracted national support and attention, deservedly so. His leadership, so ably supported by the senior and extended leadership teams, ensured that Sport Aberdeen survived this tumultuous year, returning to provide vital opportunities for sport and physical activity to our city.

The recognition of the advantages of living a healthy and active lifestyle has perhaps been one of the few positives to emerge from the Covid-19 pandemic, with a shift in attitude which is long overdue. Throughout lockdown it was well documented that those more physically active among us would stand up better to the virus and the vital role of community leisure in the country's recovery from the crisis was rightfully highlighted.

Sport Aberdeen continued to provide opportunities to get active throughout the crisis, both virtually, while venues were closed, and to a phenomenal response from members as our activities and venues were permitted to restart. The dedication of each member of the Sport Aberdeen team who remained at work during this time was just fantastic and I am personally very proud of our response and the support we provided to our community during this time.

Sport Aberdeen was faced with a projected income shortfall of £6.5 million for the 2020/2021 financial year. Despite the disparity in packages of support offered to various industries by the Scottish Government, and continued delays in reopening, the charity showed true resilience, ending the year in a better financial position than initially feared.

Moving forward, Sport Aberdeen is eager to continue to support our communities in improving their health and wellbeing, helping to reduce escalating costs to the NHS and other services whilst breaking down barriers and giving everyone in the north-east equal access to sporting opportunities.

On behalf of Sport Aberdeen's board of directors, I would like to thank everyone who has played a part in helping us to bounce back; the adaptability of our entire workforce, the support from our members and customers and the endorsements from our partners. I hope that you enjoy reading more about Sport Aberdeen's resilience through this most unusual time in history.

TONY DAWSON
Sport Aberdeen Chairman

ABOUT US

Sport Aberdeen is an award-winning registered charity committed to creating opportunities, inspiring people and changing lives through sport and physical activity.

Established in 2010, we are proud to manage and deliver a diverse range of physical activity and sports services on behalf Aberdeen City Council and other partners.

The foundations of Sport Aberdeen were built upon the simple goal of getting more people active regardless of age, gender or ability. Strategically forged partnerships with public and private sector bodies help to ensure a community focus is at the forefront of all we do, with emphasis on addressing the needs of a diverse range of people in Aberdeen, particularly those in hard to reach areas and those who are often faced with barriers to participation.

Sport Aberdeen differs from many other sport and leisure providers, as all profit is reinvested back into the communities we serve. With over 500 employees, over 30 venues and pre-Covid, two million customer visits each year, Sport Aberdeen is the largest sport and leisure provider in the north-east.

Our goal is simple; we want to get more people active and believe that everyone should have the opportunity to take part in sport and physical activity.

sport aberdeen
Charity no SC040973

Sport Aberdeen family and sub-brands:

aquatics aberdeen
ice aberdeen
golf aberdeen
tennis aberdeen
adventure aberdeen
gymnastics aberdeen
get active aberdeen
active lifestyles

FIVE Ps

All our work is formed through a focused approach, underpinned by five strategic core objectives: participation, places, partnerships, people & communities and process.

People & communities are the driving force, informing all that we do, with our key goal to get more people active in Aberdeen.

2020/21
A YEAR LIKE NO OTHER

At the beginning of lockdown in March 2020, Sport Aberdeen closed all of its venues in line with government guidelines. As a means of continuing to engage with the community and provide opportunities for people in Aberdeen to remain active and participate in exercise, the charity loaned out gym equipment and set up Get active @ Home; a completely free online resource with live and recorded exercise classes and wellbeing hints and tips for people of all ages and abilities.

Over 2,000 kg worth of exercise equipment delivered to local customers

150 customers loaned equipment

Over 80 body pump kits

700 kg of dumbbells

100 step blocks

> **"I would like to say a massive thank you to everyone at Sport Aberdeen for supporting the community and helping us all to stay active in this challenging time. I am so grateful for the loan of this equipment, this will make a huge difference to keeping me healthy and motivate me on my workouts every day!**
>
> **"All the staff and especially the Health and Wellbeing Coordinators have put in a lot of hard work and effort in organising and delivering the equipment. They are always making sure their members are happy and are an asset to Sport Aberdeen!"**
>
> **- Natalie Newlands**
> a regular at Sport Aberdeen's Get active @ Jesmond gym

Get active @ Home

- **3692** — **Get active @ Home webpage views**
- **Over 100** — **Live online fitness classes**
- **91** — **On-demand online fitness classes**
- **2,184** — **YouTube fitness class views**
- **2,398** — **YouTube views of Active Lifestyles fitness classes**

Above: instructing Get active @ Home classes

Active Schools Supporting the Community

Sport Aberdeen's Active Schools team supported children of key workers and vulnerable children in over 10 schools across the city, delivering physical activity outdoors following the appropriate local and national guidance, as well as supporting young people in the classroom.

Several Active Schools Coordinators worked with targeted young people to support their overall wellbeing, delivering sessions and creating new ways for young people to stay active during the lockdown.

> **"Thank you for being here with us. We've had so much fun with [Active Schools], they've helped us in the classrooms and played really fun activities outside."**
>
> **- A young person from Kaimhill Primary School**

Sport Aberdeen's SPACE (Supported Physical Activity for Care Experienced) programme Project Activator staff continued to deliver one-to-one sessions both in specific schools or within the local community, engaging with those most at risk.

Active Schools Aberdeen supported the delivery of:

- **Over 5,400** hours of support provided by Active Schools staff within education hubs
- **6** key worker hubs
- **3** vulnerable children hubs
- **1** additional support needs hub

Active Schools Aberdeen online delivery:

- **1** five-week virtual summer holiday camp
- **Over 125** pupils participated in the Virtual Fun Run Series
- **Over 25** video challenges were created for participants to take part in virtually

SPACE delivered more than 115 hours of outdoor play over five weeks of the holidays

14 children and young people were supported by SPACE Project Activators

80% engagement with the SPACE project

Two young people participated in free weekly Adventure Aberdeen Snowsports ski/snowboarding lessons

Support from our community

Sport Aberdeen automatically froze all memberships when venues were forced to close. Members were also given the opportunity to un-freeze their membership and continue their monthly payments, helping to keep the charity afloat and the support received was overwhelming.

Over 400 members opted to un-freeze during the initial lockdown.

"We decided to continue to support Sport Aberdeen as we really want there to be the facilities to come back to (particularly the ice rink) after all this is over.

"The Sport Aberdeen staff that work at the facilities we use are very helpful and friendly and we have gotten to know some of them quite well.

Supporting the charity would hopefully mean that all the staff have jobs to come back to as it would be nice to see the same friendly faces when we return."

- Donna Sim
a Sport Aberdeen Get active member

Supporting our partners

More than 35 furloughed employees took on volunteer or secondment roles supporting the local community and partner agencies during lockdown.

Sport Aberdeen staff turned their hand to several different roles in positions supporting the NHS, Aberdeen City Council, Grampian Assessor & Electoral Registration and Aberdeen Health & Social Care Partnership. These roles included; Contact Trace Practitioners, Logistics Coordinators, Call Handlers, Refuse Loaders and Temporary Electoral Registration Assistants.

"During the first national lockdown I was supporting the child services team within Mile-End Primary School. It was really great to get out and support my local community in such uncertain times and it was very positive for my mental health, giving me purpose during the first lockdown."

- Aimee Beattie
Sport Aberdeen employee

Welcoming Aberdeen back to sport – Safe, Clean, Ready

In anticipation of the Scottish Government announcing a reopening date for the leisure industry, a cross-company working group of Sport Aberdeen staff spent many weeks working hard behind the scenes to make sure that all citywide indoor venues were safe, clean and ready for our members return.

This involved extensive reorganisation of gym floors and venue space to allow necessary physical distancing and ventilation guidelines to be met. One-way systems were established throughout buildings and thorough cleaning processes were implemented for all venues, with hand sanitising stations and safety signage installed throughout.

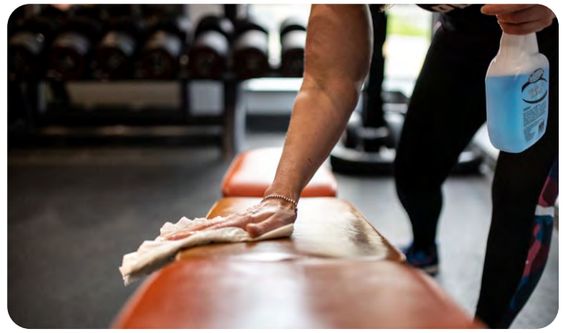
Booking systems were updated to provide booking facilities for gym and swimming sessions in order to manage venue capacities and bespoke safety protocols were created for each sport.

A comprehensive programme of staff reinduction training took place to ensure that staff felt safe and comfortable to return to venues, and that they were equipped to look after returning customers.

Extensive customer communications were issued over several weeks via email, website and social media. This included a safety animation, graphics for key protocols, venue tours and FAQs. Following the successful reopening of indoor venues we received extremely positive feedback from customers on our safety protocols, cleanliness and hygiene.

"I felt very safe coming back to the gym after Covid-19, the staff were extremely helpful and explained all the new safety measures which filled me with confidence to come back! Was great to be back!!"

- Sport Aberdeen Get active member



PARTICIPATION

INTRODUCTION

We believe that everyone is entitled to enjoy the benefits of leading an active and healthy life through participation in sport and physical activity. A key focus is placed on assisting the least active to engage in activity, resulting in an increase in participation of 1% and a growth in Get active members to 10,000.

OVERVIEW

354,650 RECORDED VISITS TO SPORT ABERDEEN CITYWIDE VENUES

5,549 SPORT ABERDEEN GET ACTIVE MEMBERS AT 31ST MARCH 2021

3,331 ACTIVE LIFESTYLES PARTICIPATIONS

1,174 PARTICIPATIONS IN OVER 91 WALK ABERDEEN SOCIAL WALKS

100,400 ROUNDS OF GOLF PLAYED ON GOLF ABERDEEN COURSES

4,831 ADVENTURE ABERDEEN PARTICIPANTS OF WHICH 274 HAD ADDITIONAL SUPPORT NEEDS

17,984 ADVENTURE ABERDEEN SNOWSPORTS CENTRE ATTENDANCES

337 AQUATICS ABERDEEN CLASSES

3,714 ATTENDEES THROUGHOUT OUR RANGE OF COACHED PROGRAMMES

20,954 TENNIS ABERDEEN PARTICIPANTS

OUR IMPACT

Above: Active Lifestyles Participants

Above: Activity Packs

Above: Adventure Aberdeen Snowsports Participant

IMPROVING MENTAL AND PHYSICAL HEALTH OF CHILDREN IN ABERDEEN THROUGH SPORT

Sport Aberdeen's SPACE (Supported Physical Activity for Care Experienced) project teamed up with Children 1st, Scotland's national children's charity, to introduce physical activity to an initiative which was delivering 'wellbeing packs' to young people, working alongside Aberdeen City Council's Virtual School.

The SPACE project is a pioneering initiative which uses sport and physical activity to help care experienced children and young people reach their full potential through bespoke interventions.

The sports packs, funded by Sport Aberdeen, were specifically tailored, where possible, for individual participants as identified through the project and were focused on getting children and young people active; improving mental and physical health and wellbeing through sport.

ALMOST 250 PACKS DISTRIBUTED THROUGHOUT THE CITY

"As a corporate parent Sport Aberdeen has a commitment to care experienced young people within the care of Aberdeen City Council, and by using the positive effects that sport has on mental and physical health, we can play our part in supporting this group". **- Graeme Dale**, Sport Aberdeen Head of Sport and Active Communities

One family member who received an activity pack, commented: **"They are so grateful for the stuff they got, especially the pump. The kids liked everything, the scrapbook and the goalie gloves. Thank you to you and the team, it was so unexpected."**

"We were delighted to partner with Sport Aberdeen and the Virtual School to provide these sports packs to young people and families in the local community. All sports packs included a range of equipment for indoor and outdoor activities, along with activity cards to help get the children started." **- Lindsay Jessiman**, Service Manager for Children 1st in Aberdeen

ABERDEEN'S GAMES ARE STILL GOLDEN

After the city's annual Golden Games were cancelled due to the Covid-19 pandemic, staff at a local care home worked hard to make sure residents didn't miss out.

Residents at Tor-Na-Dee Care Home participate in regular physical activity throughout the year and have taken part in the Golden Games for the last five years. Last year staff brought the Golden Games to the care home, ensuring that everyone could still take part in fun, active and inclusive activity.

The Golden Games, delivered by a range of citywide partners and organisations, usually take pace in June and offer older adults the chance to take part in a range of activities completely free of charge. Last year would have marked the 10th anniversary of the event.

"Now more than ever before it is important to look after our physical and mental wellbeing and we would encourage all of our participants to follow this great example and remain active where possible."**- Andrinne Craig**, Sport Aberdeen Healthy Communities Manager

"I have been a member of the Golden Games steering group for three years now and can honestly say it's the highlight of my working year. Seeing older adults embrace new challenges and breakdown stereotypes is so inspiring." **- Louise Argo**, Wellbeing Coordinator at Aberdeen Health and Social Care Partnership

"We take part in the games every year and they have always been much enjoyed and appreciated. What makes them special is that we get to be with other homes in joyful competition. The competitive element brings the best out in our residents and of course that they get to bring back a medal to show for it."
- Anna Phillips, Lifestyle Coordinator at Tor-Na-Dee Care Home

PARTICIPATION

CASE STUDY

FOCUS ON: ADVENTURE IN ABERDEEN

INSPIRING YOUNG PEOPLE TO KEEP ACTIVE OUTDOORS

OVER 2,000 PUPILS FROM ABERDEEN CITY TOOK PART IN OUTDOOR LEARNING LAST YEAR THANKS TO ADVENTURE ABERDEEN STAFF SUPPORTING LOCAL SCHOOLS.

While many sporting opportunities were restricted due to official guidelines around safe environments, outdoor activity and education remained available throughout much of the lockdown period, ensuring that Sport Aberdeen was able to engage with local children and young people with the aim of making sure physical activity was still on offer.

Outdoor learning provides different environments for pupils to thrive in while working on personal and social development alongside attaining lifelong skills that can be transferred to school, the workplace and everyday life. From climbing mountains to jumping in the North Sea, pupils have achieved things they would never have thought possible.

"Now is an ideal time for schools to develop, create and deliver outdoor learning which can be easily embedded into an existing curriculum. Adventure Aberdeen supports this and creates learning opportunities from the school grounds and surrounding streets, to forests, farmland, coastlines and the mountains.

"Scotland has an abundance of world class outdoor learning opportunities which can help children and young people both in and out of the classroom and we believe it should be available to all. We would like to thank the staff and pupils that we are currently, or have previously, engaged with and we look forward to continuing to provide these opportunities."
- Graeme Dale, Sport Aberdeen Head of Sport and Active Communities

Below: Participants taking part in outdoor learning activities

INSPIRING MORE ADVENTURE

In November Adventure Aberdeen launched a brand-new series of winter mountaineering courses, catering for people of all ability levels from beginner to advanced, with the hope of inspiring more people to take advantage of our countryside and get active outside.

The launch coincided with VisitScotland's inaugural Adventure Tourism Week which ran from 16-20 November and aimed to bring together marine, activity, wildlife and adventure operators from across Scotland.

The courses cover all aspects of hillwalking, mountaineering and rock climbing and take place throughout the picturesque Scottish Highlands in both the Aviemore and Glenshee areas.

"This is a really exciting time for us, not only is this something fun and a brilliant way to stay active, but our trained instructors can pass on invaluable skills which are essential when out in diverse weather conditions." **- Mike Gifford**, Adventure Aberdeen Manager

ADVENTURE ABERDEEN MAKING A SPLASH IN THE HEART OF THE CITY

Adventure Aberdeen launched canoeing sessions at the city's historic Rubislaw Quarry, once 'the deepest man-made hole in Europe', in September 2020, marking the first time that the public have had access to the quarry since it closed in 1969. This was closely followed by the introduction of stand-up paddleboarding which also proved to be hugely popular with sessions being completely booked up.

"Making the most of assets like this, which are on our doorstep, is so important in recognising Aberdeen's rich history and creating more opportunities for people to take part in something truly unique whilst engaging in physical activity in a fun and safe environment.

"Canoeing is something that the whole family can enjoy and it is an activity that people can take part in. Come and discover Aberdeen's hidden gem for yourself!" **- Tony Dawson**, Sport Aberdeen Chairman

"From the very early days, after acquiring the quarry in 2010, we have been looking at ways to share this amazing, unique space with the wider public. The opportunity for the general public to be able to access the 'hidden gem' of Rubislaw Quarry and provide safe and supervised activity through Adventure Aberdeen, will give people a unique perspective of this iconic heritage site." **- Hugh Black**, Rubislaw Quarry Director

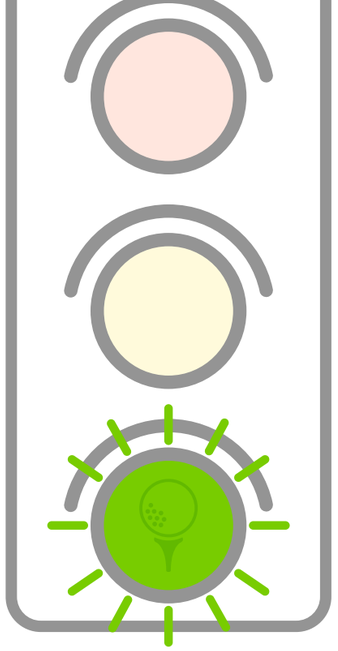
SINCE LAUNCHING, OVER 1,000 PEOPLE HAVE TAKEN TO THE WATER, HIGHLIGHTING THE COMMUNITY'S DRIVE TO PARTICIPATE IN NEW AND ADVENTUROUS ACTIVITY.

Above: Stand up paddleboarding at Rubislaw Quarry

PARTICIPATION

CASE STUDY

GREEN LIGHT FOR GOLF IN THE CITY



In May, the Scottish Government announced that the reactivation of golf would be included in Phase One of the easing of Covid-19 restrictions, which allowed for certain outdoor activities to resume.

The MacKenzie Championship, Hazlehead Pines, Balnagask and the Kings Links reopened at the end of May to the delight of golfing enthusiasts throughout the Granite City

"The news that we have the go-ahead to reopen Golf Aberdeen for business is very warmly welcomed and I am thrilled to be easing some of our services out of the enforced lockdown. Our loyal members will be delighted, as we know how frustrating the closure has been, especially with the great weather we have had. Our green keepers have been working incredibly hard to ensure that the courses will be ready, and they are in fantastic condition, with many people stating that they are in the best condition seen in decades." - **Alistair Robertson**, Sport Aberdeen Managing Director

The Golf Aberdeen team worked extremely hard behind the scenes, ensuring that golf could operate safely. A series of new stringent protocols were put in place to comply with social distancing, and all courses operated under new guidelines and procedures.

DURING THE FIRST THREE WEEKS OF GOLF RECEIVING THE GREEN LIGHT TO RESTART IN SCOTLAND, GOLF ABERDEEN WELCOMED ALMOST **10,000 GOLFERS** BACK TO ITS COURSES, WITH **6,200 TEE TIMES** BOOKED IN THAT PERIOD - THE BUSIEST THE COURSES HAVE BEEN IN THE LAST FORTY YEARS, WITH EVERY COURSE ALMOST AT CAPACITY, EACH DAY.

Above: Alistair Robertson, Sport Aberdeen Managing Director visits Balnagask Golf Course with Sport Aberdeen Chairman Tony Dawson and Vice-Chairman Gordon Edwards

"The current situation has proven that golf is incredibly important to the people of Aberdeen and we want to continue to provide them with a fantastic, high quality, accessible offering across all of our courses.

"Feedback from golfers using all of our courses confirms that we are getting it right and the positive reaction has been fantastic. We have been absolutely delighted to see our valued members and customers back out on the greens and we look forward to continuing to create opportunities for more people to enjoy sport in Aberdeen.

"The incredible loyalty and backing we have received from everyone throughout lockdown, and upon reopening certain provisions, has cemented Sport Aberdeen's place at the heart of community activity in the Granite City and I would like to thank each and every person who has, and continues to support the charity." - Tony Dawson, Sport Aberdeen Chairman

PLACES

INTRODUCTION

By investing in and modernising our facilities and venues, we can have the greatest impact on the people and communities we serve. We aim to create an environment where people can easily engage in sport and physical activity and enjoy leading a healthy lifestyle.

OVERVIEW

5 DRY SKI SLOPES RENAMED BY OUR LOCAL COMMUNITY

100 YEARS SINCE BALNAGASK GOLF COURSE REOPENED AFTER A PERIOD OF CLOSURE AFTER WW1

£90,000 INVESTED INTO BUCKSBURN SWIMMING POOL

£70,000 SPENT ON RENOVATIONS AT GET ACTIVE @ BEACH LEISURE CENTRE

£70,000 INVESTED INTO GOLF ABERDEEN'S WINTER IMPROVEMENT PROGRAMME

£20,000 INVESTED INTO ADVENTURE ABERDEEN SNOWSPORTS CENTRE

£10,000 INVESTED INTO ADVENTURE SPEYSIDE FACILITY IMPROVEMENTS

£459,000+ INVESTED INTO OUR COMMUNITY VENUES

OUR IMPACT

Above: A participant enjoying being back in the pool

Above: A participant enjoying being back on the ice

REACTIVATING THE CITY'S ICE RINK AND WELCOMING BACK COACHED PROGRAMMES

Sport Aberdeen reopened the Linx Ice Arena in November 2020 after being closed for more than seven months, welcoming back members of the public and Learn to Skate participants.

During the closure, Sport Aberdeen staff carried out a comprehensive body of maintenance works which included re-laying the entire ice pad ensuring the best possible experience for skaters upon reopening.

While official guidance allowed for the Linx Ice Arena to be open, 356 Skate UK participants attended sessions.

> **"THE TEAM WERE THRILLED TO WELCOME SKATERS BACK TO LINX ICE ARENA AND THE RESPONSE WE HAVE RECEIVED SO FAR HAS BEEN EXTREMELY POSITIVE.**
>
> **"EVERYONE AT SPORT ABERDEEN HAS WORKED INCREDIBLY HARD DURING THIS CHALLENGING TIME AND THE SUPPORT AND UNDERSTANDING WE HAVE RECEIVED FROM ALL OUR CUSTOMERS HAS BEEN FANTASTIC."**
>
> **- DAVID SELKIRK**
>
> Sport Aberdeen Director of Community Leisure Operations

Upon reopening, Get active @ Beach Leisure Centre and Tullos Swimming Pool welcomed back their popular Learn to Swim programmes which saw 2,275 participants take to the water during the period of operation. Revised Covid-19 operating protocols were in place and received extremely positive feedback from swimmers delighted to be back in the water. With only two out of 10 venues operating for swimming lesson programmes during this period, programmes were developed to allow these venues to deliver to significantly more swimmers than they had pre-Covid.

Sport Aberdeen's gymnastics programme was also able to restart at Get active @ Alex Collie, Get active @ Kincorth and Get active @ Beacon, with over 282 participants per week in these venues. Despite the revised protocols in place, the gymnasts were thrilled to return.

During the period of reactivation, Adventure Aberdeen Snowsports skiing and snowboarding coached programmes welcomed back 539 participants to the slopes and delivered 134 sessions per week.

PLACES

CASE STUDY

PROUD TO BE PART OF ABERDEEN'S RICH GOLFING HISTORY

Above: The donated century-old mashie iron

Golf Aberdeen celebrated a historical golfing anniversary with the help of a kind donation.

2021 marked 100 years since Balnagask Golf Course reopened after a period of closure during World War One and local golfer Garry Millard helped Sport Aberdeen, and the wider community, celebrate the centenary milestone by gifting a historical golf club to the course.

The century-old club (a mashie iron, the modern equivalent of this being the 5-iron) was designed by Tom Whyte who was the Professional at Balnagask Golf Club around the time of reopening one hundred years ago.

Balnagask Golf Course, run by Golf Aberdeen, is widely acknowledged as one of the best municipal 18-hole courses in Scotland. James Braid, Archie Simpson and the Hawtree family all had a hand in carving out the coastal golf experience.

"It is fantastic that we have been able to mark the centenary with this extremely kind and historical gift from a fellow golfer. The fact we are celebrating this landmark anniversary at a time when golf has never been more popular in Scotland highlights our ongoing national affection for the sport and we are extremely proud of the range of golfing opportunities available in Aberdeen City." **- Alistair Robertson**, Sport Aberdeen Managing Director

"My father-in-law found the club in an antiques shop in Bury St Edmonds. He is a keen golfer and visits us in Aberdeen a couple of times a year and we play golf together. When he realised the club was from Aberdeen, he brought it home last year and gifted it to me and I'm delighted to donate this to Balnagask Golf Course to mark this occasion." **- Garry Millard**

Balnagask Golf Course was originally opened on the 9 August 1905 by J. W. Crombie MP, however in 1915 membership declined as people got involved in the war effort. The course was officially reopened post-war on 13 April 1921 and since then has proved to be one of Aberdeen's best loved courses.

GOLF ABERDEEN HAS INVESTED OVER £0.5M IN THE CITY'S COURSES SINCE 2014

"We are proud to be associated with a course that is such a key part of golf in the north-east of Scotland and I am pleased to be celebrating this milestone. It is a fantastic course in an excellent location, and a constant challenge - even after all these years there are still holes which consistently defeat me." **- Coby Needle**, Marine Golf Club Secretary

Right: Allan Rae, Sport Aberdeen Group Operations Manager, Garry Millard presenting the mashie iron and Graham Freeland, Nigg Bay Golf Club

"Nigg Bay Golf Club has had a long-standing association with Balnagask Golf Course, around 67 years and it's fantastic that the course is celebrating 100 years of catering for golfers from all over Aberdeen and the world."

***- Graham Freeland**, Nigg Bay Golf Club Captain*

PLACES

CASE STUDY

FOCUS ON: ADVENTURE ABERDEEN SNOWSPORTS

CITY'S SNOWSPORTS CENTRE OFFICIALLY REOPENED AHEAD OF WINTER SEASON

Sport Aberdeen Chairman Tony Dawson officially reopened Adventure Aberdeen Snowsports Centre following a body of refurbishment works ahead of the busy winter season. The city's only dry ski slope centre was officially reopened on Wednesday 14 October after being closed for six months due to the Covid-19 lockdown.

In celebration of the venue's reactivation, Mr Dawson marked the occasion with the unveiling of a new plaque at the Garthdee venue.
A significant body of improvement work was undertaken during the lockdown including deep cleaning, path drainage, surface improvements and internal and external painting.

"I AM DELIGHTED TO BE OFFICIALLY CELEBRATING THE REOPENING AND UPGRADES TODAY AND I KNOW THAT OUR MEMBERS AND CUSTOMERS ARE EAGER TO GET BACK TO THE SLOPES AND MAKE THE MOST OF THIS GREAT OFFERING RIGHT ON OUR DOORSTEP.

"IT IS MY HOPE THAT THE IMPROVEMENTS WILL HELP TO ENCOURAGE EVEN MORE PEOPLE TO TAKE TO THE SLOPES, WHETHER THEY ARE DUSTING OFF THEIR EQUIPMENT AND GETTING IN SOME PRACTICE AHEAD OF THE WINTER SEASON OR TRYING THE SPORTS WE OFFER HERE FOR THE VERY FIRST TIME. FROM THE CHALLENGING GREAT WHITE SLOPE TO THE POPULAR TUBING SLOPE, THERE IS SOMETHING FOR PEOPLE OF ALL AGES AND ABILITIES.

"WE ARE ALL VERY MUCH LOOKING FORWARD TO SEEING THE SLOPES COME ALIVE ONCE AGAIN!"

- TONY DAWSON
Sport Aberdeen Chairman

Above: Chairman Tony Dawson officially reopened the city's snowsports centre

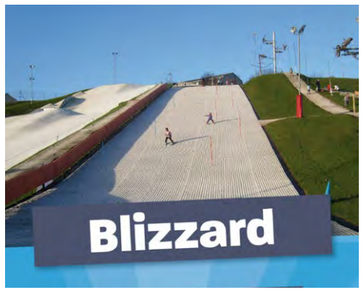
Below: Karla Richterova (left), who was selected as one of the winners with the name 'Blizzard' and Ellie Wright (right), Customer Services & Operations Assistant at Adventure Aberdeen Snowsports Centre

LOCAL RESIDENTS RENAME CITY'S DRY SKI SLOPES IN CELEBRATION OF VENUE REOPENING

Granite City residents also played their part in celebrating the reopening of Adventure Aberdeen Snowsports Centre by renaming the slopes.

A competition to think up new names for each of the five slopes ahead of the centre officially reopening was launched in September. All entrants whose suggestions were selected as the winning names each received a free family ski session.

The dry ski slopes new names:



"WE HAD SO MANY BRILLIANT AND QUIRKY SUGGESTIONS SENT THROUGH, AND WE ALL HAD A VERY TOUGH JOB TRYING TO SELECT ONLY FIVE NEW NAMES. THE RESPONSE WAS GREAT AND WAS A FUN EVENT AHEAD OF THE REOPENING OF ADVENTURE ABERDEEN SNOWSPORTS CENTRE AFTER BEING SHUT FOR SO LONG."

- GRAEME DALE
Sport Aberdeen Head of Sport and Active Communities

PARTNERSHIPS

INTRODUCTION

Through effective partnership working with a wide range of people, organisations and agencies, we can broaden our reach and create opportunities for more people to lead active lifestyles.

Collaborative working supports wider communities and can help to prevent, reduce and mitigate the impact of persistent health inequalities, focusing on improving health and wellbeing outcomes for the people of Aberdeen. Partnership working plays a key role in allowing us to have the greatest impact on more people across the city.

OVERVIEW

10 YEARS OF PARTNERSHIP WITH ABERDEEN CITY COUNCIL

73 VIRTUAL WINTER PULMONARY REHABILITATION CLASSES DELIVERED IN PARTNERSHIP WITH NHS GRAMPIAN

157 PARTICIPATIONS IN VIRTUAL WINTER PULMONARY REHABILITATION PROGRAMME

10 SPORT ABERDEEN VENUES OFFERING FREE SANITARY PRODUCTS IN PARTNERSHIP WITH CFINE

£300,000 INVESTED INTO MAINTENANCE EQUIPMENT BY IDVERDE

250 ACTIVITY PACKS PROVIDED BY SPACE AND CHILDREN 1ST FOR LOOKED AFTER AND CARED FOR CHILDREN

5 BIKES FROM BARNARDO'S LINKSFIELD RESIDENTIAL CARE HOME WERE SERVICED FREE OF CHARGE

OUR IMPACT

Above: Community Food Initiatives North East (CFINE)

Above: Winter Pulmonary Rehabilitation Programme participant Peter Hall

SPORT ABERDEEN HELPING TO TACKLE 'PERIOD POVERTY' WITH CFINE

In November, Sport Aberdeen worked with Community Food Initiatives North East (CFINE), a charity and social enterprise, to restock venues with free sanitary products after participating in an initiative earlier in the year to help tackle 'period poverty'; referring to having a lack of access to sanitary products due to financial constraints.

The products were distributed by CFINE for Aberdeen City Council to public venues across the city where significant footfall was identified.

The Scottish Government made funding available in 2018 to supply products with the hope of eliminating 'period poverty' and in November MSPs voted unanimously to end period poverty for women and girls throughout the nation, making Scotland the first country in the world to make free sanitary products available in all schools, universities, colleges and public buildings.

PRE-LOCKDOWN, 10 SPORT ABERDEEN VENUES STOCKED FREE PRODUCTS:

- **Adventure Aberdeen Snowsports Centre**
- **Bucksburn Swimming Pool**
- **Get active @ Alex Collie**
- **Get active @ Beach Leisure Centre**
- **Get active @ Beacon**
- **Get active @ Jesmond**
- **Get active @ Kincorth**
- **Get active @ Sheddocksley**
- **Get active @ Torry**
- **Linx Ice Arena**

"SPORT ABERDEEN IS PROUD TO FURTHER SUPPORT THIS NATIONWIDE MOVE IN TACKLING PERIOD POVERTY BY PROVIDING FREE SANITARY PRODUCTS AT A NUMBER OF OUR CITYWIDE VENUES WITH THE POTENTIAL TO EXPAND THIS OFFERING WHERE THERE IS SUBSTANTIAL FOOTFALL.

"RESULTS SHOW AN INCREASINGLY LARGE NUMBER OF GIRLS AND WOMEN OFTEN DO NOT PARTICIPATE IN SPORT DUE TO LACK OF SANITARY PRODUCTS, AND THIS PROBLEM HAS CLEARLY BEEN SIGNIFICANTLY HEIGHTENED BY THE CURRENT PANDEMIC. AS A CHARITY WE LOOK TO SUPPORT THE COMMUNITY WHEREVER POSSIBLE AND REMOVE BARRIERS SO THAT WE CAN ENCOURAGE MORE PEOPLE TO TAKE PART IN PHYSICAL ACTIVITY."

- DAVID SELKIRK
Sport Aberdeen Director of Community Leisure Operations

"A MASSIVE THANK YOU TO SPORT ABERDEEN, OUR PARTNERS, VOLUNTEERS AND STAFF WHO HAVE WORKED ON THE ACCESS TO FREE PERIOD PRODUCTS PROJECT."

- LISA DUTHIE
CFINE Chief Executive

PARTNERSHIPS

CASE STUDY

SUPPORTING PEOPLE WITH RESPIRATORY CONDITIONS IN PARTNERSHIP WITH NHS GRAMPIAN

Sport Aberdeen's Active Lifestyles team developed a programme to specifically support people with respiratory conditions to be active and live well, in partnership with NHS Grampian, which ran from January to March 2021.

The programme was aimed at people with a lung condition whose ability to be active and participate in exercise is affected by breathing difficulties, including those with Bronchiectasis, Pulmonary Fibrosis, Asthma and Chronic Obstructive Respiratory Disease (COPD); with a goal to support people to keep well within the community during the winter period.

The programme was delivered remotely during lockdown with participants attending virtual exercise classes online and receiving one-to-one support phone calls as a means of engaging with this group of people.

Qualified exercise instructors worked with participants to build confidence and activity levels safely whilst talking through any concerns patients had about introducing exercise into their daily lives; helping to improve lung capacity and overall fitness so participants felt more confident doing everyday tasks.

"Working in partnership with NHS Grampian has allowed us to develop this programme, specifically aimed at helping a group of people who can really benefit from engaging in activity. Although physical activity won't offer a cure, it can result in hugely positive changes for individuals living with certain respiratory conditions and we are thrilled to be able to deliver this in the city.

"Sport Aberdeen is committed to creating opportunities for people of all ages and abilities to take part in exercise and lead a healthy and active life. For people living with a respiratory condition even simple tasks can become testing, so by helping participants to improve lung function and muscle strength we believe we can make a real difference to many lives in the north-east." **- Andrinne Craig**, Sport Aberdeen Healthy Communities Manager

Health Professionals were able to refer patients who would benefit from the programme by completing an online referral form, but individuals could also refer themselves.

DURING THE PROGRAMME WE SAW:

65 REFERRALS
(24 PARTICIPANTS WERE SIGNPOSTED ON TO NHS GRAMPIAN FOR SPECIALIST SUPPORT)

157 PARTICIPATIONS
IN VIRTUAL WINTER PULMONARY REHABILITATION PROGRAMMES

23 INDIVIDUALS COMPLETED THE PROGRAMME
AND 17 STILL REMAIN ENGAGED WITH ACTIVE LIFESTYLES PROGRAMME NOW

25 ONE-TO-ONE
PHONE CALL SESSIONS DELIVERED

73 VIRTUAL WINTER PULMONARY REHABILITATION
CLASSES WERE DELIVERED

110 KINDNESS CALLS
MADE AND RECEIVED

IMPACT

In order to measure change and to help participants see their progress, two tests were taken at the beginning and end of the programme.

- A Chronic Obstructive Pulmonary Disease (COPD) Assessment Test, which is designed to measure the impact on a person's life and how this changes over time, saw an average improvement of 14%
- 60 second 'Sit to Stand' test; a physical test which asks participants to go from seated to standing as many times as they can in 60 seconds saw an average improvement of 19%

In addition to the physical benefits the programme had for those who took part, many commented that it had a real positive impact on their wellbeing, helping them feel connected to others during a period of lockdown and giving them an activity to look forward to each week.

This partnership project highlights the need for supported self-management programmes and the health benefits that can be gained through physical activity by those living with a long-term condition.

PARTICIPANT FEEDBACK

"MY OVERALL WELLBEING HAS IMPROVED NOT JUST MY GENERAL HEALTH AND IT'S GREAT TO CHAT WITH OTHERS
- Pulmonary Rehabilitation participant

"I ENJOY EXERCISE AS A WAY OF RELAXING. THE PROGRAMME HAS GIVEN ME CONFIDENCE, TEACHING ME HOW TO MANAGE MY BREATHING WHEN I FEEL BREATHLESS
- Pulmonary Rehabilitation participant

PARTNERSHIPS

CASE STUDY

Above : Bike maintenance workshop at Adventure Aberdeen Kingswells

PEDALLING THE WAY TO A HEALTHIER NORTH-EAST

Adventure Aberdeen launched a brand-new in-house bike maintenance service and was able to offer limited free places, alongside its full offering, to those who may not usually have access to these services thanks to a nation-wide initiative.

Sport Aberdeen was the first in the city to sign up to the 'Scotland Cycle Repair Scheme', a free bike repair and maintenance service funded by the Scottish Government and delivered through Cycling UK which offers cycle repair and maintenance up to the value of £50 per person.

Funding was secured through the 'Scotland Cycle Repair Scheme' which aims to remove barriers such as cost while encouraging active travel; allowing more people to take part in cycling through access to free bike maintenance.

"Giving everyone in Aberdeen access to cycle maintenance is an extremely positive step towards seeing more people, of all ages and abilities, take part in physical activity and I hope that our new offering, and the scheme, will be widely used." - **Graeme Dale**, Sport Aberdeen Head of Sport and Active Communities

Alongside the free maintenance offering, Sport Aberdeen secured funding to boost awareness and deliver programmes encouraging more people and businesses to use cycling as their main mode of transport in the north-east.

Adventure Aberdeen received funding to deliver the 'Cycling Friendly Employer Award' throughout the north-east, for the third year running and to date the organisation's staff have helped over 20 companies achieve the award.

The nationally recognised programme, run by Cycling Scotland, provides an award scheme and funding to help organisations make it easier for their staff to cycle to work.

Adventure Aberdeen's venue in Kingswells is a 'Cycling Friendly Employer Service Centre' which means any business with an interest in becoming a 'Cycling Friendly Employer' is directed to the venue via Cycling Scotland's website.

"It is my hope that in the near future we can work with more organisations to help them become cycling friendly accredited and help to promote a healthier and greener way of commuting within the city whilst encouraging more people to participate in physical activity." - **Mike Gifford**, Adventure Aberdeen Manager

FREE BIKE MAINTENANCE AT LOCAL CHILDREN'S CARE HOME THANKS TO FUNDING

Sport Aberdeen was able to breathe life back into a number of bicycles belonging to a local children's care home, completely free of charge, thanks to funding secured through the 'Scotland Cycle Repair Scheme'.

A total of five bikes from Barnardo's Linksfield Residential Service, an established childcare service in partnership with Aberdeen City Council, were taken to Adventure Aberdeen's bike workshop in Kingswells.

"AFTER A HUGELY POSITIVE RESPONSE, THIS IS THE SECOND ROUND OF FUNDING WE HAVE SECURED TO DELIVER FREE MAINTENANCE TO PEOPLE IN THE NORTH-EAST WHO MAY ORDINARILY STRUGGLE TO GAIN ACCESS TO BIKE SERVICING.

"WE ARE TARGETING THIS LATEST FUNDING TOWARDS THOSE WHO ARE REALLY IN NEED OF THE SERVICES AND I'M ABSOLUTELY DELIGHTED THAT WE COULD HELP AND BREATHE LIFE INTO THEIR FIVE BIKES. SPORT ABERDEEN HAS A RESPONSIBILITY AS A CORPORATE PARENT FOR THESE YOUNG PEOPLE, SO IT IS ONLY RIGHT THAT WE ENSURE THAT THEY HAVE BIKES IN A CONDITION THAT THEY ARE ABLE TO ENJOY.

"A KEY AIM OF THE SCHEME IS TO GIVE MORE PEOPLE OF ALL AGES ACCESS TO SAFER CYCLING – ENCOURAGING PARTICIPATION IN PHYSICAL EXERCISE, WHILE EDUCATING PEOPLE ON THE BENEFITS OF GREENER TRAVEL. WORKING WITH SERVICES SUCH AS LINKSFIELD RESIDENTIAL SERVICE UNDERPINS SPORT ABERDEEN'S COMMITMENT TO BREAKING DOWN BARRIERS AND CREATING OPPORTUNITIES FOR MORE PEOPLE TO GET ACTIVE, REGARDLESS OF CHALLENGES THEY MAY HAVE."

- GRAEME DALE
Sport Aberdeen Head of Sport and Active Communities

"THANK YOU SO MUCH TO ADVENTURE ABERDEEN FOR THE SERVICE. WE ARE REALLY HAPPY THAT THE BIKES HAVE BEEN FIXED AND IT MEANS WE CAN GO FOR LONG BIKE RIDES AND SOCIALISE WITH OUR FRIENDS."

- A young person from Linksfield Residential Service

"WE WOULD LIKE TO EXTEND A MASSIVE THANKS TO SPORT ABERDEEN, AND THE STAFF AT ADVENTURE ABERDEEN. IT'S GREAT TO WORK IN PARTNERSHIP AND TO HAVE SUCH A GOOD SERVICE WHICH WILL HELP TO PROMOTE HEALTH AND WELL-BEING FOR THE YOUNG PEOPLE WE SUPPORT."

- REBECCA CHRISTIE
Linksfield Residential Service
Senior Practitioner

PEOPLE

INTRODUCTION

Through investing in the personal and professional development of our employees and volunteers, we can enhance the scope of services offered to local participants, customers and communities.

We aspire to be the employer of choice for those seeking a career in sport and physical activity in Aberdeen, strengthening our presence across multiple platforms with one core aim: to get more people more active.

OVERVIEW

1,492 HOURS VOLUNTEERED AT HAZLEHEAD GOLF CLUB

10 EMPLOYEES PARTICIPATING IN MANAGEMENT DEVELOPMENT PROGRAMMES

2 RGU STUDENTS COMPLETED MARKETING AND COMMUNICATIONS INTERNSHIPS

35 FURLOUGHED STAFF TOOK ON VOLUNTEER OR SECONDMENT ROLES DURING LOCKDOWN

Over 600 STAFF TRAINING SESSIONS

524 STAFF WERE PLACED ON FURLOUGH IN MAY LEAVING A SKELETON CREW TO PLAN RECOVERY

49 UN-FURLOUGHED STAFF VOLUNTEERED TO SUPPORT BON ACCORD CARE IN CARE HOMES

OUR IMPACT

Left: David Brown helping at CFINE

Right: Denise Patterson, RLSS Scottish Northern Branch Chair presenting the Stanley Peck trophy to Graham Dutton

SPORT ABERDEEN VOLUNTEER RECOGNISED FOR WATER SAFELY COMMITMENT

Graham Dutton, an aquatics co-ordinator with Sport Aberdeen, was recognised for his hard work and commitment to educating the community in drowning prevention and water safety.

Graham has been volunteering and actively involved in lifesaving for over 17 years and received the Stanley Peck trophy at the Royal Life Saving Society UK's (RLSS UK) Honours Ceremony in October 2020 for his volunteering efforts.

The accolade recognises a person who does their utmost to carry out the objectives of the society in their local area and is presented to people in the organisation who have carried out work either voluntary or paid, to educate and reduce drownings.

Graham has ensured that several aquatics safety courses have continued to run within Sport Aberdeen over the last few years and piloted a scheme which saw 16 children achieve the Survive and Save Bronze award.

EXCEPTIONAL CONTRIBUTION AWARDS

At the one-year anniversary of the first UK lockdown, the Sport Aberdeen Human Resources and Organisational Development Committee took the opportunity to acknowledge the exceptional contribution that many staff had made to charity during the pandemic, a very challenging 12-months. Around 60 members of staff gathered virtually with the board of directors to allow the Board to acknowledge their appreciation of their hard work and to virtually present certificates and a commemorative booklet.

LOCAL CHARITIES JOIN FORCES TO HELP THOSE MOST IN NEED

At the beginning of lockdown in April 2020 Sport Aberdeen donated perishable food and drink items to north-east charity and social enterprise Community Food Initiatives North East (CFINE), and held a stock of sanitary items for the charity, in the hope of reaching those most in need in the area.

"CFINE is grateful for the generosity of Sport Aberdeen. The highly useful donations will be put to good use to help those self-isolated individuals and families who are food insecure. We are experiencing a significant increase in the demand for CFINE's support services. We are delivering 1,000 emergency food parcels weekly with the help of our partners; therefore, support of any kind is much appreciated." **- Lisa Duthie**, CFINE Chief Executive

STAFF TRAINING CONTINUES

The impact of COVID-19, and the widespread shift to home working as a result of the pandemic, has not hindered Sport Aberdeen's approach to staff training and Continuing Professional Development (CPD) with over 600 training sessions undertaken, which included;

- 41 NPLQ renewals (National Pool Lifeguarding Qualification)
- 7 First Aid at Work Qualifications
- 21 First Aid at Work renewals
- 12 CIMSPA Health & Safety Management in Leisure & Culture Facilities revalidations
- 14 First Aid Trainer updates
- 34 IHASCO Online Fire Warden training
- Mandatory COVID-19 inductions for all returning staff

PEOPLE

CASE STUDY

'TRAILBLAZING' LOCAL VOLUNTEER FINALIST IN NATIONAL AWARDS AND RECOGNISED BY **SPORT**SCOTLAND

A Sport Aberdeen volunteer who gave up over 1,000 hours of his own time to help inspire others was selected as a finalist for a prestigious UK award.

Former Orchard Brae pupil Alex Soaris said he was "totally thrilled" to make it as a finalist in the Outstanding Volunteer(s) category at the Community Leisure UK Awards 2020.

The national awards recognise and celebrate the outstanding achievements of charities and social enterprises in public leisure and culture and winners were announced online due to Covid-19.

Alex was recognised for his commitment and dedication after he "helped to shape the future for additional support schools and their pupils" through his volunteer work with Sport Aberdeen's Active Schools programme.

Having started as a lunchtime helper, Alex progressed further and successfully went through the coach recruitment process, securing a role as a Holiday Camp Leader with Sport Aberdeen, the first pupil from an additional support needs school to take on a coaching role with the charity and an incredible achievement.

"Alex is a trailblazer, not only due to his volunteering but also in helping us develop an additional support needs programme which has created new and exciting pathways into participation and future employment.

"For the pupils of Orchard Brae Alex is a fantastic role model. An ex-pupil who has worked incredibly hard to be given the responsibility to now coach them and has already motivated a senior pupil to get involved in volunteering.

"Without Alex's commitment it would be almost impossible for Active Schools, part of Sport Aberdeen, to run so many Extra Curricular clubs for additional support needs pupils at Orchard Brae. His energy and enthusiasm have helped to shape the clubs, encouraging the children and their families to return again and again." **- Graeme Dale**, Sport Aberdeen Head of Sport and Active Communities

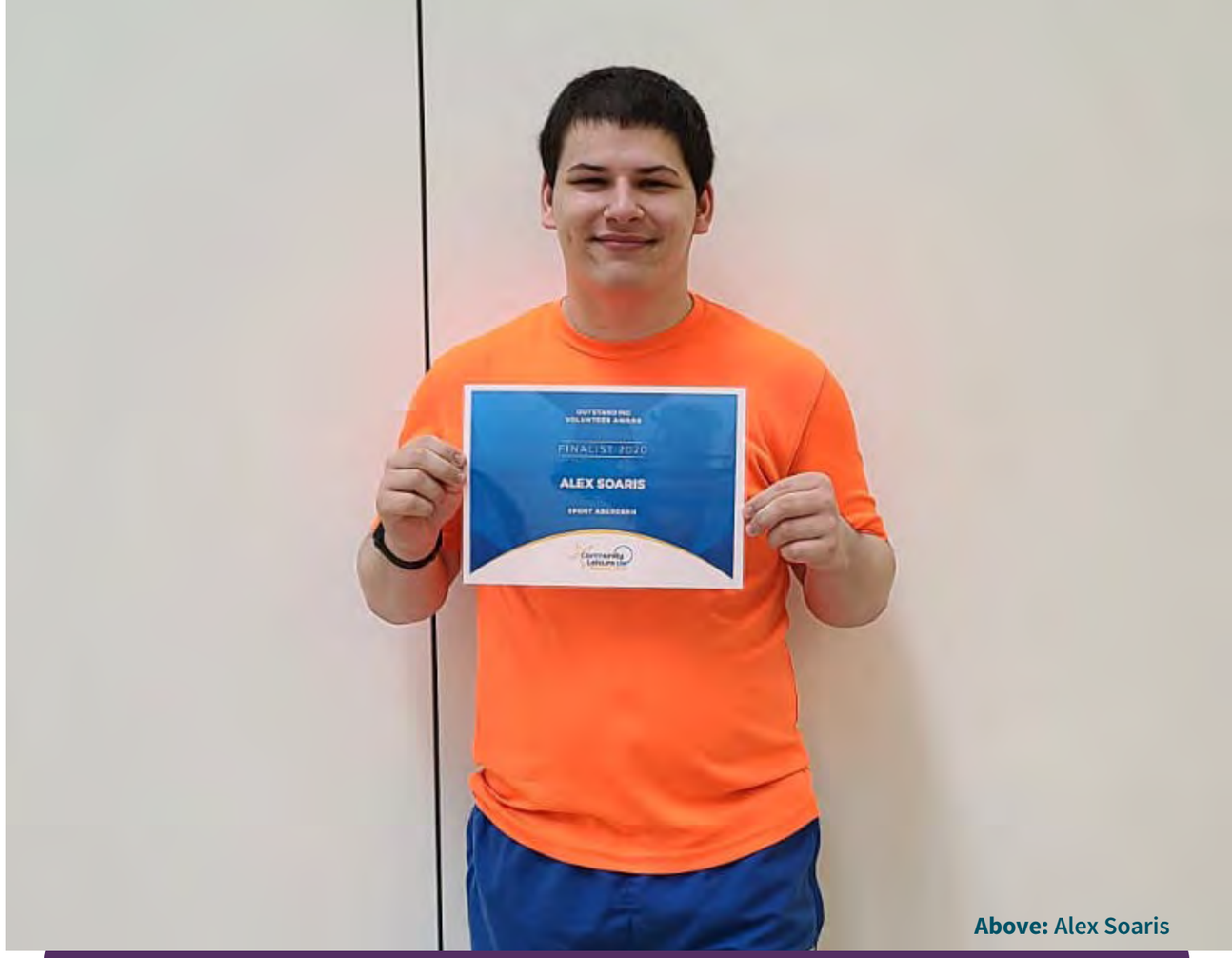
Alex's commitment and work with pupils at Orchard Brae earned praise from **sport**scotland, Scotland's national agency for sport.

"Across Scotland thousands of dedicated sporting enthusiasts devote their time, knowledge and skills to afford others the chance to take part in sport, and experience all the benefits that come with sport participation.

"Alex's commitment and dedication to helping others is inspirational and the impact his work with the Sport Aberdeen Active Schools programme has had on the pupils at Orchard Brae is immeasurable.

"People like Alex are the bedrock of Scottish sport and I'd like to thank him on behalf of sportscotland for everything he is doing, and I look forward to seeing how his career in sport progresses."

- **Stewart Harris, sport**scotland Chief Executive



Above: Alex Soaris

"I WAS VERY PROUD TO BE CHOSEN AS A FINALIST FOR THE CLUK AWARD AND NOW TO BE RECOGNISED BY SPORTSCOTLAND. THE SUPPORT THAT EVERYONE AT SPORT ABERDEEN HAS GIVEN ME HAS ALLOWED ME TO BECOME MORE CONFIDENT WITH MY LEADERSHIP SKILLS AND SPECIFICALLY MY COACHING WITH YOUNG CHILDREN. I HOPE TO BE ABLE TO CONTINUE TO IMPROVE MY COACHING AND GIVE MORE OPPORTUNITIES FOR CHILDREN TO BE ACTIVE."

ALEX SOARIS
- Volunteer

"BEING RECOGNISED BY SPORTSCOTLAND IS SOMETHING ALEX CAN BE VERY PROUD OF AND I HOPE THIS WILL ENCOURAGE MORE PEOPLE TO TAKE UP VOLUNTEERING AND SEE WHERE IT CAN TAKE THEM."

GRAEME DALE
Sport Aberdeen Head of Sport and Active Communities

PEOPLE

CASE STUDY

SPORT ABERDEEN NAMED 'TEAM ABERDEEN'

Sport Aberdeen took the top spot in the Team Aberdeen category at the 2020 HEART Awards, an annual event organised by Aberdeen City Health & Social Care Partnership, recognising people working and volunteering in health and social care in Aberdeen.

The Active Lifestyles programme, run by Sport Aberdeen, won the 'Team Aberdeen Integrated Working' award at the virtual ceremony. The programme provides inclusive opportunities for everyone to get active and participate in physical activity regardless of whether they are starting out, recovering from injury, living with a long-term health condition or are older adults.

Sport Aberdeen was nominated for the award by colleagues in the NHS CAARS (Community Adult Assessment and Rehabilitation Service) team for the way in which the charity works collaboratively with them and service users on a range of co-produced projects.

The team have been heavily involved in several joint initiatives and projects over recent years, of note, the co-design and delivery of the Carer's Stable and Able Group with support from NHS occupational therapy staff.

Part of Sport Aberdeen's Active Lifestyles programme, Carers Exercise Classes were previously developed in response to a need for ongoing support for carers and those being cared for, as identified by NHS Grampian colleagues.

Working in partnership with participants, the organisations developed parallel classes which allowed both carers and cared for to participate at the same time, mitigating anxieties around leaving loved ones alone and allowing for more people to improve their health and wellbeing, reducing risk of a fall and the potential for re-referral back to stretched NHS services.

Above : 2020 HEART Awards

"The team at Sport Aberdeen have made every effort to work in partnership with many different teams in Aberdeen but have certainly become an important and consistent partner to AHP's working within the partnership. This is reflected in the reciprocal referrals that are regularly made between the services and the confidence with which these referrals are made.

"Sport Aberdeen certainly embodies the values of the partnership and are prepared to go that "extra mile" to make collaborative working with them so seamless." **- Sandra MacLeod**, Aberdeen City Health & Social Care Partnership Chief Officer

"THIS AWARD REALLY HIGHLIGHTS THAT BY WORKING COLLABORATIVELY WE CAN CHANGE PEOPLE LIVES THROUGH THE MANY PROJECTS, SERVICES AND PROGRAMMES THAT WE DELIVER AND IS TESTAMENT TO THE INCREDIBLE WORK THAT IS CARRIED OUT BY THE ACTIVE LIFESTYLES TEAM YEAR AFTER YEAR.

"I AM THRILLED THAT WE HAVE BEEN NAMED 'TEAM ABERDEEN' AND WOULD LIKE TO CONGRATULATE ALL THE OTHER NOMINEES AND WINNERS FROM THIS YEAR'S HEART AWARDS. I WOULD ALSO LIKE TO THANK OUR VALUED PARTNERS AT NHS CAARS FOR NOMINATING US FOR THIS AWARD. IT REALLY IS FANTASTIC TO SEE THE SHEER AMOUNT OF PARTNERSHIP WORKING THAT IS CARRIED OUT IN THE NORTH-EAST, AND I AM PROUD THAT SPORT ABERDEEN CAN PLAY A KEY ROLE IN THIS."

- Andrinne Craig, Sport Aberdeen Healthy Communities Manager

PROCESS

INTRODUCTION

By investing in the continuous improvement of processes across the company, delivering quality, excellence, efficiency and effectiveness in our capacity as a charitable organisation, allows us to have the greatest impact on the people and communities we serve.

OVERVIEW

216,077 USERS ON THE SPORT ABERDEEN WEBSITE

1,196,118 SPORT ABERDEEN WEBSITE PAGE VIEWS

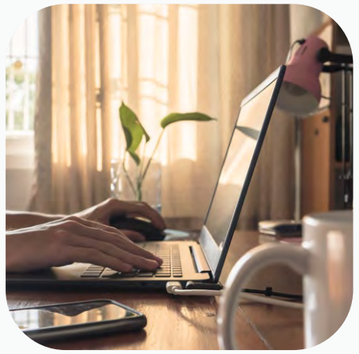
OVER **9,500** LIKES ON THE SPORT ABERDEEN FACEBOOK PAGE

OVER **1,750** INSTAGRAM FOLLOWERS

OVER **4,000** TWITTER FOLLOWERS

7,204 CUSTOMERS SIGNED UP TO OUR NEW ONLINE BOOKING SYSTEM

OUR IMPACT



BUSINESS CONTINUITY

At the start of the Covid-19 pandemic, Sport Aberdeen seamlessly moved 170 staff to home working within one week, enabling the charity to continue to deliver key business services, with full access to all required resources. Full and in-depth guidance was issued to staff, along with necessary ICT resources.

Without a degree of foresight and pre-planning, ensuring all had access to ICT equipment, this would not have been possible with the shortages that became apparent soon after lockdown.

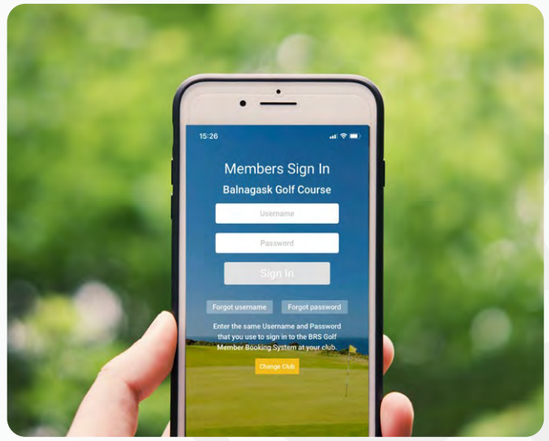
NEW GOLF ABERDEEN BOOKING SYSTEM TEES OFF

Golf Aberdeen geared up for the new season with the launch of a brand-new booking system alongside the completion of a programme of significant works.

The BRS Golf Booking System, which is recognised as the UK and Ireland's leading tee-time management and online booking system, launched for Golf Aberdeen members and pay and play customers in March 2021.

The BRS booking system has several features and benefits and users now:

- **HAVE ACCESS TO THE NEW BRS GOLF MEMBERS' BOOKING APP**
- **RECEIVE INSTANT EMAIL BOOKING CONFIRMATIONS FOR EVERY TEE TIME RESERVATION**
- **ARE ABLE TO EASILY BOOK ONLINE OR VIA THE APP ANYTIME**



PROCESS

CASE STUDY

NEW SPORT ABERDEEN WEBSITE AND MYSPORTABERDEEN BOOKING SYSTEM

In May 2020 Sport Aberdeen launched MySportAberdeen, a brand-new booking system for members and pay-and-play customers. The platform allows everyone to manage memberships and make and cancel bookings all in one easy-to-use online application.

The launch of the new booking system coincided with the reactivation of the first Sport Aberdeen activities post lockdown.

THROUGHOUT THE YEAR 7,204 CUSTOMERS REGISTERED TO USE THE SYSTEM

In line with industry guidelines, upon reopening, all visits to venues were required to be booked in advance. A great deal of work was required behind the scenes ahead of the launch, including contacting members to prompt them to register for MySportAberdeen. Despite an initial glitch following the enthusiastic return of our valued golf members, the launch was a great success.

Following a rigorous tender process in 2019, Sport Aberdeen appointed MTC Media Ltd, one of Scotland's top web design and ecommerce development companies based in Dundee and Edinburgh, to develop a brand-new website. The new website showcases the range of activities and opportunities to get active available across the city, with an interactive timetable which allows customers to find the activities they want, at the venues closest to them.

The new website offers:

- **EASY ACESS TO INFORMATION ON OUR ACTIVITIES AND PROGRAMMES**
- **INTERACTIVE TIMETABLE**
- **DIRECT LINKS TO BOOKING SYSTEM**
- **IMPROVED FUNCTIONALITY ACROSS THE SITE**

"AFTER AN INITIAL IN-DEPTH TENDER PROCESS, WE WERE DELIGHTED TO APPOINT MTC MEDIA LTD AS OUR NEW WEBSITE DEVELOPERS. THE MARKETING AND COMMERCIAL DEVELOPMENT TEAM WORKED WITH ALL DEPARTMENTS IN ORDER ENSURE THE NEW WEBSITE WOULD GIVE MEMBERS AND CUSTOMERS THE BEST USER EXPERIENCE, MAKING IT EASIER TO DISCOVER, BOOK AND ENQUIRE ABOUT ALL THE OPPORTUNITIES WE HAVE ON OFFER."

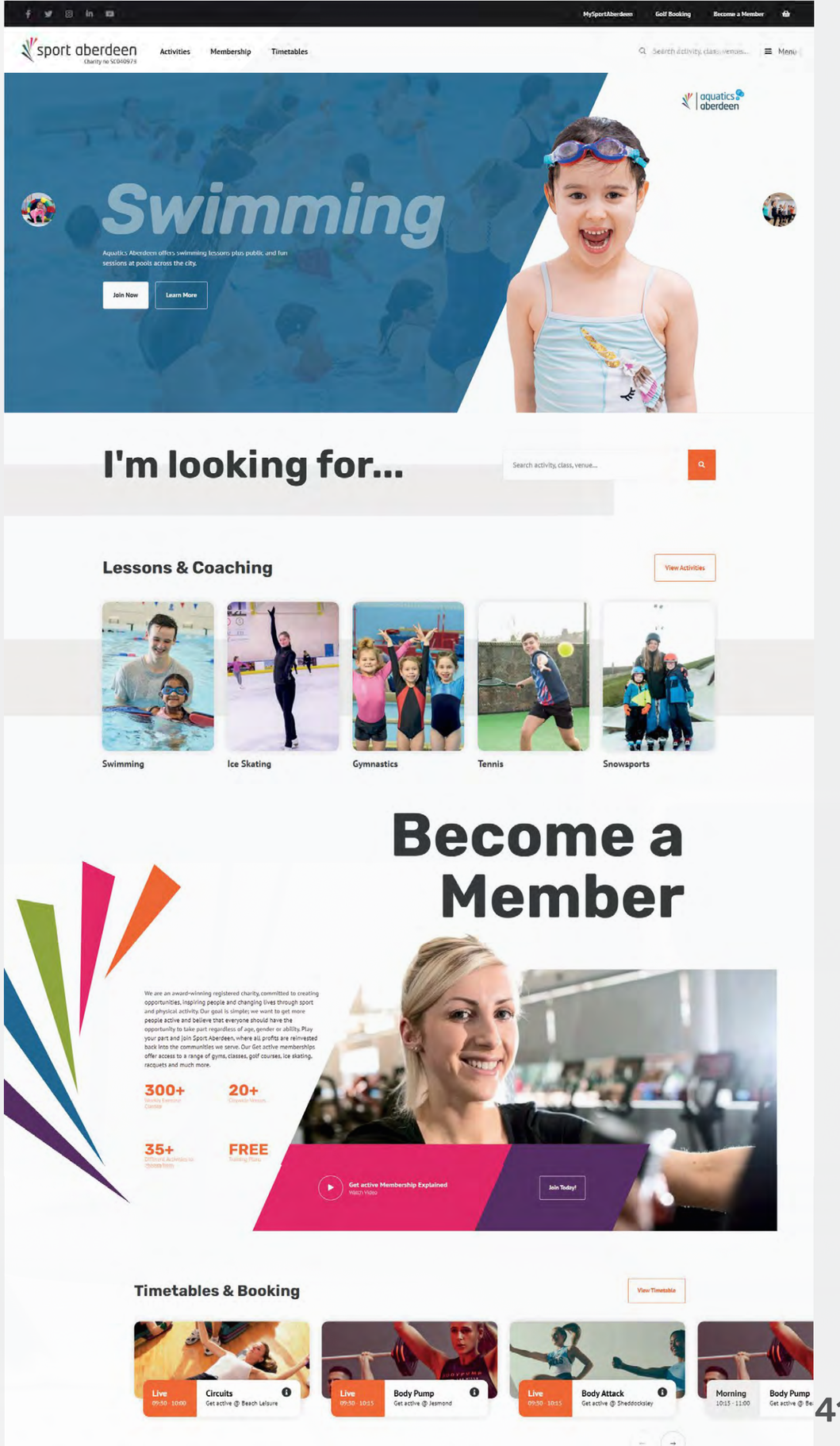
- SARAH GRAY
Head of Marketing and Commercial Development

SECURITY UPGRADE

Sport Aberdeen also upgraded its IT systems and data protection level by deploying a new solution within the email system, providing an additional security layer for incoming email.

The solution provides multi-layered filtering that permits legitimate emails to be received while blocking malicious threats such as phishing, impersonation, malware, ransomware, and spam-type messages, all automatically.

FROM DECEMBER 2020 TO MARCH 2021, 39,421 SPAM/ PHISHING EMAILS AND 450 EMAILS CONTAINING MALWARE WERE BLOCKED.



AWARDS

ACHSCP HEART AWARDS 2020

TEAM ABERDEEN

WINNER

Active Lifestyles

NORTHERN STAR BUSINESS AWARDS 2020

MAKING THE DIFFERENCE

HIGHLY COMMENDED

Sport Aberdeen

COMMUNITY LEISURE UK AWARDS 2020

OUTSTANDING VOLUNTEER

FINALIST

Alex Soaris

VIRTUAL SOCIETY AWARDS 2020

FITNESS, HEALTH AND WELLBEING AWARD OF THE YEAR

FINALIST

Sport Aberdeen

FINANCIAL OVERVIEW

COVID-19 INCOME IMPACT

£6.5M ↓
reduction in forecasted income

31% ↓
reduction in 'Get active memberships'

INVESTMENTS

£0.5M+
facilities maintenance and reactivation post-lockdown

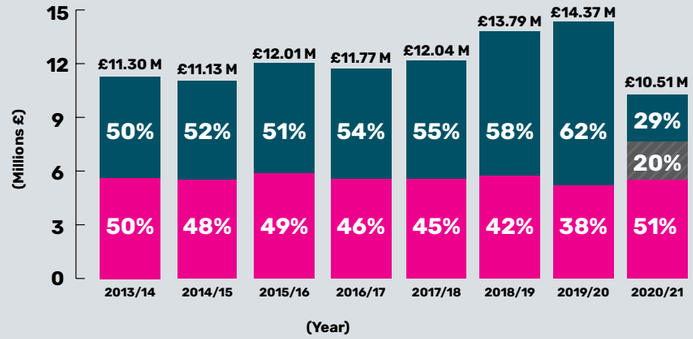
£20K
improvements at Adventure Aberdeen Snowsports Centre

£90K
improvements at Bucksburn Swimming Pool

£70K
golf winter improvements

FINANCIAL COMPARISON - TOTAL INCOME

- Sport Aberdeen
- Aberdeen City Council
- UK Government Job Retention Scheme Grant Support



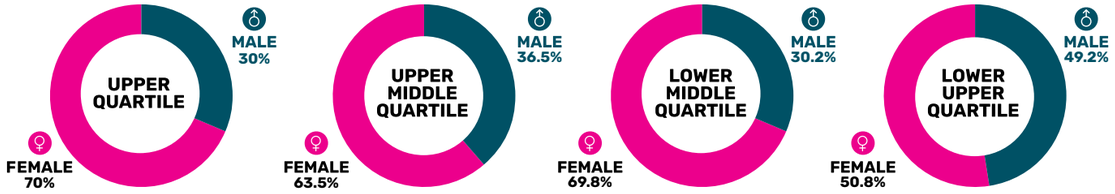
GENDER PAY GAP REPORT 2020

SPORT ABERDEEN IS REQUIRED BY LAW TO PUBLISH AN ANNUAL GENDER PAY GAP REPORT.

This is its report for the snapshot date of 31 March 2020.

The key elements of the gender pay gap report are:

- **The mean gender pay gap for Sport Aberdeen is -12.35%**
- **The median gender pay gap for Sport Aberdeen is -3.08%**
- **The proportion of male and female employees in each quartile of the pay distribution:**



The % shown above sets out the gender distribution at Sport Aberdeen across four quartiles, three containing 189 and one containing 190 based on a total of 757 employees. The figures set out have been calculated using the standard methodologies used in the Equality Act 2010 [Gender Pay Gap Information] Regulations 2017.

MANAGING DIRECTOR REFLECTIONS

This report highlights the successes of the year April 1 2020 – March 31 2021. It has also served as a reminder of how powerful community sport and physical activity can be, particularly in the face of such adversity. Not even a pandemic could stop us creating opportunities, inspiring people and changing lives through sport and physical activity.

As I look back to March 2020, no one could have predicted the enormous challenges that we would all face with the explosion of the Covid-19 pandemic. No part of life was unaffected and I, along with everyone in Sport Aberdeen entered the unknown unsure of what was ahead and if we would survive it. So, the fact that we have been able to prepare this annual report is a feat itself and it tells a story of a fantastic charity, with wonderful staff that have a never say die spirit that helped to get us through.

As you review what we have achieved, it is quite incredible and, in some respects, you could be forgiven for wondering if we were impacted by Covid-19 at all given the many fantastic stories and outstanding efforts delivered by so many. I want to pay tribute to everyone for coping, adapting and responding to our city, which was in crisis and in need of our help. We have absolutely risen to the challenge and met head on all that has been thrown at us, demonstrating great resilience throughout these unprecedented times which has helped keep Sport Aberdeen afloat.

Some key facts…

523 staff were placed on furlough at the peak of lockdown (May) with only a skeleton staff remaining to plan recovery

We had a projected loss of £6.5million of income

35 furloughed staff volunteered to support partner agencies across the city, including front line NHS

49 un-furloughed staff volunteered to support Bon Accord Care in care homes

Active Schools team provided a vital service to schools working with key workers children

I have issued 20 briefings to all staff since 16 March 2020

Over 100 live fitness classes were delivered online during lockdowns

Over 400 members chose to keep paying memberships fees, despite venues being closed

We recovered over £2.0million from the government Job Retention Scheme – a true lifeline

We even won an award as a 'Team of the Year' – incredible!

Whilst the periods of closure undoubtedly had a devastating impact on the company, also exacerbated by the delayed reopening of venues, we were fortunate that Aberdeen City Council committed to award its full grant for the year, despite a limited service being delivered. I am extremely grateful for that vital support, without which we would have collapsed, and for the close partnership we enjoy with the council.

Even faced with a global pandemic, we managed to connect with our community and keep Aberdeen moving. Working from home and migrating to an almost entirely digital platform at the start of lockdown, was a complete shift in process for everyone and I am proud of how quickly our entire workforce managed to adapt to a new way of life.

Our teams delivered entire classes virtually while we loaned over 2,000 kg worth of gym equipment to as many people as possible, never straying from our goal of getting more people in our city active.

Golf was Scotland's first activity to resume and the demand for the sport to return was amazing. All courses reopened in May and, thanks to the hard work of our staff, Golf Aberdeen welcomed 10,000 golfers with 6,200 tee times booked in the first 3-weeks; the busiest the courses have been in forty years.

The efforts from staff and volunteers in making our venues safe, clean and ready for reopening was endorsed by the exceptionally positive and encouraging feedback that we have received throughout the pandemic. The backing and enthusiasm received from our members and customers was fantastic and confirmed how vital and necessary access to public leisure facilities is for the physical and mental wellbeing of the people of Aberdeen. I am also indebted to the 400+ members who did not cancel, an overwhelming gesture of support.

During times of so much uncertainty we have managed to not only survive but have come out of the pandemic in a positive position. It has been the resilience and fortitude shown by people in our community, and everyone who works with and for our charity that has allowed us to continue to play our part in the city's recovery. Collectively, we have achieved so much, and we are a credit to the city of Aberdeen.

My final comment is one of thanks. Firstly, to our wonderful board of directors led by our enigmatic Chairman Tony Dawson. The trustees support has been unstinting, and they have been with us every step of the way helping to ensure we remained motivated, upbeat and on course for recovery. Secondly, to the Senior Leadership Team who have helped lead the company through uncharted territory with a smile, looking out for the needs of others and keeping all their teams connected.

Finally, to all in team Sport Aberdeen; for accepting furlough, for volunteering, for foregoing holidays, for helping others in need, for coping with changed working arrangements, for rising to the challenge and for sticking with it and for helping Sport Aberdeen bounce back. Thank you one and all.

ALISTAIR S. ROBERTSON
Sport Aberdeen Managing Director

OUR BOARD OF TRUSTEE DIRECTORS

Anthony Dawson
Chairman

Gordon Edwards
Vice Chairman and Sub Committee Chairman

Paul Adderton
Sub-Committee Chairman

Alan Forsyth
Sub-Committee Chairman

Colin G.Taylor

John Cooke

Gordon Graham

Claire Imrie

Dean Phillips

Tracie Watson

Susan Elston

Alistair S. Robertson
Managing Director

CREATING OPPORTUNITIES, INSPIRING PEOPLE AND CHANGING LIVES THROUGH SPORT AND PHYSICAL ACTIVITY.

sport aberdeen
Charity no SC040973

Proudly delivering services for Aberdeen City Council.

WHO WE WORK WITH

Aberdeen City Council
Aberdeen City Health & Social Care Partnership – A caring partnership
sportscotland – the national agency for sport
Community Planning Aberdeen
active Aberdeen Partnership
University of Aberdeen
Aberdeen FC Community Trust
Robert Gordon University Aberdeen
Community Leisure UK
North East Scotland College
Tennis Scotland
NESLTA
Scottish Gymnastics
City of Aberdeen Gymnastics
we are cycling UK
Cycling Scotland
Scottish Disability Sport
Club Sport aberdeen.org
NHS Grampian
We are Macmillan. Cancer Support
paths for all
Friends of Anchor – friendsofanchor.org
The National Autistic Society Scotland
National Deaf Children's Society
Mental Health & Wellbeing Network
CLAN – cancer support for all
Alzheimer Scotland
Maggie's – Everyone's home of cancer care
The Archie Foundation – Making the Difference for Sick Children in the North of Scotland
wetoo!
life changes trust – Creating better lives
Spirit of 2012
befriend a child – turn a frown upside down
Action for Children
The Wood Foundation
Evening Express
Northsound 1 – Your Music Your Life
cashforkids
Children 1st – Scotland's National Children's Charity
sustrans – Join the movement
nestrans

SPORT CENTRES

1. Get active @ Alex Collie
2. Get active @ Beach Leisure Centre
3. Get active @ Beacon
4. Get active @ Cults
5. Get active @ Jesmond
6. Get active @ Kincorth
7. Get active @ Lochside
8. Get active @ Peterculter
9. Get active @ Sheddocksley
10. Get active @ Torry

OUTDOOR FACILITIES & PITCHES

11. Albury Outdoor Sports Centre
12. The Raymond Kelly Pavilion and Aulton Outdoor Pitches
13. Ruthrieston Outdoor Sports Centre
14. Torry Outdoor Sports Centre
15. Get active @ Westburn
16. Inverdee Jack Wood Pavilion
17. Hazlehead Joe Paterson Pavilion
18. Get active @ Northfield
19. Sheddocksley Pavilion and Pitches
20. Northfield 3G Pitch
21. Dyce 3G Pitch

ADVENTUROUS ACTIVITIES

22. Adventure Aberdeen
23. Adventure Aberdeen Snowsports
24. Adventure Speyside

SWIMMING POOLS

25. Get active @ Beach Leisure Centre
26. Bridge of Don Swimming Pool
27. Bucksburn Swimming Pool
28. Cults Swimming Pool
29. Get active @ Lochside
30. Tullos Swimming Pool

TENNIS CENTRE

31. Aberdeen Tennis Centre

ICE ARENA

32. Linx Ice Arena

GOLF COURSES

33. Balnagask
34. Hazlehead Pines
35. Mackenzie Championship Course
36. Kings Links

sport aberdeen
Charity no SC040973

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DataHub

SOCIAL VALUE CALCULATOR REPORT

OPERATOR: SPORT ABERDEEN

REPORT DATE: 20.04.2021

Dates APR-2020 | MAR-2021

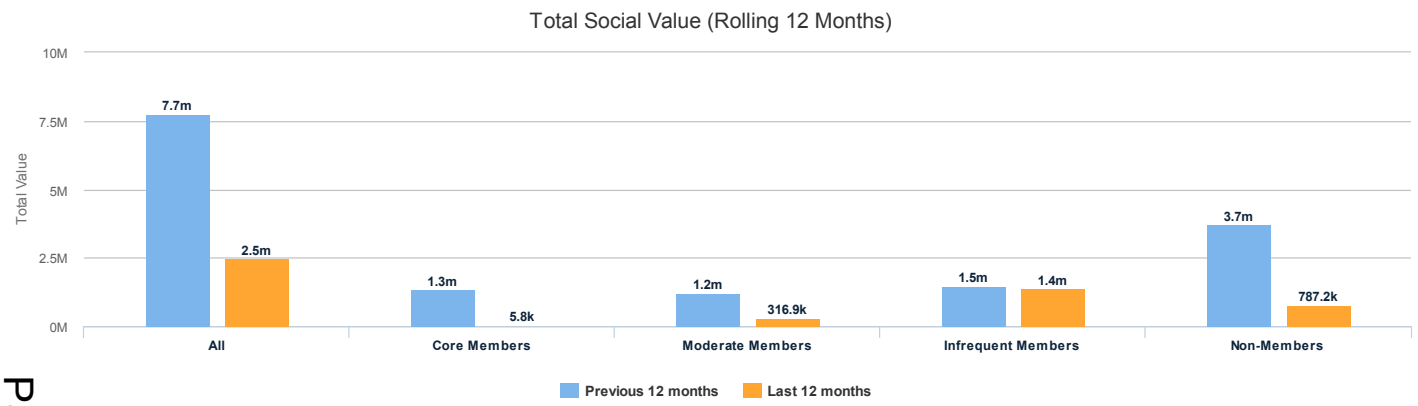
Account SPORT ABERDEEN

Sport ALL

Demographics ALL | ALL

Social Value Dashboard

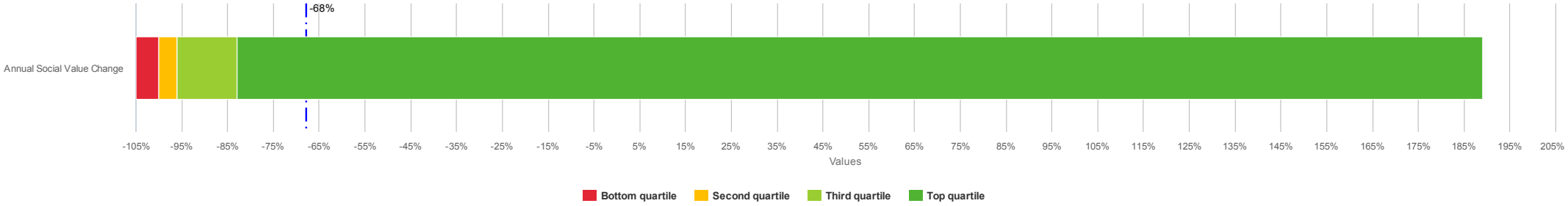
Dynamic View



Social Value KPIs		
Social Value (Apr-2020 | Mar-2021)	£2,485,162	
Social Value (Apr-2019 | Mar-2020)	£7,736,195	
Year-over-Year Comparison	£-5,251,034	-67.88 %
Social Value (Jan-21 | Mar-21)	£353,657	
Social Value (Jan-20 | Mar-20)	£2,001,063	
Quarter-over-Quarter Comparison	£-1,647,407	-82.33 %
Social Value (Mar-2021)	£214,473	
Social Value (Mar-2020)	£441,551	
Month-over-Month Comparison	£-227,079	-51.43 %

Avg value per participant (12 months)	Avg value per participant (last quarter)	Avg value per participant (last month)	SV Index Score
£307 | 8,085	£187 | 1,889	£121 | 1,760	46%

Quartile Analysis for Annual Social Value Change (%)



The centre score based on the change in annual social value generated in the selected time period is benchmarked against all other centres in the DataHub.

If multiple sites are included in the selected filter, the average social value generated from the selected sites is benchmarked against the sector values to calculate the SV Index Score.

Dates APR-2020 | MAR-2021

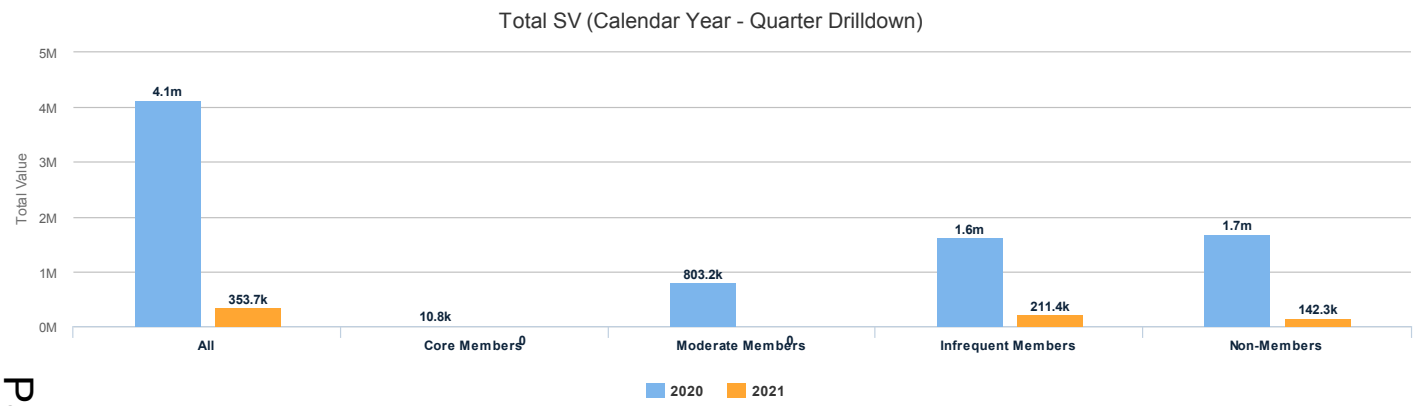
Account SPORT ABERDEEN

Sport ALL

Demographics ALL | ALL

Social Value Dashboard

Calendar Year View



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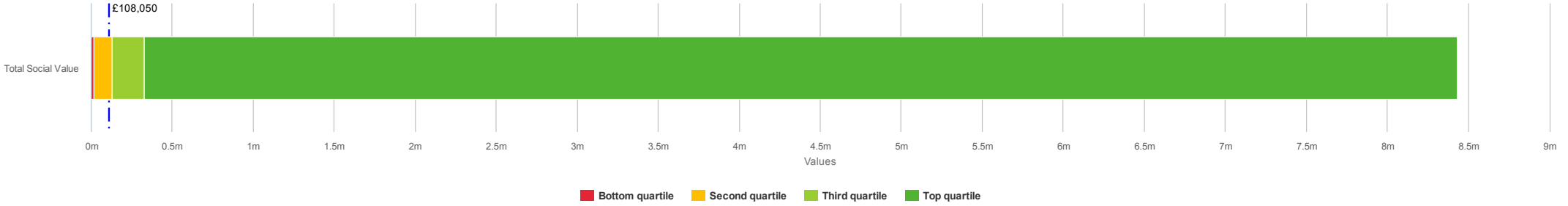
Month-over-Month Comparison	£-227,079	-51.43 %

Avg value per participant (12 months)	Avg value per participant (last quarter)	Avg value per participant (last month)	SV Index Score
£307 | 8,085	£187 | 1,889	£121 | 1,760	46%

Quartile Analysis for Annual Social Value Generated (£)



The centre score based on annual social value generated in the selected time period is benchmarked against all other centres in the DataHub.

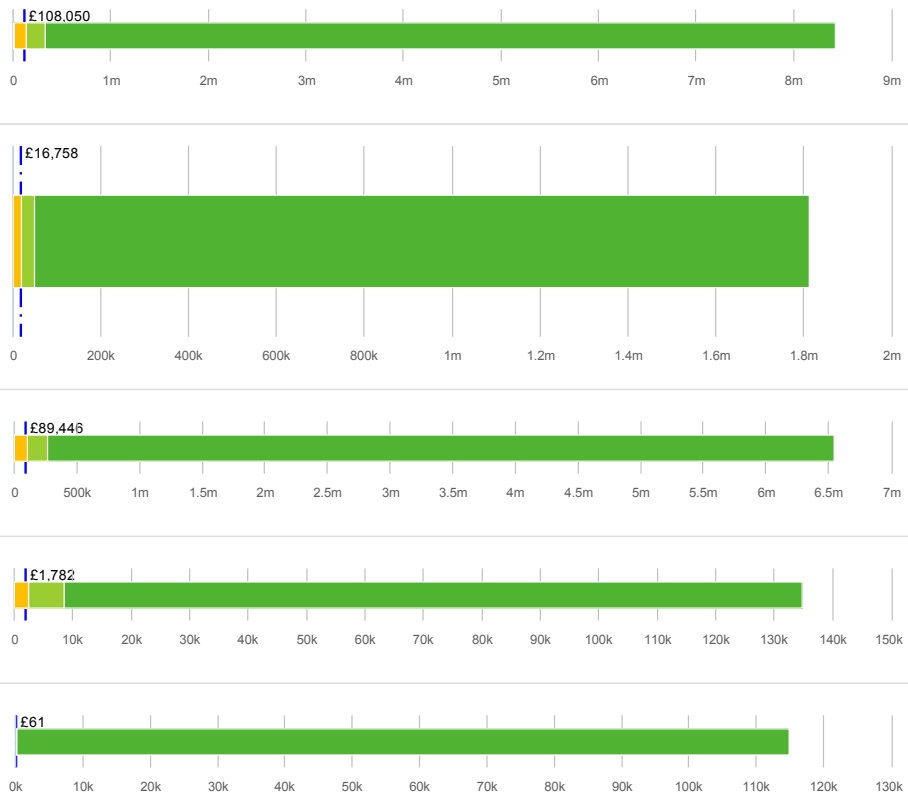
If multiple sites are included in the selected filter, the average social value generated from the selected sites is benchmarked against the sector values to calculate the SV Index Score.

Dates	Account	Sport	Demographics
APR-2020 | MAR-2021	SPORT ABERDEEN	ALL	ALL | ALL

Sector Benchmarking Based on Profile of Value Generated

All

	Value	Index	Graphs
TOTAL	£2,485,162	46%	Total
Improved health **CHD Stroke** £109,510 **Breast Cancer** £4,514 **Colon Cancer** £11,420 **Diabetes** £40,989 **Dementia** £152,743 **Depression** £10,400 **Reduced GP Visits** £55,876	£385,454	48%	Health
Improved subj. wellbeing	£2,057,280	47%	Wellbeing
Increased educational attainment **11-18 educational attainment** £272 **Enhanced human capital** £40,730	£41,003	45%	Education
Reduced crime	£1,423	43%	Crime



All Participants	Core Members	Moderate Members	Infrequent Members	Non Members
8,085	6	443	5,777	1,859
100 %	0 %	5 %	71 %	23 %
£ 307	£ 974	£ 715	£ 238	£ 424

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	6 October 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Commercial and Procurement Performance Report
REPORT NUMBER	CUS/21/222
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Louise Fox
TERMS OF REFERENCE	5.1.3

1. PURPOSE OF REPORT

1.1 To present Committee with the status of key performance measures relating to the Commercial and Procurement cluster.

2. RECOMMENDATION

2.1 That the Committee note the report and provide comments and observations on the performance information contained in the report Appendix.

3. BACKGROUND

3.1 This report is to provide members with key performance measures in relation to the Commercial and Procurement cluster as expressed within the 2021/22 Council Delivery Plan.

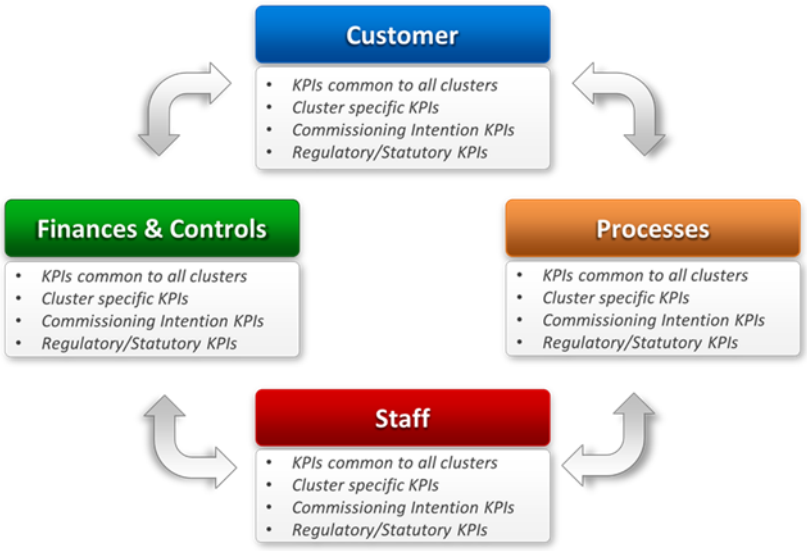
3.2 Performance Framework Reporting was introduced in 2019/20, initially against in-house delivery directly contributing to the City's Local Outcome Improvement Plan (LOIP) to the Operational Delivery and City Growth and Resources Committees, and has informed the 2021/22 Council Delivery Plan (the Plan) that was agreed by Council on the 10th March 2021.

3.3 The 'Performance Management' section of the Plan explains how the commitments and deliverables will be supported and scrutinised through the Council's Performance Management Framework, which establishes robust performance management of service delivery. This section also outlines the systematic approach that will be taken during 2021/22 to identify, plan and deliver improvement.

3.4 The Plan also reflects on the identification of Service Standards against each function/cluster, that builds on the original Framework which offers insight into the effectiveness, and accessibility of core service provision to the Council's stakeholders and City communities.

3.5 Where appropriate, data capture against these Standards is now directly incorporated within the suite of metrics contained within Appendix A and will be reported against on either a monthly, quarterly, or annual basis.

3.6 The Performance Management Framework provides for a consistent approach within which performance will be reported to Committees. This presents performance data and analysis within four core perspectives, as shown below, which provides for uniformity of performance reporting across Committees.



3.6 This report, as far as possible, reports performance up to the end of July 2021 or Quarter 1 2021/22, as appropriate.

3.7 Appendix A provides an overview of current performance across the Commercial and Procurement cluster, with reference to recent trends and performance against target. There is also, at appropriate points in the Appendix, narrative analysis of progress against new Service Standards with a RAG status, allocated by Officers of the Commercial and Procurement cluster. These are defined as follows:

RAG Status

- **GREEN** – Actions are on track with no delays/issues emerging
- **AMBER** – Actions are experiencing small delays/issues emerging and are being closely monitored
- **RED** - Actions are experiencing significant delays/issues with improvement measures being put in place

3.8 Within the summary dashboard the following symbols are also used:

<u>Performance Measures</u>

Traffic Light Icon

On target or within 5% of target

Within 5% and 20% of target and being monitored

Below 20% of target and being actively pursued

Data only – target not appropriate

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising out of this report.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising out of this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	None		
Compliance	No significant related legal risks.	L	Publication of service performance information in the public domain ensures that the Council is meeting its legal obligations in the context of Best value reporting.
Operational	No significant related employee risks.	L	Oversight by Elected Members of core employee health and safety data supports the Council's obligations as an employer
Financial	No significant related financial risks.	L	N/A
Reputational	Lack of sufficient access to information for citizens	L	Placing of information in the public domain contributed to by this report. Reporting of service performance serves to enhance the Council's reputation for transparency and accountability.
Environment / Climate	No significant related environmental risks.	L	N/A

7. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Council Policy Statement	None
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The Council aims to support improvement in the local economy to ensure a high quality of life for all people in Aberdeen. This report monitors indicators which reflect current economic activity within the City and actions taken by the Council to support such activity.

Prosperous People Stretch Outcomes	The Council is committed to improving the key life outcomes of all people in Aberdeen. This report monitors key indicators impacting on the lives of all citizens of Aberdeen. Thus, Committee will be enabled to assess the effectiveness of measures already implemented, as well as allowing an evaluation of future actions which may be required to ensure an improvement in such outcomes.
Prosperous Place Stretch Outcomes	The Council is committed to ensuring that Aberdeen is a welcoming place to invest, live and visit, operating to the highest environmental standards. This report provides essential information in relation to environmental issues allowing the Committee to measure the impact of any current action.
Regional and City Strategies	None
UK and Scottish Legislative and Policy Programmes	None

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	The recommendation arising from this report does not require that a full Assessment is completed.
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

Local Outcome Improvement Plan

Council Delivery Plan 21/22 – COM/21/054

10. APPENDICES

Appendix A – Performance Summary Dashboard

11. REPORT AUTHOR CONTACT DETAILS

Louise Fox
Strategic Performance and Improvement Officer
lfox@aberdeencity.gov.uk

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Strategic Commissioning Committee Performance Report Appendix A

Commercial and Procurement

1. Customer – Commercial and Procurement

Performance Indicator	Q3 2020/21		Q4 2020/21		Q1 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Total No. complaints received (stage 1 and 2) – Procurement and Commercial	0		0		0		
% of complaints resolved within timescale stage 1 and 2) – Procurement and Commercial	No complaints in period						75%
% of complaints with at least one point upheld (stage 1 and 2) – Procurement and Commercial							
*Total No. of lessons learnt identified (stage 1 and 2) – Procurement and Commercial							

***Lessons learnt referred to in this Appendix are lasting actions taken/changes made to resolve an issue and to prevent future re-occurrence for example amending an existing procedure or revising training processes. When a complaint has been upheld, action would be taken in the form of an apology or staff discussion/advice, but these actions are not classified as lessons learnt.**

2. Processes – Commercial and Procurement

Performance Indicator	Current Status	2021/22 Target
We will enable access to all internal procedural procurement information online.		100%
All procurement guidance/template documents are available via the Intranet.		
We will publish annual contract pipelines for each financial year online after the Council Budget is set.		100%
Annual procurement report published on ACC External Website.		

Performance Indicator	Current Status	2021/22 Target
We will ensure that all contracts above £50K have standard clauses to require providers to demonstrate commitments towards carbon reduction and efficiency.		100%
Specific evaluation criteria has been built into procurement templates for use by all procurers and would be used to evaluate commitment and proposed outcomes for Carbon Reduction and Efficiency, which would then be incorporated into contracts. Work is underway to develop a system for gathering data and reporting quarterly.		

3. Staff – Commercial and Procurement

Performance Indicator	May 2021		Jun 2021		Jul 2021		2021/22 Target
	Value	Status	Value	Status	Value	Status	
*Sickness Absence - Average Number of Days Lost – Commercial and Procurement	0.3		0.4		0.4		5
Establishment actual FTE	40.21		39.47		39.15		
Staff Costs - % Spend to Date (FYB)	15.7%		23.7%		30.2%		100%

***Sickness absence data contained in this Appendix now reflects the 12-month rolling average of days lost per FTE**

Performance Indicator	Q3 2020/21		Q4 2020/21		Q1 2021/22		2021/22 Target
	Value	Status	Value	Status	Value	Status	
Accidents - Reportable - Employees (No in Month – Commercial and Procurement)	0		0		0		
Accidents - Non-Reportable - Employees (No in Month – Commercial and Procurement)	0		0		0		

4. Finance & Controls – Commercial and Procurement

Performance Indicator	Current Status	2021/22 Target
The annual Audits on internal control systems for procurement processes and systems, including delegated procurement and financial authority do not identify major rated issues.		100%
Audit Report AC2019 Cross Service Procurement Compliance issued September 2020 contained 5 major rated issues. Actions associated with the recommendations are complete and closed off.		
Demand management is embedded for all contracts above £50K contracts at strategy stage and throughout life of contract to ensure that the quantity and specification of goods and services match, but do not exceed, the actual needs of the Council.		100%
Demand Management Control Board reviews strategy documents pre-procurement at strategy stage. Review of contract management guidance and templates underway to ensure Demand Management is embedded across the life of all contracts.		
We will ensure that all contracts above £50K in value can be tracked to show community, local economic and environmental benefits.		100%
Data on outcomes from procurement activity (Community Benefits, Local Economic and Environmental Benefits) is gathered and reported on quarterly to the Strategic Procurement Board, and reported to the Strategic Commissioning Committee annually within the Annual Procurement Report.		

Traffic Light Icons Used

	On target or within 5% of target
	Within 5% and 20% of target and being monitored
	Below 20% of target and being actively pursued
	Data only – target not appropriate

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	6 October 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Aberdeen City Council Performance Management Framework 2022-23
REPORT NUMBER	CUS/21/224
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Martin Murchie
TERMS OF REFERENCE	4.1

1. PURPOSE OF REPORT

1.1 The report brings before the Committee a revised Performance Management Framework reflecting the Local Outcome Improvement Plan and the Council's commissioning outcomes and intentions as set out within the Council Delivery Plan 2021/22, as well as comments and recommendations made within Audit Scotland's "Best Value Audit of the Council".

2. RECOMMENDATION

2.1 That the Committee agree the revised Performance Management Framework for 2022-23.

3. BACKGROUND

3.1 The effective management of performance is a key component of any organisation. It encompasses everything the Council does and every employee and Elected Member. Elected Members need timely and relevant intelligence to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving. Managers need timely and relevant intelligence to make operational decisions and to make best use of resources. Council employees need timely and relevant intelligence in order to deliver effective services and manage their own performance. Customers need open, relevant and accurate information to be informed and hold the Council's services and performance to account.

3.2 The content of the revised Performance Management Framework is reflected within the "Council Delivery Plan 2021/22" which was approved by Council on 10th March 2021 and is reported now following consideration of Audit Scotland's "Best Value Audit of the Council".

3.3 The Framework sets out performance management arrangements at Council; Cluster; and Personal levels. It reflects an approach to performance management which:

i. focusses on accountabilities for service performance, improvement; and outcomes; and

ii. takes a holistic approach by examining four perspectives of performance, namely, Customer, Staff, Finance & Controls and Processes.

Best Value Audit of the Council

3.4 The Best Value Audit report was, generally, positive about the Council's arrangements for performance management and improvement. The following comments are the most significant in terms of the Council's Performance Management Framework:

"The council has developed its performance management arrangements and public performance reporting, making greater use of real-time data, but how overall progress against priorities is reported could be simplified to further aid public understanding and scrutiny."

"A revised Performance Management Framework provides a more structured approach to reporting performance but reporting overall progress against outcomes could be clearer."

"*The council has improved how it reports performance information to committees through the introduction of a revised Performance Management Framework. It continuously updates performance information but could further enhance its reporting against priorities."*

3.5 In summary, therefore, the comments should be considered to be a positive reflection on ACCs performance management arrangements and officers believe that the Performance Management Framework remains appropriate. There are, however, repeated comments regarding the clarity of "overall" public reporting. Specifically, this refers to the reporting of outcomes as described within the annual report on the Council Delivery Plan. In response, the following comments were included by officers within the report submitting the Best Value Audit Report to Council on 23rd August 2021:-

"Current arrangements are described below:-

- An "Annual Outcome Improvement Report" is prepared by Council officers, on behalf of Community Planning Aberdeen, which provides a summary of in-year highlights and progress in achieving the long-term stretch outcomes and improvement targets which have been set within the LOIP. This report is supplemented with:-
  - a more concise public "friendly" version;
  - a single page infographic summary; and
  - the "Aberdeen Outcomes Framework" interactive public website, which includes a very large amount of continuously updated data and information, giving detailed progress on the delivery of all agreed improvement projects as well as reporting on the outcomes which those projects support. It also provides access to external reports

and information on the performance of the Council and outcomes for the city and its communities. For example, Local Government Benchmarking Framework; Scottish Public Health Observatory; Community Planning Outcome Profiles.

- "Locality Partnership Annual Reports" for each of the Council's priority localities, are prepared by Council officers on behalf of Community Planning Aberdeen. Supplemented, as above, by locality data within the "Aberdeen Outcomes Framework".

- An annual report is prepared on the progress in delivering the Council Delivery Plan. In the same way as the Community Planning "Annual Outcome Improvement Report", this report includes in year highlights and progress in achieving the outcomes and improvement targets set out within the Council Delivery Plan. This is, again, supplemented by the "Aberdeen Outcomes Framework", as described above, which gives access to continuously updated data on the 300+ performance measures which are included within the Council Delivery Plan.

  These arrangements describe the main "corporate" vehicles for public performance reporting on outcomes, however, there are many additional reports which are targeted to different demographic or service user audiences.

The arrangements described above reflect:

i. reporting performance against outcomes which are, in most cases, agreed through Community Planning Aberdeen and are a shared priority with our partners. This is a deliberate approach which emphasises the importance of outcomes measures, rather than process measures, as a key element of moving to outcome-based approaches to the design and delivery of public services. This does not, of course, mean that measurement and reporting of key processes is not important and the Council's Performance Management Framework, which the Best Value audit report, recognises as comprehensive, clearly sets out how both are achieved; and

ii. a preference for reporting which is capable of continuous updating as new data and information becomes available, rather than static reports. Taking advantage of the near ubiquitous use of digital communication channels and blending narrative context and explanation with access to data.

The approach set out above is considered to be appropriate, with the development of the Aberdeen Outcomes Framework, in particular, to be leading practice."

3.6 Considering and reporting on how any local authority is performing is complex. This reflects:-

- the breadth and diversity of services delivered;

- the influence of external socio-economic factors on the achievement of outcomes;
- relationships with partners where responsibilities and accountabilities are shared; and
- the need to focus on longer term outcomes as well as more immediate service delivery performance.

3.7 Against this background, officers acknowledge the comments made by Audit Scotland with regard to reviewing how public reporting may be simplified. Accordingly, it is proposed that in addition to signposting access to the "Aberdeen Outcomes Framework", the 2021 Annual Report on the Council Delivery Plan, includes a point in time status report on key indicators at the point of publication.

Targeted Public Performance Reporting

3.8 As referred to at 3.5 above, council services undertake a very broad range of targeted public performance reporting for specific demographic or service user audiences. This Committee last considered these arrangements, including engagement and feedback from service users, in a 2019 report (COM/19/163). Officers have scheduled a review of these arrangements during 2022, to ensure they remain appropriate. The output of that review will be reported to this Committee.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications arising from this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	None	N/A	N/A
Compliance	No significant compliance related risks.	L	Management and subsequent publication of service performance information in the public domain ensures that the Council is meeting its legal obligations in the context of Best Value reporting.
Operational	No significant operational risks.	L	The provision and application of the Performance Management Framework effectively signposts operational risk

Financial	No significant financial risks	L	Overview of specific aspects of financial performance at various organisational levels is provided for within the Framework
Reputational	No significant reputational risk	L	The effective management of performance is critical to maintaining the Council's reputation internally and externally
Environment / Climate	None	N/A	N/A

7. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Council Policy Statement	The Performance Management Framework is a key element of aligning the Council's planning, resources and activity to deliver the outcomes and improvement aims set out within the LOIP and the Council Delivery Plan.
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The Performance Management Framework is a key element of aligning the Council's planning, resources and activity to deliver the outcomes and improvement aims set out within the LOIP and the Council Delivery Plan.
Prosperous People Stretch Outcomes	
Prosperous Place Stretch Outcomes	

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	N/A
Data Protection Impact Assessment	N/A

9. BACKGROUND PAPERS

Best Value Assurance Report Aberdeen City Council, Audit Scotland, 24th June 2021

COM/19/163, Review of Aberdeen City Council's approach to Customer and Community Engagement, 29 January 2019

10. APPENDICES

Appendix A Performance Management Framework 2022/23

11. REPORT AUTHOR CONTACT DETAILS

Name	Martin Murchie
Title	Chief Officer – Data & Insights
Email Address	mmurchie@aberdeencity.gov.uk
Tel	07305 526915

Performance Management Framework

(2022/23)

ABERDEEN
CITY COUNCIL

WHO AND WHAT IS THIS FRAMEWORK FOR?

The effective management of performance is a key component of any organisation.
It encompasses everything the Council does and every employee and elected member.

Elected Members need …
timely and relevant intelligence to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving.

Managers need …
timely and relevant intelligence to make operational decisions and to make best use of resources in order to meet customer's needs and improve outcomes.

Council Employees need …
timely and relevant intelligence in order to deliver effective services and manage their own performance.

Customers need …
open, relevant and accurate information to be informed and hold the Council's services and performance to account.

PERFORMANCE MANAGEMENT SUPPORTING CAPABILITIES

The Council Delivery Plan identifies 7 organisational capabilities, with digital as a key enabler, being embedded within what we do as an organisation, as well as how we do it. The Performance Management Framework supports these capabilities.

Managing demand through prevention and early intervention - *Performance management encompasses the capture, analysis and reporting of data and information to understand demand and support actions which reduce and mitigate it.*

Being flexible and adaptable - *Performance management will inform the design of the services and workforce of the future. Digital technologies will be exploited to automate data collection, analysis and reporting.*

Ensuring accountability, transparency and openness - *The Framework is a key element in enabling accountability for performance through scrutiny arrangements and for transparency and openness through public performance reporting.*

Becoming intelligence led - *Decision making in planning and performance management is data rich and intelligence led.*

Encouraging inclusiveness, engagement and collaboration - *The delivery of outcomes is connected to and includes the personal objectives of all staff. A focus on staff and customer measures informs the management of their engagement.*

Achieving consolidation and consistency - *The Framework is corporate and applied to all functions, clusters, services, teams and staff. It will support the design and delivery of for the consolidation of services.*

Focussing on outcomes that make a difference - *A golden thread aligns the LOIP outcomes with the Council's commissioning intentions and this Framework provides the structure to understand, scrutinize and improve their delivery.*

MANAGING PERFORMANCE ACROSS ACCOUNTABILITIES

Managing the delivery of services to our customers, and ensuring this supports improved outcomes for the people, place and economy of Aberdeen, places a series of accountabilities on the Council.

Accountability for Outcomes

The purpose of the Council is to support the vision of the LOIP and ensure Aberdeen is 'a place where all people can prosper'. In order to realise this vision, the LOIP sets long term stretch outcomes. The Council's Commissioning Intentions define the Council's contribution to, and accountability for, delivering those outcomes.

Accountability for Service Performance

The Council delivers services every day to external and internal customers. It is accountable for ensuring that these services meet customers' needs; are efficiently managed; and meet performance standards set through legislation, regulation and policy.

Accountability for Improvement

All councils have a statutory duty, and are accountable, for achieving continuous improvement in the delivery of services. Planned improvements need to be evidence based, systematic and aligned to agreed outcomes.

These different perspectives on accountability each require different arrangements to effectively manage performance.

Accountability for Outcomes

The purpose of the Council is to support the vision of the Local Outcome Improvement Plan (LOIP) and ensure Aberdeen is 'a place where all people can prosper'. Ultimately, improving the outcomes set within the LOIP, as well as our Locality Plans, will be the test of our success. Reaching these outcomes, most often, represents fundamental social, environmental and economic change which can only be realised over the long term.

The LOIP; our Locality Plans; and the Council's Delivery Plan each include key measures which are used to evaluate the extent to which these outcomes have been achieved.

Outcomes are continuously reviewed jointly with our partners. Through 2021/22, the Council will monitor and scrutinize the achievement of outcomes through the Strategic Commissioning Committee's consideration of:-

- the LOIP Annual Performance Report
- Locality Plan Annual Reports
- a Population Needs Assessment
- the online publication "Aberdeen Outcomes Framework"

Accountability for Service Performance

Each of the Council's organisational Functions is responsible for the delivery of services to customers and is accountable for the performance of those services. Monitoring and reporting to elected members on that ongoing performance is undertaken as follows.

i. Corporate Level Performance Monitoring and Reporting

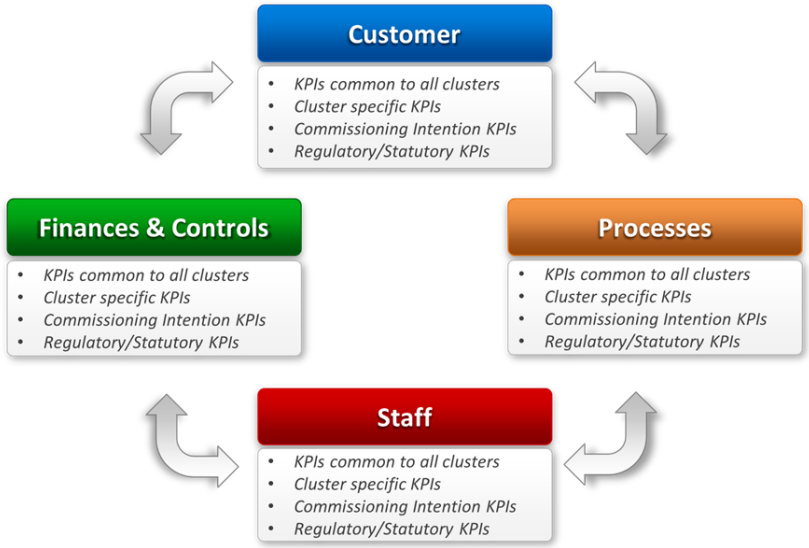
Accountabilities for performance in the management of staff and finance are common to all areas of the Council. Monitoring and reporting on these aspects of performance are aggregated to a corporate level.

- Council Wide Staff Perspective - Reported to the Staff Governance Committee
- Council Wide Finances Perspective - Reported to the City Growth and Resources Committee

ii. Cluster Level Performance Monitoring and Reporting

Cluster level performance scorecards are structured as shown in the figure opposite. These show the performance of services in the round. The KPIs which populate the scorecards are continuously monitored by officers and regular reporting to Committees and management teams is undertaken showing current performance data, as well as relevant contextual analysis to support scrutiny and decision making.

Additional, supplemental performance reporting to committees will be scheduled, as appropriate, to provide timely and full analysis in key areas e.g. annual educational attainment performance.



Accountability for Service Performance (cont)

Each of the Council's organisational Functions is responsible for the delivery of services to customers and is accountable for the performance of those services. Monitoring and reporting to elected members on that ongoing performance is undertaken as follows.

Firstly, each cluster will report a service performance scorecard to the relevant Committee as outlined below.

Function	Cluster	Committee
Operations	Integrated Children's and Families Services – Education Services	Education Operational Delivery
	Integrated Children's and Families Services – Non-Education Services	Operational Delivery
	Operations and Protective Services	Operational Delivery
Customer	Early Intervention and Community Empowerment	Operational Delivery
	Customer Experience	Operational Delivery
	Digital & Technology	Operational Delivery
	Data & Insights	Operational Delivery
Commissioning	City Growth	City Growth & Resources
	Strategic Place Planning	City Growth & Resources
	Commercial & Procurement	Strategic Commissioning Committee
	Governance	City Growth & Resources
Resources	Capital	City Growth & Resources
	Corporate Landlord	City Growth & Resources
	People & Organisation	City Growth & Resources
	Finance	City Growth & Resources

Accountability for Improvement

A systematic approach will be taken to identify, plan and deliver improvement. The scrutiny of performance in both outcomes and service delivery, described above, provides the data and analysis to identify improvement priorities. Whilst there is a continuous focus on improvement, in reviewing performance reports, the Council's committees, as well as officer groups (e.g Performance Board; Extended Corporate Management Team (ECMT)), will consider and agree areas where formal improvement activity should be initiated. For each priority improvement area identified the undernoted steps are followed:-

i. Define the desired improvement - a concise description of the issue to be addressed / the performance to be improved upon. It identifies the gap between the current state and the desired state.

ii. Identify the nature of the improvement - there are 3 categories of improvement project. The improvement methods applied and the tools used will vary, depending on which category the project falls in to. The categories are:-

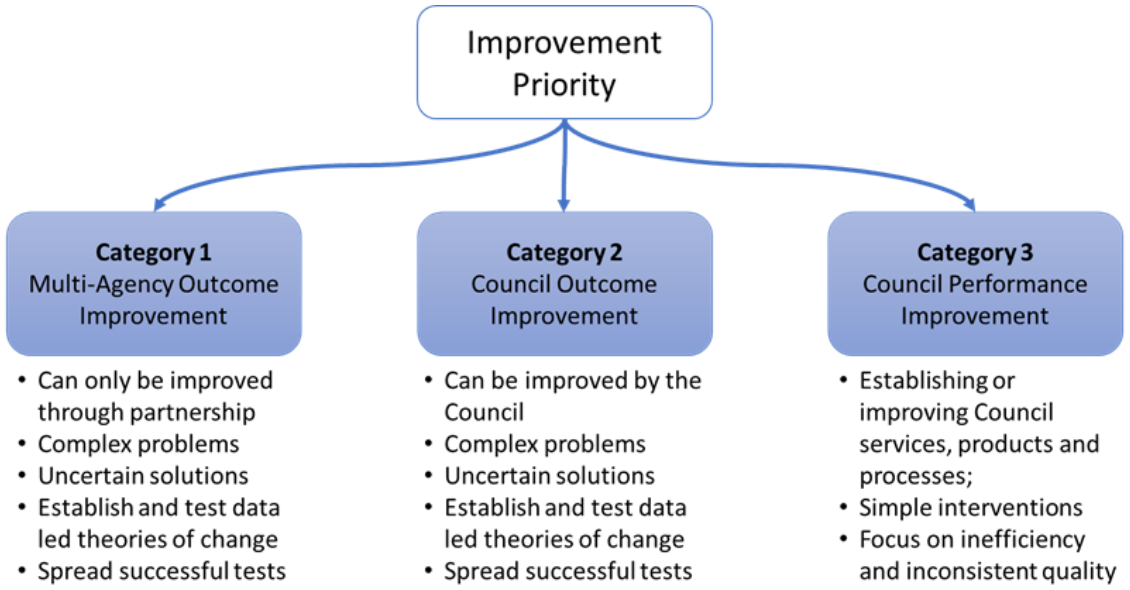


Fig 2

Accountability for Improvement (cont)

iii. Establish and implement improvement projects

Category 1 - Identified and agreed by Community Planning Aberdeen following the "Quality Improvement" methodology. Council officers lead or support the delivery of individual improvement projects.

Category 2 - Identified and agreed by the Council's committees or the Corporate / Extended Corporate Management Team. The method of improvement used will take an explorative, agile approach suitable to dealing with complex challenges, where the problem and solution is not fully understood at the outset.

Category 3 - Identified and agreed by the Council's committees or the Corporate / Extended Corporate Management Team. The methods of improvement used will focus on understanding, mapping and establishing or improving services, products and processes, removing inefficiency & improving consistency, feedback and quality.

iv. Monitor the effectiveness of improvement projects - All Category 1 projects are monitored by Community Planning Aberdeen. Category 2 and Category 3 improvement projects will be recorded and progress monitored against the agreed project stages below.

1. Improvement area identified and agreed
2. Draft Outline Project Charter / Plan and team in place
3. Understanding baseline of current system
4. Project Charter endorsed by Project Board
5. Change ideas and project measures developed
6. Testing underway
7. Initial indications of improvement
8. Improvements achieved
9. Sustainable improvement
10. Project complete

THE PLANNING, IMPROVEMENT AND PERFORMANCE MANAGEMENT CYCLE

Our approach to performance management is based around a cycle of four activities: Plan, Do, Study, Act (which aligns with the Quality Improvement model used by Community Planning Aberdeen). This cycle ensures an integrated approach to performance management and planning, where information and intelligence supports delivery and enables scrutiny of existing priorities and leads the development of learning, forward planning and commissioning.

ACT

- Performance reviews inform revised improvement activity
- What is working well is strengthened and spread
- What needs to be improved is addressed

PLAN

- Engagement with stakeholders
- All legislative duties and policies understood
- Regional, City Plans and Strategies agreed
- Council Delivery Plan agreed
- Commissioning Intentions agreed
- Service standards agreed
- Improvement aims in place
- Personal objectives identified for all staff

STUDY

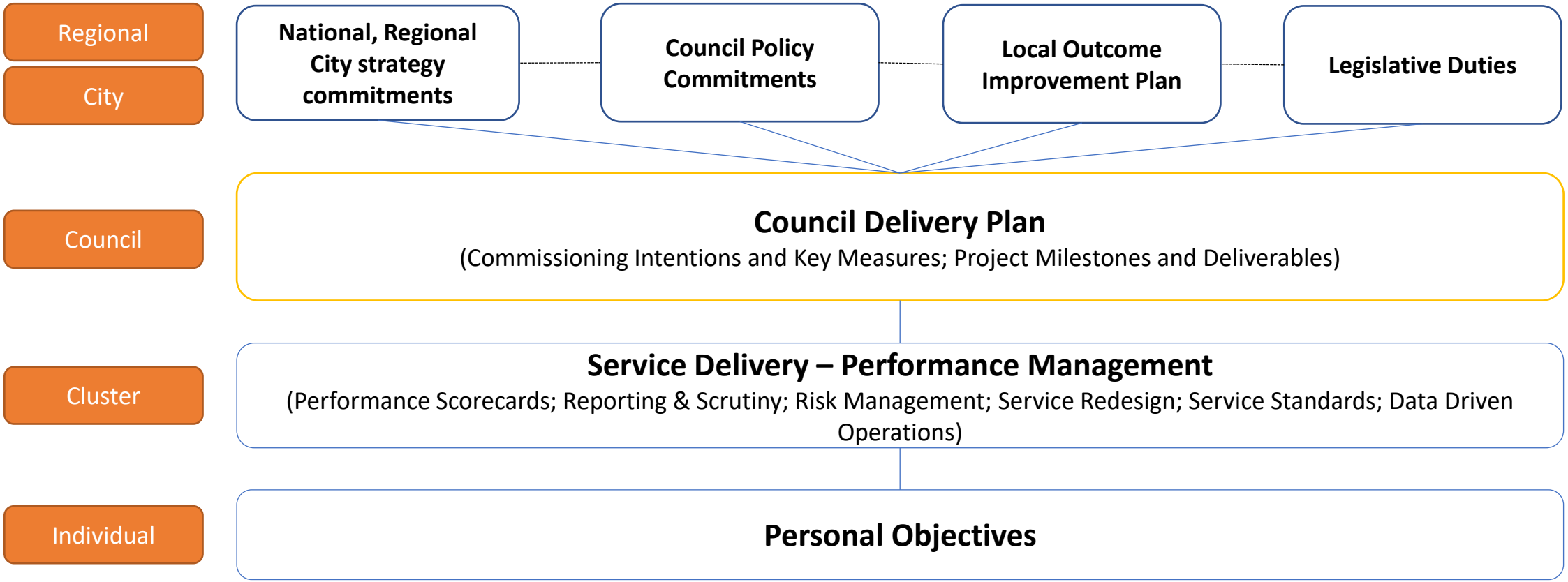
- Analysis provides intelligence and an assessment of what the data and information is telling us about our performance and the impact of improvement activity
- Performance review, reporting and scrutiny is undertaken at all level
- Data collection and indicators are reviewed to ensure they remain appropriate

DO

- Actions are implemented at all levels including agreed deliverables; project milestones; improvement activity; commissioning.
- High standards of data quality are ensured
- Information is gathered to track and monitor implementation and performance improvement

THE STRATEGIC PLANNING LANDSCAPE

The Council's strategic planning reflects a range of partnerships; statutory and non-statutory Plans and Strategies; as well as our own organisational Plans.



MODERNISING HOW WE MONITOR AND REPORT

Traditionally local authorities reporting to elected members has focused on providing historical data in static paper reports. Whilst this provides the opportunity to scrutinize what happened, and why, this if often referred to as “rear mirror” performance management because it focuses on looking back at performance that has already happened.

Exploiting the increasing availability of data and the ability to visualise and report on that data in much nearer to real time radically changes the nature of performance management. It allows us to understand what current performance is and provides richer data for predictive analytics. This allows decision making to be increasingly responsive to and informed by change.

We use extensive “real time” interactive reporting to support operational delivery of services as well as analytics, contract management and public performance reporting. In 2021/22 we will continue to use technology to give stakeholders permanent access to the automated, up to date performance data, moving towards performance management and scrutiny being a continuous process rather than event.

Power BI

MODERNISING HOW WE REPORT - PUBLIC PERFORMANCE REPORTING

As stated above, the Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation. Public Performance Reporting, which all councils have a statutory duty to undertake, is one of the key elements in delivering on that.

The Council currently provides a range of performance information to the public through various media and consolidates corporate Public Performance Reporting through the Council's website https://www.aberdeencity.gov.uk/services/strategy-performance-and-statistics

The nature of our public performance reporting will change over the coming year. The digital revolution means that there is exponentially more data and information created and available in real, or near real, time. Our public performance reporting arrangements need to develop to take advantage of this by engaging with stakeholders to understand the range of information they want to receive, how they want to receive it and by exploiting digital technology to allow customers and other stakeholders to access and interact with the most current and relevant data and information in the ways that they want.

The Council is increasingly publishing both Council and partners' "Open Data" to the wider community to promote transparency and encourage innovation around that data.

PLANNING AND PERFORMANCE MANAGEMENT ARRANGEMENTS

This Framework establishes arrangements at Council; Cluster; and individual levels. Performance management arrangements at Regional and City levels have been established by responsible bodies and forums. Fig 3 shows the planning activity and corresponding performance management arrangements at these levels.

	Planning	Performance Management
Council	Council Delivery Plan	Annual reporting to Council
	- *Project Milestones and Deliverables*	Quarterly monitoring and reporting to Strategy Board
	- *Commissioning Intentions and Key Measures*	Annual reporting to Strategic Commissioning Committee
	- *Transformation Programmes and Projects*	Regular reporting to Transformation Board
	- *Organisational Health*	Quarterly Reporting to Performance Board and ECMT
Cluster	Service KPIs and Standards	Aggregated performance scorecards to committees & Performance Board
	Improvement Aims and Actions	Cluster performance scorecards to committees and Management Teams
		Improvement activity reported to committees and Management Teams
		Operational analytics used by members and officers
Individual	Personal Objectives	Continuous Review and Development
		Monthly 1-2-1s

Fig 3

Council

COUNCIL PLANS AND PERFORMANCE MANAGEMENT

ABERDEEN CITY COUNCIL

Aberdeen City Council - Planning

i. Council Delivery Plan

The Council Delivery Plan is agreed annually at the Council's budget setting meeting and brings together:-

- Commitments set out in the Policy Statement
- Outcomes and measures from the LOIP and Locality Plans, including Council commissioning intentions
- Commitments and actions arising from regional and city strategies and commissioning intentions
- Legislative duties
- Transformation activity

ii. Policy Statement

The Council regularly agrees policy commitments which are expressed as the Council's Policy Statement.

iii. Council Strategy Suite

The Council, like all Community Planning Partners, develops organisational strategies ensuring that resources are strategically aligned to facilitate the delivery of regional and city priorities.

iv. ACC Commissioning Intentions

The Council and the Strategic Commissioning Committee annually considers the services it requires to deliver, and how these will most effectively be commissioned. Annual commissioning intentions are agreed which define the Council's contributions to the LOIP. These direct re-commissioning, de-commissioning, required service actions and standards.

v. Transformation Programme

Transformation activities to deliver the Council's Target Operating Model by 2021 are set out with the Transformation Programme and supporting projects.

vi. Council Policies

ACC determines which policies are required to help deliver its priority outcomes and transformation activity.

Council

COUNCIL PLANS AND PERFORMANCE MANAGEMENT

Aberdeen City Council - Performance Management

i. Council Delivery Plan

Progress against the commitments within the Council Delivery Plan will be monitored, analysed and reported annually. This incorporates commissioning intentions and associated key measures; project milestones and deliverables.

When / Where: - Annually to Strategic Commissioning Committee
- Quarterly to Strategy Board

By Whom: Data & Insights, with involvement of all functions

Regular reporting of all commitments and measures within the Council Delivery Plan.

When / Where: Appropriate senior management teams
By Whom: Data & Insights with involvement of all functions

ii. Council Strategy and Policy Suite

When / Where: Targeted and prioritised monitoring at Strategy Board and Performance Board
By Whom: Programme Management Office (Data & Insights)

iii. Transformation Programme

Regular and standard reporting of delivery of the Transformation Programme and supporting projects.

When / Where:
- Each meeting of Transformation Board
- Programme and Project Governance structures

By Whom:
- Programme Management Office (Data & Insights)
- SROs, Programme and Project Managers.

iv. Organisational Health

A summary of key corporate level Customer; Processes; Finance and Control; and Staff indicators.

When / Where: Quarterly to Performance Board and ECMT
By Whom: Data & Insights

Cluster

CLUSTER LEVEL PLANNING AND PERFORMANCE MANAGEMENT

Aberdeen City Council - Planning

i. Services Standards

The Council's commissioning intentions have been agreed through the Council's Delivery Plan for 2021/22. These define the Council's contributions to the LOIP, frame the ask of our in-house commissioned services and inform the development of service specifications and service standards. The allocation of resources is considered in the context of the standards to which those services will be delivered. Service standards have been categorised as relating to:-

- The availability of the service
- The responsiveness of the service
- The quality of the service
- Eligibility for the service.

2021/22 Service Standards were agreed at the Council's Budget meeting on 10th March, 2021 and will be monitored and reported on throughout the year.

ii. Improvement Aims and Actions

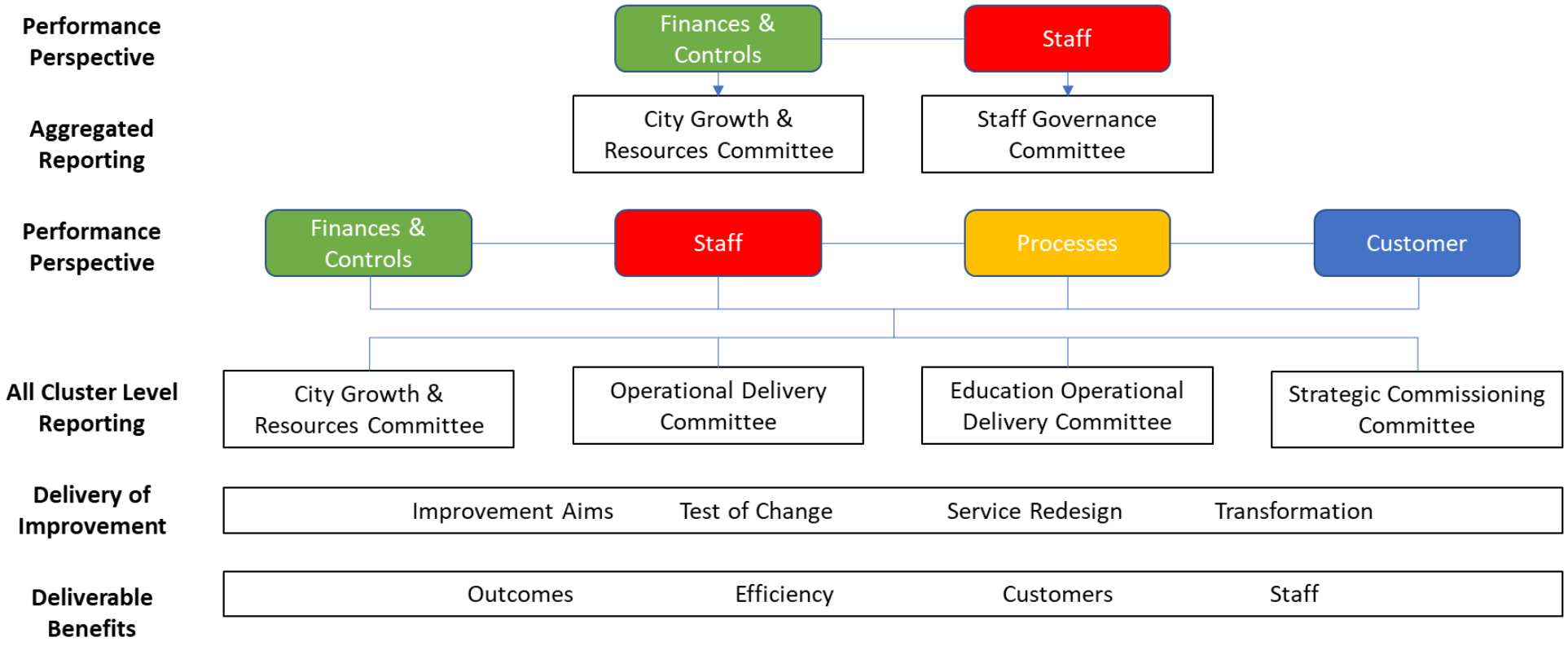
As described above, the management of performance requires a systematic approach to managing improvement to deliver improved services and outcomes. The Council will use a suite of approaches and tools to manage that improvement activity.

All clusters will identify clear, intelligence driven, improvement aims and actions which will support the delivery of service improvement and the delivery of improved of the outcomes as agreed through the LOIP, Locality Plans and the Council's commissioning intentions.

Cluster

CLUSTER LEVEL PERFORMANCE MANAGEMENT

The Council Delivery Plan sets out how the Council will manage performance across four perspectives: Customer; Finance & Controls; Processes; Staff and that these perspectives will underpin regular performance reports to the Council's committees throughout 2020/21, enabling members to undertake scrutiny. The Council Delivery Plan details aggregated and cluster level performance reporting as follows.



CLUSTER LEVEL PERFORMANCE MANAGEMENT

Cluster

Performance Management

i. Performance Scorecards

Scorecards are an essential tool within our management system for helping elected member and managers know whether the organisation is succeeding and whether our transformation efforts are on track.

Each cluster will identify key performance indicators (KPIs), which relate to and measure performance in the delivery of cluster outcomes and intentions for each of the perspectives opposite. These KPIs will be reported through a performance scorecard model.

Elected Members

When / Where: - Meetings of the Council's Committees as per agreed reporting schedule

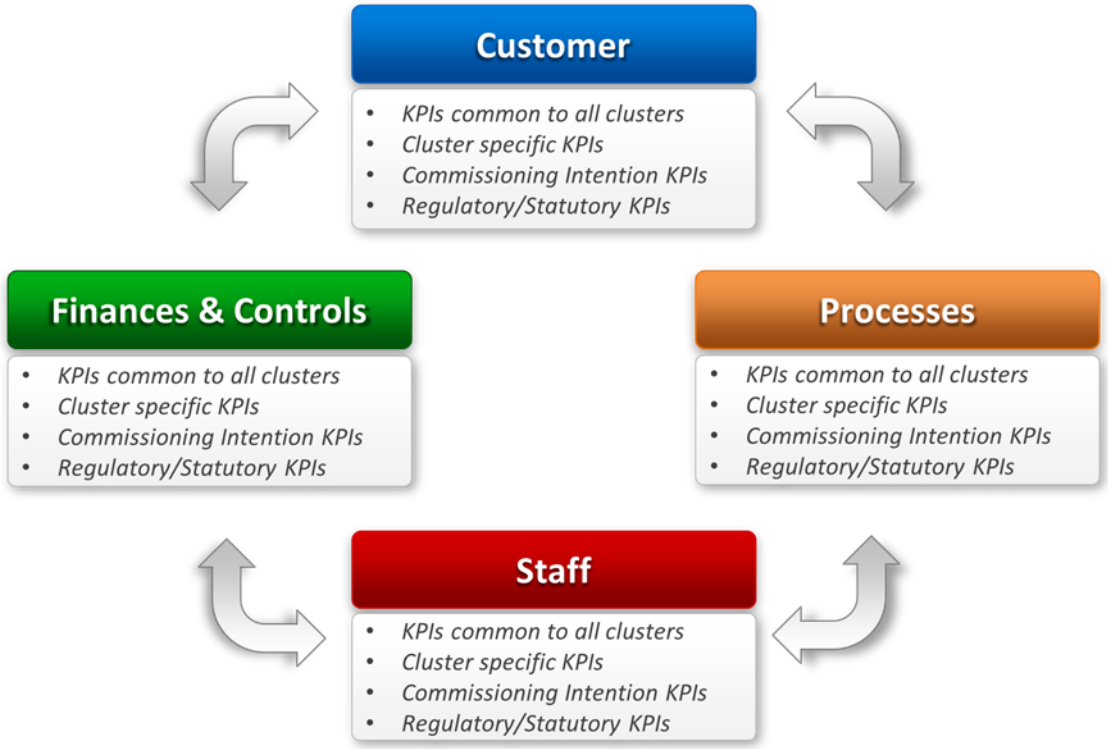
By Whom: - Each Cluster / Service supported by Data & Insights

Management

When / Where: - Regular Senior Management Team meetings

By Whom: - Each Cluster / Service supported by Data & Insights

Performance scorecards are structured as shown in the figure below. Reporting to Committees and management teams will show the data for these indicators and provide context and analysis.



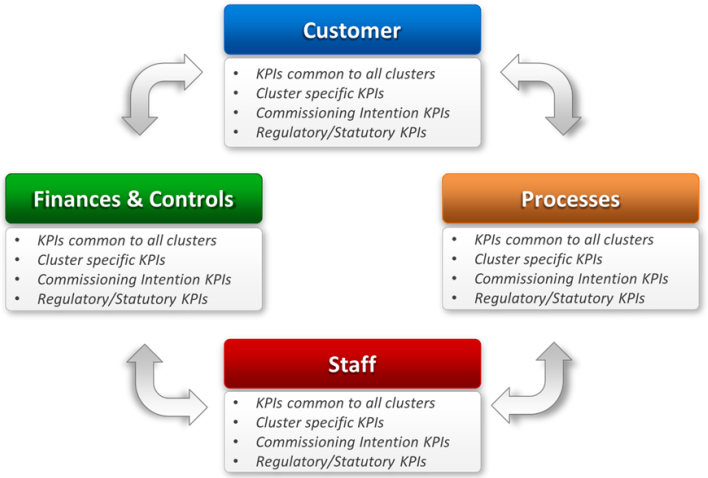
Cluster

CLUSTER LEVEL PERFORMANCE MANAGEMENT

i. Performance Scorecards (cont)

Presentation of scorecard reports to Committees and Senior Management will include the following elements.

1.



2.

Indicator	Period 1	Period 2	Period 3	Target	RAG	Trend
Customer Perspective						
% of …	x%	x%	x%	x%		
Finances & Controls Perspective						
No. of …	10	10	10	9		
Processes						
% of	x%	x%	x%	x%		
Staff Perspective						
Level of …	x%	x%	x%	x%		

3. **Analysis:-** Jointly provided by service management and Data & Insights. To include description of performance and trends; reasons for variation from forecast / target performance; ongoing reference to benchmarks; mitigation of risks.

4. **Improvement Aims and Activity:-** Jointly provided by service management and Data & Insights. Using improvement approaches and tools to set out prioritised improvement aims for service performance and delivery of outcomes and analysis of the impact of improvement activity.

PERFORMANCE REVIEW AND DEVELOPMENT – INDIVIDUAL PLANNING AND PERFORMANCE MANAGEMENT

Personal Objectives

Continuous Review and Development (CR&D) is the Council's scheme for aligning all employees' personal objectives to the Council's priorities and for supporting staff achieve the right levels of performance.

It is important that employees understand the outcomes the Council expect to deliver for the city through the Local Outcome Improvement Plan as well as the transformation activities which are transitioning the Council to the Target Operating Model. Managers and employees must consider how every job supports those outcomes and how personal objectives tie in with this.

CR&D emphasises regular quality conversations between employees and line managers to reflect on achievements and development needs and to plan ahead.

Guides on CR&D and the 360 review process can be found *here.*

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	6 October 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Council Delivery Plan 2020-21 Annual Review Report
REPORT NUMBER	CUS/21/223
DIRECTOR	Andy MacDonald
CHIEF OFFICER	Martin Murchie
REPORT AUTHOR	Charlene Flynn
TERMS OF REFERENCE	4.3

1. PURPOSE OF REPORT

1.1 To present Committee with the Council Delivery Plan 2020/21 Annual Report

2. RECOMMENDATION

2.1 That the Committee note the report and provide comments and observations on the information contained in the Report (Appendix A) and supporting Council Delivery Plan Measures (Appendix B)

3. BACKGROUND

3.1 On 3rd March 2020, Council noted the Council Delivery Plan 2020/21 (the Plan) which outlined the activities and actions that the Council set out to deliver in the course of 2020/21.

3.2 The attached Council Delivery Plan 2020/21 Annual Report (the Report) builds on the summary of progress which was captured in the Council Delivery Plan 2021/22, presented to Council on 10th March 2021.

3.3 The Council Delivery Plan is part of a strategic planning thread that flows from, and brings together:

- Aberdeen City's Local Outcome Improvement Plan
- The Council's Policy Statement
- National, Regional and City Strategies
- Legislative and statutory delivery duties

3.4 Each of these strands established a range of commitments and requirements placed on the Authority and the Council Delivery Plan 2020/21 identified how the Council would meet these in the forthcoming twelve months.

3.5 The Report summarises the deliverables for 2020-21 under these headings, along with outlining outcomes derived from the Council's Commissioning Intentions, against which the Plan is a key element, and represents a statement on how the Council has delivered on its contribution to each.

3.6 The Report also contains reflection on processes.

- ‘How we have done business’ in the past twelve-month period incorporating: the Council’s transformation portfolio, improvement methodologies, and resource application.

- ‘How we have behaved as an organisation, supporting, and interacting respectfully with employees and understanding community needs and demands, introducing action on equality and climate change and:

- ‘How we scrutinise and report performance’ as defined by the Plan’s performance management framework

3.7 The COVID-19 pandemic, which escalated in scope and impact from the beginning of the 2020/21 Plan year, required an agile response in terms of service delivery throughout the Council’s Response and Recovery Phases to ensure that interventions, designed to ensure that existing and changing support needs within the community, were provided.

3.8 This resulted in significant changes to delivery models and the re-distribution of resources which enabled business as usual, and extended service response demand to be met, whilst minimising any detriment in service quality, although it is inevitable that some impact is reflected in the extent to which Commissioning Intentions and Service Standards, supporting the Council Delivery Plan expectations were met in full.

4. FINANCIAL IMPLICATIONS

There are no direct financial implications arising out of this report.

5. LEGAL IMPLICATIONS

There are no direct legal implications arising out of this report.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	None	L	Annual reporting against the Council Delivery Plan serves to mitigate against Strategic Risk through enhanced scrutiny and accountability for outcomes
Compliance	No significant related legal risks.	L	Publication of Council performance and delivery information in the public domain ensures that the Council is meeting its legal obligations in the context of Best value reporting.

Operational	No significant related employee risks.	L	Oversight by Elected Members of core employee health and safety data, (framed by the Performance Management Framework section of the CDP), supports the Council's obligations as an employer
Financial	No significant related financial risks.	L	Overview data on specific limited aspects of financial performance is provided within this report which supports oversight and Best Value principles.
Reputational	Lack of sufficient access to information for citizens	L	Placing of information in the public domain is contributed to by this report. Reporting of Council performance and service delivery serves to enhance the Council's reputation for transparency and accountability.
Environment / Climate	None	L	

7. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Council Policy Statement	The provision of information on Council Delivery Plan 2020/21 outputs and outcomes supports scrutiny of progress against delivery of the Aberdeen City Council Policy Statement.
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The activities reflected within this report support scrutiny of Council delivery against each of the Prosperous Economy Stretch Outcomes
Prosperous People Stretch Outcomes	The activities reflected within this report support scrutiny, of Council delivery against each of the People Stretch Outcomes
Prosperous Place Stretch Outcomes	The activities reflected within this report support scrutiny of Council delivery against each of the Place Stretch Outcomes
Regional and City Strategies	The Report reflects outcomes closely aligned each of the regional and City strategies including: National Improvement Framework for Education Regional Economic Strategy, Local and Regional Transport Strategies and the Regional Skills

	Strategy, along with Local and Strategic Development Plans
UK and Scottish Legislative and Policy Programmes	The Report reflects outcomes aligned to the National Performance Framework which mirrors current legislative and policy priorities in government at UK and Scottish level

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	The recommendations arising from this report do not require that an Integrated Impact Assessment be completed
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

Council Delivery Plan 2020/21 – COM/20/052
Council Delivery Plan 2019/20 Annual Review Report - CUS/20/193
Council Delivery Plan 2021/22 - COM/21/054

10. APPENDICES

Appendix A – Council Delivery Plan 2020/21 Annual Review Report
Appendix B – Council Delivery Plan 2020/21 Measures

11. REPORT AUTHOR CONTACT DETAILS

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Council Delivery Plan

ANNUAL REVIEW 2020/21

ABERDEEN
CITY COUNCIL

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FOREWORD

This Annual Report provides an overview of progress made in implementing the Council Delivery Plan 2020/21. Of course, throughout 2020/21 the Covid-19 pandemic impacted on every area of our society and this report serves as a reminder, both of the Council's commitments prior to the pandemic and that these priorities remain critical as we recover and rebuild in a post-Covid world. The achievements highlighted in this report also stand as a testament to the resilience and dedication of the staff of both the Council and our partner organisations, as well as to the people of Aberdeen themselves.

The Council Delivery Plan is a key element of our commissioning approach and brings together, at the beginning of each financial year:

- Details of the Council's strategy framework
- Relevant new statutory duties being placed on the Council;
- Outstanding commitments arising from the Council's approved Policy Statement
- Council commissioning intentions, through which we express the services we will provide; and
- A summary of "How we do our business" including details of our commissioning approach; our transformation portfolio; how we behave as an organisation; and our performance management arrangements.

Importantly, each of these elements of our Council Delivery Plan are aligned to the Local Outcome Improvement Plan (LOIP) and represent a statement of how the Council will deliver on its contribution to the implementation of the LOIP.

As this report shows, we have made significant progress in many key areas during 2020/21. Not least of these has been the ability of our staff to continue to deliver essential services and care to the people of Aberdeen during an unprecedented health and social crisis. Some of the specific highlights from 2020/21 are the support for our school children, including the administration of an "Alternative Certification Model" replacing exams, and the closing of the attainment "gap"; the successful expansion of early learning and childcare, ensuring that all families who are eligible for 1140 hours are able to receive it; the agreement of a NetZero Vision and Strategic Infrastructure Plan for Energy Transition; the completion and handover of the Anaerobic Digestion plant; the start of construction for 652 council houses; and the expansion of the city's fibre network.

At an organisational level, the Council completed the implementation of the target operating model set in 2017; and received a positive Best Value audit report from the Accounts Commission.

ACC Covid Response Highlights

Number of conversations **AB-1** had **with residents:**

20332

Number of calls for financial assistance and advice

9089

Pupil attendance levels across the 2020/21 academic year were

93.7%,

an increase on the prior year and above 2018/19 levels

Number of telephone calls to **vulnerable** or **shielded** people

2182 incoming

7883 outbound

Number of **visits** to ACC coronavirus web pages

189,390

Number of **calls** to Crisis Support Line

50,373

Homeless Support

Number of placements for homeless people

1464 **applications**

1123 **households placed in temporary accommodation**

Number of **cfine food deliveries**

3252

Over 20,000 applications against the Scottish Welfare Fund were processed and

£1.5m

(**+43%** on 2019/20) in grants provided

Business Support Grants

8,668 support grant applications from businesses and the self -employed were met and disbursed to a value of **£52,833,590**

Number of **virtual visits to libraries** increased to over

1 million

(+22%)

for the first time

124 calls made to vulnerable **Home Service users** during first lockdown by library staff to offer support

133% increase in **eBook/eAudio loans**

55% increase in **online library membership**

Bookbug Online Sessions

116 **videos posted** online with over

35,000 **views**

Image © Felix Mooneeram

POLICY STATEMENT UPDATES

The table below gives an update on progress with those elements of the Council's approved Policy Statement which were included within the 2020/21 Plan (others having been delivered in previous years). Many of these commitments have been delivered in collaboration with local and national partners.

ECONOMY

Policy Statement Commitments	Update
1. Assess the digital needs of the region, working with our partners to ensure the city has the required infrastructure	• Work has continued throughout the year with the City Network Extension project to extend Aberdeen City Council's fibre network to 57 additional sites across the City. There has been a delay due to Covid-19, however this work is expected to be complete by the end of September 2021 with further commercial investment extended to March 2022. • The Full Fibre project connecting Aberdeenshire, Aberdeen City and NHS corporate sites to gigabit connectivity has successfully reached the halfway point within projected timescales and budget. • Construction is underway building a new duct network. This work is being taken forward with engagement with commercial organisations to consider utilising the expanded network, such as future innovation opportunities. • Overarching all of the above a detailed gap analysis has been undertaken to inform future planning.
2. Continue the TECA development, including anaerobic digestion	• The TECA development was a resounding success upon opening on 2 August 2019, hosting a number of significant events. However the global pandemic Covid-19 enforced the closure of the venue. • Both hotels are currently operating, but under strict controls and work practices. • Taken together the development is affording opportunities as a venue to help combat the Covid-19 threat, including its use as a mass vaccination centre. • Handover of the Anaerobic Digestion plant was achieved in December 2020. • The Council plans to market vacant sites at an appropriate time.

3. Increase city centre footfall through delivery of the City Centre Masterplan, including the redesigned Union Terrace Gardens, Provost Skene House and Queen Street development	• Covid-19 has impacted the delivery of all capital projects requiring a review of all delivery dates. This remains a fluid situation. Bearing this in mind; Provost Skene House is expected to be complete in October 2021. • The redevelopment of Union Terrace Gardens is expected to be complete in late 2021, with only seasonal landscaping works to follow. • Queen Street – development work has continued and demolition work has commenced with one of the ancillary buildings, which was complete in May 2021. We are currently in the latter stages of acquiring Police HQ, scheduled to take vacant possession end of January 2022. • Several exciting changes for the city were agreed at committee from the CCMP (City Centre Masterplan) review in August 2021 including major redesign of the streetscape of Union Street, undertaking a building condition survey and repair programme for all properties on Union Street, developing a permanent café culture in Belmont Street and Back Wynd area, and installing outdoor seating outside the Art Gallery.
4. Support the Aberdeen Harbour expansion and work collaboratively to maximise tourism opportunities, including attracting high value cruises and energy transition activity in offshore renewables	• The delivery of the Aberdeen Harbour South Expansion is facing a 12-18 month delay. The delay to the project is not anticipated to negatively impact on Aberdeen's ability to maximise future green energy opportunities. • Part of this delay aligns with the wider Covid-19 impact across the construction industry. The opening of the new harbour, which will increase tourism, will align with the delivery of other key city attractions. • Work continues to explore the feasibility for a city region freeport/ greenport model to maximise commercial and economic opportunities from the expansion.
5. Review Council industrial estate to ensure it supports the Regional Economic Strategy	• The Council approved its Net Zero Vision and supporting Strategic Infrastructure Plan for Energy Transition in June 2020. • Discussions are underway for two key projects – Aberdeen Hydrogen Hub programme and the Energy Transition Zone around Aberdeen Harbour Expansion South. • Aligning with the above, approaches are being made for support from relevant UK Government sources in support of the offshore renewables sector specifically. • Work continues looking for potential development options across the city.

6. Continue to deliver Aberdeen 365 an annual calendar of headline and feature events	• The 2020 event programme was curtailed by the Covid-19 pandemic, with all events cancelled/postponed from April 2020 onwards. • The primary focus now is on planning and development of returning to events later in 2021, as well as any opportunities for any hybrid or test formats in the interim.
7. Continue to maximise community benefit from major developments	• Despite the challenges of delivery of community benefits due to Covid-19 restrictions over the past few months, contractors have proved to be flexible and adaptable. They have used virtual means of delivery, such as recording of short videos with information on different industries and career pathways for school pupils, undertaken online employability engagement activities for those out of work and provided virtual community timebank hours/support for community groups in need of assistance. • Now as restrictions are lifted, in person delivery of community benefits such as 'Meet the Buyer' events, work experience placements and volunteering hours are now being delivered. • Work will continue to implement the policy and look to maximise benefits from all developments throughout 2021/22.
8. Campaign for the reform of local government finance, including business rates and the replacement of Council Tax	• Officers continue to work with colleagues on development of a Transient Visitor Levy and also COSLA work on local powers and levers to support economic growth. • The Council provided evidence to the Local Government and Communities Committee of the Scottish Parliament in October 2020, exploring the sustainability of local government, specifically in the context of the Covid-19 pandemic. This provided the opportunity to highlight the challenges for non-domestic rates. Legislative changes by the Scottish Government, passed as part of Covid-19 response, has delayed the development of Transient Visitor Levy.
9. Open negotiations to secure funding for a second Aberdeen City Region Deal	• Aligning with the Regional Economic Strategy the Council is developing business cases to bid for a share of the Scottish Government ring-fenced £62m for energy transition projects. • We will continue in 2021/22 to seek assistance from relevant UK Government sources in support of wider 'green' investments that will support energy transition and decarbonisation, but initially concentrating on the offshore renewables sector specifically.
10. Use business loans Scotland to help lift the finance barrier for small and medium enterprises	• The Council continues to promote Business Loans Scotland to local businesses through the Business Gateway. • Aligning to Community Planning Aberdeen's refreshed Local Outcome Improvement Plan, we have continued with the implementation of a Socio-Economic Rescue Plan to support local businesses through the Covid-19 pandemic period. • The Council has delivered Covid Business Grants on behalf of the UK and Scottish Governments and provides information, advice and guidance to businesses both in response to Covid-19 and as the economy emerges from its impacts.

11. Work with both governments in order to unleash the non-oil and gas economic potential of the city	• An inward investment focus on energy transition is being coordinated with the Department of International Trade and Scottish Development International and Invest Aberdeen, along with other industry partners. • The Council has participated at various infrastructure investment promotional activity.
12. Support the delivery of the three innovation hubs as part of the Aberdeen City Region Deal	• The Oil and Gas Technology Centre is supporting technology development with cross-industry organisations to deliver a number of goals that will solve key industry challenges. • The BioHub, whose aim is to double the number of life sciences companies in the north-east, is now in the construction phase. • Seedpod, an industry development hub, aims to realise the industry's ambition to double the size of north east Scotland's £2.2 billion food and drink sector. A planning application was submitted to Aberdeen City Council in Feb 2021. SeedPod aims to increase sector turnover by 5% per annum. It will help established companies accelerate growth through innovation and technology adoption, market and product development, global consumer focus and provide start-up production space and development facilities for high-growth new businesses.

PEOPLE

Policy Statement Commitments	Update
1. Completion of school estate review (P1) and development of estate strategy for next 5-10 years (P2)	In line with the instruction from Council on 3 March 2021, the school estate review will be completed and submitted to committee for consideration in Summer 2022.
2. Development of four new primary schools - Tillydrone, Torry, Milltimber and Countesswells	Good progress has been achieved on all four new primary schools despite the implications of Covid-19 over the last year. Delivery timescales for each project have been adjusted to reflect the current status. A start on site for the new Milltimber school was achieved in August 2020 with an expected completion in Spring 2022. The three remaining schools are due to achieve a start on site late summer/early autumn 2021.
3. UNICEF Child Friendly accreditation	A log frame plan, which sets milestones and timescales has been developed and agreed with UNICEF to drive our work to become a Child Friendly City. UNICEF will use this to determine our progress. A partnership group has also been established to deliver the Plan and progress is tracked on a monthly basis.
4. Work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes	The Early Learning and Childcare (ELC) Expansion programme was delivered in August 2021. All families who are eligible for 1140 hours are able to receive this entitlement now. All Local Authority ELC settings have been trained in the delivery of PEEP (Parents as Early Education Partners) and the programme will be rolled out from August, this will ensure a comprehensive programme of family support is available to all who are keen to access it. Approaches to digital Quality Improvement have been used over the last year to take account of Covid-19 restrictions. The team will return to face to face approaches in 21/22.
5. Support the implementation of Developing the Young Workforce, seek to gain the highest level of investors in young people accreditation and ensure there is a focus on supporting pupils to excel in STEM subjects	A number of areas have been successfully established and delivered including; • The Alternative Certification Model (ACM) replacing SQA Exams in 20/21. • The use of PowerBi as a significant enabler in the moderation of school attainment data as part of the ACM. • 'Lift Off', a 2 day virtual induction programme for all senior phase students, involving a wide spectrum of partners and employers. • A one stop-shop learner pathway website for school and post-school young people to navigate the route to skills, training and work. (ABZ Works – to be launched Sep 21). • An agreed Pathway Planning approach to be adopted by all partners and schools to coordinate approaches to ensuring positive destinations for all school leavers. • The allocation of Developing the Young Workforce coordinators to be based in schools from August 2021. • A rise in attainment data for 2020/2021.
6. Explore how the successes of the Sistema project can be shared and spread across the city	Access to Big Noise Digital Resources for all Primary schools across Aberdeen is now in place. Links have been strengthened with the citywide music service. The project has worked with Fit Like Hubs to share learning across partners.
7. Commit to closing the attainment gap in education while working with partners across the city	The new education structure and approaches to improvement are realising improvement. A life data set has been developed to further enhance performance monitoring arrangements in 21/22. SQA data for 2020/2021 evidences a closing of the gap, this is currently being analysed to support further improvement.

8. Review of local adult protection arrangements and implement an improvement programme	The Aberdeen Executive Group for Public Protection and the Adult Protection Committee are operating effectively and a Chair has been appointed for both Adult and Child Protection Committees. Adult Protection is also monitored at the Public Protection Committee, in April 2021 the Adult Protection Biennial Report 2018-20 was presented. The report highlighted the scale and initiatives over the two year period, the collaborations between partners, the co-ordination between professionals and the positive impacts on those who are or have been at risk of harm. The report also focused on the improvement objectives for the two year period 2020-22.
9. Continue to promote diversion activities for youths and adults in our city with enhanced focused on our three locality areas	The Council's out of school care provision continued to offer an invaluable service to families with additional services designed and delivered as part of the Summer of Play. The Amped (Aberdeen Motorcycle Project for Educational Development) project funding window from "Cashback for Communities" was extended due to the pandemic. The project continued on a smaller scale online during lockdown, and ran from September to December 2020 on a one 2 one basis. Amped resources were utilised during the 2021 Summer of Fun project for the delivery of 'Get your bike summer ready' sessions. Referrals have been received for 2021/22 and the Amped project is ready to restart in September 2021. Street Workers are continuing to be deployed to areas, primarily regeneration areas, to deal with youth Anti-Social Behaviour issues. Senior City Wardens decide where Street Workers are to be deployed, taking into account information from the Community Safety Hub and enquiries/complaints from members of the public.
10. Reduce fuel poverty across our most deprived communities through combined heat and power schemes including the Energy from Waste Plant and supporting community owned energy solutions.	Construction works for the new Energy from Waste (EfW) facility, located at East Tullos is underway with delivery planned for 2022. Torry Heat Network Phase 1 will commence construction works to align with the delivery of the EfW plant.

PLACE

Policy Statement Commitments	Update
1. Build up our existing strength in hydrogen technology	The business case has been submitted to the Scottish Government's Energy Transition Fund to access a further £10.5m for the delivery of the Aberdeen Hydrogen Hub. A tender is currently out seeking a private sector Joint Venture Partner to deliver the H2 Hub, for announcement at COP26. Bids are being made to the Green Growth Accelerator Fund to apply for fleet retrofitting.
2. Support efforts to develop the inward investment opportunities including Energetica corridor	Portfolio of development opportunities refreshed, including Queen Street and Aberdeen Hydrogen. These are included in the Scottish Cities Alliance investment portfolio and Aberdeen hydrogen in the Scotland Green Investment Portfolio and have been showcased at various events. Work is ongoing to develop new propositions, including supporting the Aberdeen Energy Transition Zone.
3. Refresh the local transport strategy, ensuring it includes the results of a city centre parking review; promotes cycle and pedestrian routes; and considers support for public transport	A review of the Local Transport Strategy has commenced, with engagement on the main issues which should inform the next strategy to take place in late 2021.
4. Cycle hire scheme	BiS (Big Issue Sharebike) has been appointed to run the cycle hire scheme. Whilst implementation has been delayed by the Covid-19 pandemic the project has an indicative launch date of March 2022.
5. Continue to invest to resurface damaged roads and pavements throughout the city	£10 million extra funding was provided in 2020/21, for expenditure over a 4-year period.
6. Development of locality plans across the city in conjunction with communities	Following an extensive development process that started with the production of our revised Aberdeen City Population Needs Assessment for 2021 and Citizens Simulator, and to which all partners contributed, the Community Planning Aberdeen Board on 7 July 2021 approved the revised Local Outcome Improvement Plan (LOIP) 2016-2026 and Locality Plans for North, Central and South. Given the joint partnership nature of these Locality Plans, they were also endorsed at the Integrated Joint Board for Aberdeen City Health & Social Care Partnership on 6 July 2021.
7. Build 2,000 new Council homes and work with partners to provide more affordable homes, ensuring future developments address the needs of a changing population	Construction works are ongoing for 652 units at Summerhill and Wellheads and new construction works will commence for both council owned sites and developer led sites. It is expected that the target of 2,000 homes will be at various stages of delivery in 21/22.

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COMMISSIONING INTENTIONS

Supporting delivery of the Local Outcome Improvement Plan through Council commissioning intentions

As part of our commissioning cycle, the Council Delivery Plan sets out a series of commissioning intentions which define the contributions which the Council will make to the delivery of the Local Outcome Improvement Plan and which frame the ask of our commissioned services.

These commissioning intentions define the Council's contribution, from a single agency perspective. It should be noted that partners will also have single agency intentions to meet their obligations derived from the LOIP.

The Council Delivery Plan also shows measures for each of the commissioning intentions. A point in time extract of these measures is included as an appendix to this report. It should be noted that performance in a number of areas was directly impacted by the Covid-19 pandemic. This annual report highlights progress against many of these measures and up to date progress is shown against all of the LOIP and Council Delivery Plan measures in the Aberdeen Outcomes Framework which can be accessed at: **https://communityplanningaberdeen.org.uk/outcomesframework**

ECONOMY

OUR KEY DRIVERS

- 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
- Developing the talent and future workforce necessary to support diversification of businesses and economy
- Improving investment into Aberdeen and Aberdeen businesses
- Promoting inclusive economic growth for our most disadvantaged communities
- Ensuring access for all employers to skilled labour

ECONOMY HIGHLIGHTS

97.4% of young people with a foundation Apprenticeship have moved into a **sustained positive destination**

73.5% of Aberdeen City working age are in employment, **this is higher than the National average** (72.8%)

Aberdeen Art Gallery

received the **Project of the Year 2020 award** from the Aberdeen Society of Architects and won the prestigious **Art Fund Museum of the Year 2020 prize**

Employment in growth sectors has increased by **1,910**, increasing our share of Scottish growth sector employment to **14.1%**

Aberdeen's City Fibre Network extended to **57 additional sites** across the city

PROGRESS MADE DURING 2020/21

DIVERSIFICATION OF THE ECONOMY INTO OTHER GROWTH SECTORS

Aberdeen City has one of the largest working age populations of any Scottish local authority areas at 68.4% compared to 63.9% for the rest of Scotland.

The need for diversification arises from:

- Oil and gas has helped create enormous wealth, but leaves the region exposed to global shocks outside of its control;
- The oil and gas sector is maturing towards the end of its lifetime;
- The transition to new energy sources is vital to meeting Scotland's and the UK's net zero commitments.

Thus, key to the success of the region's economic future is the transition from oil and gas to green energy and the broadening out of its economic base to sectors outside of energy. The recent focus has included tourism, digital, food and drink and the life science sectors. The diversification challenge is more urgent and further compounded as a result of Covid-19.

The Aberdeen City Region Deal SeedPod project should create opportunities to pilot advanced manufacturing processes and technology, scale-up production, inspire new product development and provide access to global market insights. For life science start-ups and high growth enterprises, custom-built laboratory and office facilities will be provided through Bio Hub, a £40million Aberdeen City Region Deal project. The digital strand of the City Region Deal seeks to deliver digital infrastructure and enhancement projects to meet future connectivity demand, including the aim of Aberdeen to be a gigabit city.

Latest data available at the end of 2020/21 showed that 73.5% of working age people in Aberdeen were in a job, higher than the Scottish average at 72.8% (up from 71.5% at the end of 2020) and employment in growth sectors increased by 1,910, increasing our share of Scottish growth sector employment from 13.6% to 14.1% which is a continuing upward trend.

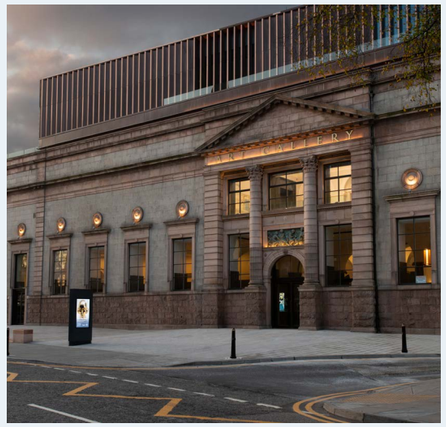
The number of growth sector enterprises is larger in 2020/21 at 4,850 than the average over the last ten years, giving Aberdeen the 5th highest number of enterprises in Scotland. Although this number represents a small fall of 10 on the 2019/20 figures, given the impact of Covid-19 this is remarkably robust offering the potential for more employment opportunities in these sectors.

Support diversification of the city's tourism sector

Tourism has, understandably, been hit hard by Covid-19. The UN World Tourism Organisation predicted that world international tourism would fall by between 60% and 80% in 2020. Covid-19 restrictions, particularly early in the summer, shut down many tourism businesses. Hotels in Aberdeen that are more reliant on business or corporate trade have fared particularly badly. Hotels reported a revenue drop of between 60% and 80% compared with 2019. But the sector does have the potential to make a significant long-term contribution to the success of the region, once the challenges of Covid-19 pass.

The region's tourism ambition, as outlined in the Destination Aberdeen and Aberdeenshire Tourism Strategy 2018-2023, is to grow visitor spend to £1billion a year by 2023. Through the delivery of the Game Changer Programme for Tourism Business, which offers practical support and business tools to regional tourism business leaders, ONE and Scottish Enterprise enable companies to realise their growth potential and maximise their market opportunities. The rise in demand for staycations is likely to be a trend that continues. The longer-term challenge for tourism is how the offer is sustainable and presented to the consumer.

North East Adventure Tourism (NEAT) aims to capitalise on the area's natural assets and make the region a world-class destination for adventure sports tourism as evidenced by its recent hosting of the Tour of Britain cycling event. Within five years, it has been estimated that projects included in NEAT could add more than 300,000 visitors and 250 new jobs to the region.



Aberdeen has continued to support the development of tourist venues in the city. The Art Gallery reopened in November 2019 and the redevelopment received the Project of the Year 2020 award from the Aberdeen Society of Architects and won the prestigious Art Fund Museum of the Year 2020 prize. Demand for events at P&J live has understandably dropped during the pandemic but the outlook is postive for conferences going forward. Offshore Europe is due to return to the venue in 2022.

IMPROVING INVESTMENT INTO ABERDEEN AND ABERDEEN BUSINESSES

Throughout the pandemic Invest Aberdeen moved much of its promotional activity online, taking part in various webinars, virtual exhibitions etc. An example of this was showcasing energy transition projects in the Scottish Government/ SDI Race to Zero webinar series, including a number of local partner organisations and stakeholders.

For year 2020 - 2021 there were 79 investment enquiries received into Aberdeen City Region, with 19 of these remaining live at the last report to committee. These cover all of the Regional Economic Strategy priority sectors. It is worth noting that the lead in times for investment can be 12+ months and the last reporting period was distorted by Covid-19. The team continues to work closely with all potential leads.

Stakeholder engagement continues with UK Government and Scottish Government and their agencies (Scottish Enterprise, Scottish Development Internatioanl (SDI), the Department of International Trade (DIT), Skills Development Scotland and local, regional and international stakeholders and industry groups. This ensures investment opportunities gain maximum exposure.

Portfolios of development opportunities have been refreshed, including Queen Street and Aberdeen Hydrogen. These are included in the Scottish Cities Alliance investment portfolio and Aberdeen hydrogen in the Scotland Green Investment Portfolio and have been showcased at various events. Work is ongoing to develop new propositions, including supporting the Aberdeen Energy Transition Zone.

Invest Aberdeen will be taking a Team Scotland approach to COP26, working closely with Scottish Government and Scottish Development International to identify opportunities within the overall Scotland programme (this programme is yet to be finalised). Over the 12 days of COP Team Scotland will showcase businesses who are leading the way, demonstrating Scotland's ambition and innovation. Above that, there is a regional partnership group that meets to ensure messaging is aligned; potential opportunities with Scottish Cities Alliance; and potential opportunities with the Net Zero Technology Centre. Wider fringe activity is also being monitored and additional opportunities sought. There is also a wrap around programme of activity in the lead up to and after COP26.

DEVELOPING THE TALENT AND FUTURE WORKFORCE

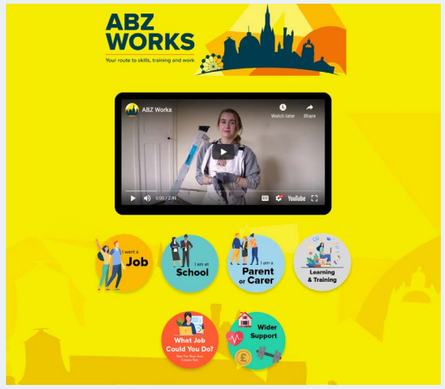
There have been significant changes to the employability landscape since the last Delivery Plan report. City Growth's Employability and Skills team is now responsible for delivery of c.£2.5m of Young Person's Guarantee activity providing employability support to 16-24-year-olds.

No One Left Behind is in the transition to phase 2 which will see the end of Employability Fund and Community Jobs Scotland funding streams and those monies instead coming into local authorities to enable a place-based approach through a mixed economy of provision to provide support across all ages and stages of the employability pipeline, with priorities agreed by the Local Employability Partnership. Preparation for this is ongoing and involves considerable engagement with partner organisations and wider groups.

Delivery of the Kickstart scheme continues with the Council acting as both an employer and a Kickstart gateway to support other organisations to access the scheme. Significant Child Poverty Funds have been provided to deliver Parental Employability Support Fund activity, which is designed to support parents experiencing in-work poverty and unemployed parents in poverty to improve their families financial position through employability interventions. Significant additional 'Boost' monies have been made available to support parents with disabilities who are experiencing poverty. However, lockdown has proven particularly challenging for many parents who felt they were unable to engage due to having their children at home during school closures and holidays.

PACE Plus funding has been provided to deliver intensive employability keyworker support to people who have been made redundant or who are at risk of redundancy, this is in addition to the standard PACE response activity the Council is involved in. The pandemic and drop in the oil price have created a particularly difficult employment climate, with the furlough scheme masking the true picture. Aberdeen at one stage accounted for one third of all notified redundancies in Scotland, followed by Aberdeenshire. We have commissioned a range of activities to encourage and support people into employment, these include; the Barnardo's TRIBE programme to provide early employability support to young people suffering from anxiety, other mental health issues and low confidence; extended the RiteWorks programme to support care experienced young people towards and into employment; Project SEARCH to deliver internships and employability training for eight young people with additional support needs; the Council's Creative Learning to deliver confidence and employability-building skills through artistic engagement and activities; CFINE to deliver warehouse training and Cookery/confidence building/life skills activity; Tullos Training to deliver taster sessions in a range of trades roles for people of all ages through Young Person's Guarantee (YPG) and Regional Recovery Funds.

We are also working with Business Gateway to deliver seed funds through Parental Employability Support Fund (PESF) and YPG. We continue working very closely with Skills Development Scotland and Department for Work and Pensions (DWP) and this partnership approach is paying dividends, with increased cross-referrals and improved outcomes for a number of our customers.



In partnership with Integrated Children's and Family Services we commissioned the ABZWorks website to create a one-stop employability shop showcasing a range of support, career pathways, and much more. Care experienced young people helped shape our ABZ works site. The website provides local accessible information and was launched officially in August 2021 after soft market testing with young people in June 2021. The site focuses on local growth and Aberdeen City Council has worked in partnership with North East Scotland College (NESCol), Skills Development Scotland (SDS), Bon Accord Care, The Developing the Young Workforce Board, universities and other training providers to show pathways into these sectors through apprenticeships, college and university courses and other work-based qualifications.

Aberdeen City Council is the lead accountable body for delivery of the £14.3million North East Economic Recovery and Skills Fund, which encompasses a range of accelerator and employability projects, including targeted support for young people who have disengaged or are at risk of disengaging from education, but who are too young to leave school and a £2m package of paid six-month work experience placements for city residents aged 25+ who are further removed from the labour market. Hardship Funds were secured to purchase Chromebooks and my-fi devices to support people to engage in training and job seeking activity, as well as to remove barriers to employment by helping individuals to meet initial childcare costs, purchase interview clothes, cover transport costs, and more. The service successfully bid for Connecting Scotland devices in the third phase of the scheme, which was focused on employability, and supported some clients to access earlier phases of the scheme. A media campaign has been launched by the Council, using the ABZWorks brand, in partnership with the Aberdeen Employability Training Providers Forum to promote the breadth and range of services across the city. Corporate Social Responsibility (CSR) and community benefits activities continues, with guidance being provided to organisations to help them ensure they can make the best impact from CSR activity and donations.

PROMOTING ECONOMIC GROWTH IN OUR MOST DISADVANTAGED COMMUNITIES

Despite a challenging year, ACC out of school care provision has continued to offer an invaluable service to families with additional services designed and delivered as part of the Summer of Play. These additional sessions supported children with additional support needs and their siblings and were valued by families.

One parent commented that:
'My son D recently attended the Countesswells Summer of Play holiday club, and we were delighted that there was something such as this that he was able to access and enjoy, whilst we could work and relax knowing he was in safe hands within a group who understand his needs.

D attended this holiday club not only as someone with additional support needs himself but also a sibling to my older son who has complex needs. I feel that this has been a great opportunity to develop his confidence and independence and additionally has removed the stress we often encounter as we try to enrol him in mainstream activities.'

We await national guidance on the expansion of out of school care, but are pleased with the increase in registered childminders. This increase helps provide real choice to families in how they access their entitlement to 1140 hours of Early Learning and Childcare. We anticipate some national guidance on expanded provision of free breakfast clubs for some families in the near future.

Increase the range and number of accredited courses being provided by schools and partners

A number of new partnerships have been established to help provide pathways into care and construction for example. New partners provided exceptional support for young people over the last academic year and course completion rates are high. There are some changes to the funding streams for Foundation Apprenticeships and Officers are currently working with Skills Development Scotland and Further Education providers to consider the implications of this.

A partnership with Health colleagues will see the development and delivery of a pathway into health and care at Northfield Academy in August 2022.

Staying on rates have significantly increased, although this is thought to be linked to concerns around post school opportunities. There are signs that employment opportunities are increasing and this may impact on our live destinations data.

Early discussions with Microsoft are considering how we could develop a 'classroom of the future' to help fully utilise new technologies in our senior phase offering.

New partnerships have helped schools develop new shorter Foundation Apprenticeship models which are popular and helping to improve attainment. Plans are in place to share the innovations being developed at individual school levels to help spread best practice and pool resource.

Community Learning and Development Services

With schools and community buildings closed for much of 2020/21, the number of interventions/programmes were reduced significantly from 2019/20 figures, 200 reduced to 47 in 2020/21. As schools have reopened the number of interventions has begun increasing.

Services over the last year moved from group work to mostly 1-1 work, initially virtually via phone or online, due to Covid restrictions which challenged our ability to support individual learners. Online learning sessions were developed and delivered virtually. Learners were supported to become more digitally able with some supporting groups online. As restrictions lifted, 1:1s were able to be conducted in person in outdoor spaces where available, or through walk and talk sessions. When able to, groups ran with small numbers and no volunteers. Healthy Minds volunteers learned new skills to support some groups virtually.

Impacts of Covid-19 on the annual programme has led to a decrease in the number and type of opportunities available, the number of opportunities reduced from 323 (2019/20) to 169 (2020/21) and a downturn in participant numbers (737 to 339 participants).

Significant additional funding from a variety of sources including partnership forums and 'Branching Out' allowed us to develop outdoor learning opportunities such as the Coastal project and community garden, this funding assisted in developing the programme that was delivered when restrictions allowed.

PEOPLE (CHILDREN & YOUNG PEOPLE)

OUR KEY DRIVERS

- Ensuring that families receive the parenting and family support they need
- Keeping young children safe
- Supporting early speech, language and literacy
- Improving health and reducing inequalities
- Improving the knowledge, understanding and skill of the universal workforce to recognise and respond to emerging mental wellbeing vulnerability
- Increasing children's and parents' knowledge and understanding of their own physical and mental wellbeing
- Early intervention and prevention of self-harming behaviours through timely and effective support for those with mental health issues
- Improving education outcomes for care experienced children and young people
- Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity
- Ensuring children, young people and families understand the pathways available to them and skills required for future
- Supporting children and young people to understand and access multiagency throughcare and aftercare services
- Improving physical and emotional health outcomes for care experienced young people
- Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs)
- Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school
- Ensuring children, young people and families understand the pathways available to them and skills required for future
- Secure required six UNICEF badges to gain Child Friendly City Status Equality and Inclusiveness
- 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

PEOPLE (CHILDREN & YOUNG PEOPLE) HIGHLIGHTS

210 young people & **420 professionals** currently using 'Mind of my Own' App

All eligible children are able to access **1140** hours of **Early Learning & Childcare**

2 day virtual induction
held for S5-S6 pupils across Aberdeen

Throughout the coronavirus crisis over **96%** of children on the child protection register were seen personally by a professional **on a weekly basis**

216 care-experience children and young people **currently being supported by MCR pathways**

PROGRESS MADE DURING 2020/21

EARLY LEARNING & CHILDCARE PLACES
All eligible children are able to access 1140 hours of Early Learning & Childcare (ELC) from August 2021. A fully flexible offer has been designed to offer real choice to families. The children and staff are very positive about the new build and refurbished settings.

A high quality professional learning offer is available to all Early Learning and Childcare settings. Settings are ably supported by Locality Leads. There is clear evidence that our approach to quality improvement is leading to improved quality. The service will continue to be agile in order to respond to the changing needs of children and young people and take account of any changes in inspection frameworks.

Offer PEEP (Parents as Early Education Partners) universally across all Local Authority settings
Five Excellence and Equity Practitioners, who have been attached to settings serving areas of deprivation, have been delivering PEEP remotely or outdoors over the last school year. All ELC settings have been trained in PEEP over session 2020/21 and will begin the universal roll out of PEEP from August 2021.

Supporting early speech, language and literacy
All Excellence and Equity Practitioners have been deployed in areas of deprivation and have provided invaluable support to help close the poverty related attainment gap.

ELC and school staff continue to offer Early Talk and Talk Boost to support oral language development. The impact of this approach will be reviewed and enhanced over school session 21/22. Oral language features in the education National Improvement Framework Plan for 21/22.

KEEPING CHILDREN SAFE

Comprehensive multi-agency guidance on identifying and addressing neglect has been published. This is supported by a multi-agency training package focussing on raising awareness and confidence amongst the workforce to both identify and work with families where neglect is present.

A joint medical pathway for neglect has been developed and now forms part of both the guidance and training on neglect which remain a core focus of the training programme. Quality assurance measures indicate that the guidance and training has a positive impact on practice in terms of raising awareness and confidence in staff to both identify and respond to neglect appropriately.

Local reviews of cases continue to take place in line with national and local guidance and the learning is disseminated via well-established structures.

Numbers of children registered under the category of neglect were high during the coronavirus crisis as professionals adopted a cautious approach to ensure visibility of vulnerable children. Those numbers have reduced and are expected to continue to stabilise.

Multi agency practice guidance and training packages on child protection and domestic abuse have been developed and implemented. Expertise is drawn from practitioners in this field, and in collaboration with the CPC (Child Protection Committee), the AVAWP (Aberdeen Violence Against Women Partnership), Grampian Women's Aid, Caledonian Project and Criminal Justice.

Comprehensive multi agency training packages on emotional abuse have also been developed and are being delivered throughout the City.

Equality, Diversity, and Inclusion is a priority recognised across the partnership in Aberdeen and this forms part of the Council's contribution to the CPC programme 2021 – 2024 in line with delivering on the Promise.

Numbers indicate appropriate professional responses across the range of child protection concerns. High levels of conversion from referral to registration (84%) indicate that professionals are correctly identifying and acting upon concerns.

Strength based practice is recognised as embedded in practice in Aberdeen City. A variety of approaches to meet families' and professionals' need can continue to develop in case conferences. Digital approaches to case conferences have been successful and are likely to continue. Partners can work together to identify and improve the physical environment of the case conference venues.

Significantly, the strength based practice approach across Aberdeen City was noted and commented upon positively throughout the Report of the Joint Inspection of Children's Services 2019, from which the Council can be satisfied that this approach is well embedded in Aberdeen City.

Supporting children to remain in their community

This year 2020/2021, 306 children had a placement type of being looked after at home or with friends/ relatives at some point during the reporting year and that amounted to 46.93% of the looked after population. This year's figure indicates a 1.95% increase in the overall percentage of looked after children who are being supported to remain in placements with parents and extended family members which is positive in striving to achieve children remaining within their communities.

The number of children and young people remaining in placement between 16-18 years has also increased this year - 71 in 2020/21 compared to 66 the previous year. These numbers indicate a steady increase in young people remaining in placements. With improved Continuing Care provisions, this pattern is expected to continue.

IMPROVING HEALTH AND REDUCING INEQUALITIES

The pandemic impacted on children's access to physical activity out of school hours and limited access to Duke of Edinburgh experiences. The service is currently working with Arm's Length External Organisations and partners to help mitigate associated risks and ensure a full programme of activity for the 21/22 academic session.

A newly established Aberdeen PEPAS (Physical Education, Physical Activity & Sport) Team have agreed aims which, through joint partnership working, will support and improve the offer of physical education, physical activity, and sport within Aberdeen, ensuring equitable opportunities for all children and young people. Service Leads, National Governing Bodies and professional experts from Aberdeen City Education Service, Aberdeen Football Club Community Trust, Russell Anderson Development School, Sport Aberdeen, Scottish ClubSport, Scottish Disability Sport, and Sport Scotland have come together to form Aberdeen PEPAS Team. The collective efforts of the Team will ensure increasing numbers of children and young people will continue to benefit and achieve success from their participation in a range of sport and physical activities. This will support both the physical and mental wellbeing of all and improve life chances.

As part of the Summer of Play a range of physical activity was offered to allow children and young people to reconnect with friends over the summer holiday period. Children and young people appreciated and enjoyed the activities on offer with an average rating of 9.5/10 being awarded by the children.

There has also been a focus on the use of the 'Mind of my own' app to increase the physical and emotional outcomes for care experienced young people. The app was specifically designed to listen to care experienced young people and learn from what they tell us about their experiences in our care. It allows young people to provide a 'real time' view on their experiences of care. Young people share their views prior to attending forums where their plans are reviewed and updated, this gives them a voice and presence. The use and adoption of the app by care experienced young people and professionals continues to grow, from 173 young people accounts in 2019/20 to 210 currently - similarly for professionals from 374 in this period to 420 currently.

Furthermore, as part of our plans to improve health and reduce inequalities there is an ongoing construction project in place to deliver the refurbishment and enhancement of Northfield swimming pool. There was a slight delay in this work commencing, however this has now started in September 2021. An 11 month build programme is planned with reopening of the facility likely to be in late 2022. The project is being managed jointly by Council and Sport Aberdeen officers in conjunction with appointed consultants.

SUPPORTING CARE EXPERIENCED CHILDREN

** Care Experienced is the collective term for anyone who has been or is currently in care or from a looked-after background at any stage in their life*
*** Looked After refers to children/young people who are currently 'legally' looked after.*

MCR Pathways supports 216 care-experienced and vulnerable young people between S1-S6 in Aberdeen. In S1 and S2, young people participate in weekly Group Work sessions facilitated by their Pathways Coordinator focusing on emotional literacy, wellbeing, teamwork, employability skills and self-awareness. From S3, young people are carefully matched with a mentor who meets with them for a period every week, for a minimum duration of one academic year (in fact, most of our mentored relationships last for three years).

MCR pathways is fully operational and supporting young people in most of our secondary schools. The increase in the number of young people receiving a bespoke education support pathway reflects the additional schools who now have MCR Pathways, 21 in 2019/20 compared to 112 in 2020/21 . Our Partnership with Sport Aberdeen has won a national award and positively impacts the physical and mental wellbeing of our care experienced children and young people.

The roll out of Connected and Compassionate communities in all schools and a focus on wellbeing through the recovery phase is also positively impacting. Live data evidences a significant reduction in levels of exclusion and overall, the attendance for secondary pupils has increased over the last 3 years which is extremely positive, having increased to over 80%. There is recognition that young people, especially in the senior phase, may have experienced further disruption to certification due to periods of self-isolation, but this has been mitigated well across City secondary schools. Ensuring young people are attending provides structure, increased opportunities and strengthens relationships which support wellbeing. The opportunities include accessing mentoring through the MCR programme as well as support from Skills Development Scotland, Developing the Young Workforce and the ABZ works programme. These effective interventions will be maintained over session 2021/22. Particular groups (including Care Experienced) have been carefully considered in determining the best use of the Covid-19 recovery funding with young people due to be able to access support from Youth Workers in session 21/22.

During the two periods of national lockdown, we continued to provide mentoring (and in some schools Group Work) through virtual platforms. Pathways Coordinators followed a scheduled programme of regular contact with young people on the programme (through video call, email, text or phone call; dependent on young person choice) to check-in and provide wellbeing support where needed.

Throughout the two periods, Pathways Coordinators have maintained over 85% cohort participation rate in interactions with young people meeting with mentors (36 interactions over the first comparable period of lockdown; rising to 120 during the second). Overall, interactions with young people between the first and second lockdown increased by over 1500% and over 81% of the cohort participated in interactions.

Currently the Pathway Coordinators are tracking the destinations of 37 leavers (29 of whom are Looked After or previously Looked After), have been actively supporting applications to college, university and employment and liaising with other agencies such as SDS to identify those at risk of a negative destination.

Each young person who had not entered a positive destination was actively supported through Skills Development Scotland, the Employability team and the Virtual School and this approach has greatly aided our young people. This approach will be maintained over 2021/22. Despite the dip in destinations data due to the Covid-19 pandemic, destinations data has remained consistent for those who are care experienced.

The Service are keenly aware that children and young people (and particularly those who are care experienced) are likely to require significant additional support to thrive in school after the unsettled 18 months. As part of the strategic plan to further improve attendance of our young people, youth workers have been employed to work in our secondary schools for session 2021/22. Being based within the schools will enable relationships to be developed.

Family Learning workers have also been employed to support families in predominantly, but not exclusively, primary schools. This resource will help build on the universal roll out of PEEP across ELC and will help to support families at an early stage. These supports will target those who are Looked After at Home and on the edge of care with the aim of reducing the risk of not attending as well as supporting attendance. It is hoped that this intervention will address the risks associated with the dip in attendance evident in primary schools as a result of periods of self-isolation.

In recognition of the changed circumstances as we recover from the pandemic, the Virtual School will take a more significant role in the design and delivery of bridging activities for some young people as they return from out of authority placements to schools in the city.

IMPROVING PATHWAYS AND UNDERSTANDING OPPORTUNITIES AVAILABLE

The Covid-19 pandemic continues to have a significant impact on the local economy. The opportunities available to young people in some sectors continues to change and this uncertainty presents a number of challenges for young people, their families and for staff working to support young people into a positive destination. A 'single point of truth' has been developed to enable young people to make choices with more confidence.

A 2 day virtual induction programme 'Lift Off', was held in June 2021, this was our first online induction event for the senior students of Aberdeen City who now, more than ever, need us to work together to help them prepare for this next phase in their journey. The on-line event promoted post-school pathways for new S5 and S6 pupils from across Aberdeen and highlighted the unique skills young people have acquired over the 18 months and led young people to consider their CV more fully. The event was used not only to promote career pathways, but also to identify additional support services available to young people as they move on from school and to build on employer engagement and relationships.

Working Rite

In October 2020, Aberdeen City Council and MCR Pathways started working together on a pilot project with Working Rite, an organisation which supports young people between the ages of 16 - 24 who are struggling to overcome significant barriers in their lives. By individually matching a young person to a small business work placement provider, for up to six months, the young person is guided by an older mentor within the workplace, in addition to being supported by a Working Rite Project Coordinator. The Pathway Coordinator at Hazlehead Academy has introduced 2 school leavers (who are engaged in the Young Aberdeen Talent programme) but at risk of not finding a positive destination to the Working Rite programme.

Mental Health and Wellbeing focus

At Dyce Academy, the Pathway Coordinator produced materials to support young people in S1 and S2 with their mental health and wellbeing. These resources have been shared with our national group work development team and will be used in the 2021/22 academic year to increase the range of mindful activities young people can engage with.

Big Noise Torry Project (BNT)
In 2020-21 Covid-19 impacted on in-school and face to face sessions with a variety of delivery models for BNT programmes developed from 1-2-1 and small group sessions in-school and to larger scale open sessions online.

The online sessions were recorded and available after the session and also included “Facebook live” sessions which were open to all. There were 645 children who participated in the ‘Big Noise Torry’ programme in 2020/21, however, this does not include the open online sessions as data is unavailable for these.

Due to restrictions 2020-21 includes P1-P7 for in-school delivery however there were no nursery sessions. Instead video classes were provided for the nursery staff to do alongside the children.

REDUCING OFFENDING BEHAVIOUR

Our focus on young people receiving the right help at the right time to improve outcomes for young people at risk of becoming involved in the justice system has continued. ‘Refreshing the Whole System Approach Strategy and Action Plan 2021-2023’ has been developed along with the Partners of the Youth Justice Improvement Group and what the local data indicates are the key areas for development. It is written with cognisance to the National Youth Justice Vision and Action Plan as well as the new Youth Justice National Standards, EEI (Early and Effective intervention) Core Elements, Secure Care Standards and revised FRAME guidance.

EEI is a key thematic area of the new strategy and action plan. There are a further three thematic areas: Diversion, Children’s Rights and Participation, Higher Support Young People and Community Alternative to Secure Care and Custody. The action plan includes the charter mark development.

It is important that support is provided to young people who received an EEI, are diverted from prosecution or receive community payback orders. Numbers of 16/17 year olds being diverted from prosecution have seen an increase across the country. Locally we have seen 16/17 year olds undertaking the DfP (Diversion from Prosecution) with Barnardos RAFT service, RAFT (Reaching Aberdeen Families Together) is a social work commissioned service, who provide time limited support for children and young people to prevent escalation of concerns. It is a consortium led by Barnardos with Foyer, APEX, Alcohol and Drugs Action and Homestart. Charter work on DfP indicated that care experienced are underrepresented in DfP, and over represented in the category of CPO’s (Community Payback Orders). Work with Social Work, Youth Justice Management Unit (YJMU) and Crown Office and Procurator Fiscal Service (COPFS) is ongoing to ensure that COPFS have the required information to try to increase the number of young people being appropriately given a DfP disposal.

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PEOPLE (ADULTS)

OUR KEY DRIVERS

- Taking an effective, trauma-informed, problem solving whole system approach to offending by 16- and 17-year olds
- Tackling antisocial behaviour in problem areas with appropriate and effective interventions
- Ensuring a targeted approach to diverting over-18s from prosecution to effective interventions aimed at reducing the likelihood of reoffending, where appropriate
- Changing attitudes about domestic abuse in all its form
- Taking targeted interventions aimed at specific offending
- Ensuring people on community sentences and liberated from prison have better access to services
- 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
- Supporting vulnerable and disadvantaged people, families and groups
- Increase support for children and young people at risk of developing drug and alcohol problems
- Reduce levels of harmful alcohol consumption across the whole population through “making every opportunity count” approaches
- Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol
- Increase visibility and support of recovery in our communities

PEOPLE (ADULTS) HIGHLIGHTS

Mastrick Hub
Multi-partner Project set up engaging young people who may be at risk

5% decrease in households accommodated in temporary accommodation

Tenancy sustainment level of **90.6%**, which is above the national average

Two online webinars held for staff awareness of domestic abuse, with
80 attendees

2% decrease in homeless applications

PROGRESS MADE DURING 2020/21

REDUCING OFFENDING AND CONVICTIONS

Youth Work

Covid had an impact on the ability of youth workers to engage face to face with young people. The youth work service is a partner with the Fit Like Hubs, and young people at risk of developing drug and alcohol problems may be picked up through Requests for Assistance.

The area around Tesco on Lang Stracht has been an area highlighted in relation to youth activity and antisocial behaviour. Over the last year the Mastrick Hub project has been developed, within the store grounds, and is now up and running, this is a multi-partner project which engages young people in this area. The hub gives youths a safe place to go, whereby they have access to WiFi and shelter.

Youth Workers and ADA (Alcohol and Drugs Action) staff have been using the Hub space, to engage with young people and have conversations about drugs and alcohol. Street Sports are also in the area once a week with high levels of participation. Recently some of these young people took part in a "street art" project, creating an art mural, this encouraged the young people to feel empowered and have their say on how their hub would look.

Domestic Abuse

Over the last year we have continued to try and raise awareness of domestic abuse through frontline staff training to try and increase reporting of domestic abuse issues. We have held two online webinars for staff around domestic abuse awareness, the first webinar saw 35 attendees and the second webinar 45 attendees. Work has also started around increasing staff confidence to report domestic abuse.

We continue to work towards increasing the number of secondary schools with Mentors in Violence (MVP) in place. Unfortunately, over the last year this number has not increased and remains at 4 due to disruptions to schools throughout the pandemic. There are however a number of schools looking to be involved with the programme in session 2021/22, therefore this number is likely to increase over the next year.

Cuckooing

As part of the LOIP there was a project in place aiming to '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.'

The project aimed to identify individuals who were 'victims' of cuckooing. Staff from the Council's Housing and Children's Services would go on joint visits with Police to engage with individuals and offer them advice and support to help them get out of the situation they have found themselves in, and to try and protect and maintain their tenancy, by referral to appropriate services.

The changes have resulted in improvement overall as the problem had never been targeted previously. Work tackling cuckooing has raised awareness amongst support agencies as well as amongst the victims who now know where to turn for help. Fortunately work to raise awareness prior to the Covid-19 pandemic has not been affected.

A target engagement rate was set at 30%, which has been exceeded since the early stages of the project. This engagement rate accurately records victims dropping in and out of engagement due to their chaotic lifestyles. This project was brought to a close in 2021 when the LOIP was refreshed.

Priority Families

Priority Families has continued to deliver services to local families impacted by multiple issues including offending behaviour, antisocial behaviour and issues relating to school attendance and attainment. Through offering intensive key worker led support with partner agencies, the service works in collaboration with families within their homes, schools and communities, to give parents the tools and confidence to set appropriate routines and boundaries, address reasons for school non-attendance and provide diversions from offending and antisocial behaviour. During Covid this work has continued ensuring that there were safeguards and mechanisms in place to support the challenges faced by families, including the impact on mental health and wellbeing and financial hardship. As a result of this coordinated intervention and whole family approach, the service had significant impacts, for example, a 70% reduction in demand on Police services and parents also reported that they felt more confident in managing their child's behaviour and understood how to communicate with them, lessening the conflict and difficulties within the family home.

HOUSING ACCESS AND SUPPORT FOR VULNERABLE AND DISADVANTAGED PEOPLE

We have continued to improve our integrated practices for Care Experienced Young People. We have targeted the support offered to Care Leavers in terms of tenancy sustainment, by introducing a co-located housing support worker based in the Care Leavers team within Social Work to ensure comprehensive targeting of housing accommodation.

Against the backdrop of Covid-19, Aberdeen City Council's Housing Access and Support Service illustrate a strong position, with excellent progress towards delivery of Scottish Government's Rapid Rehousing Plan.

Whilst we did not experience the reduction in demand for services as greatly as other Local Authorities, the Council did excel in continuing to secure positive outcomes for homeless households, and these results are in stark contrast to performance nationally.

Homeless applications reduced by 2% on the previous year, to 1646. Households assessed as homeless similarly reduced by 2% to 1215. Repeat homelessness reduced by 1.2% to 4%, against a national trend of 5%. Aberdeen City Council achieved a tenancy sustainment level of 90.6%, which is higher than the national average of 89.9%.

The average length of time taken to assess a homeless application reduced by 6 days, to 9 days, against a national time of 16 days. Alongside Glasgow City Council, this makes Aberdeen City Council the best performer in this category.

The average length of homeless journey increased slightly, by 4 days to 144 days. Whilst it is disappointing to note this small increase, the complexities of operating within Covid-19 restrictions on void path return mean that we compare extremely favourably at almost half the national average, with the second best time recorded in Scotland, behind Perth & Kinross at 95 days. However, it is worth noting that their homeless demand is less than half of the level in Aberdeen.

Households accommodated in temporary accommodation at 31st March has reduced by 5%, which again, compares very well against an increase nationally of 12%. Aberdeen has outperformed the national average in this category by 17%. The average time spent in temporary accommodation is 131 days, against 199 days nationally. Of Scotland's four major cities, Aberdeen City recorded the lowest time, 3 days shorter than Dundee (134), 97 days shorter than Glasgow (228) and 151 shorter than Edinburgh (282).

A total of 490 breaches of the Unsuitable Accommodation Order were recorded across Scotland in 2020/21. Aberdeen City Council recorded no breaches.

This clearly highlights the strong performance achieved by Aberdeen City Council across a vast range of areas that link not only to national strategic homeless priorities, but to local actions as set out in the Rapid Rehousing Transition Plan. While there are many areas of strength, what is consistently evidenced is the strong performance achieved by Aberdeen City Council in securing settled outcomes for all homeless people as quickly as possible.

Image © Felix Mooneeram

PLACE

OUR KEY DRIVERS

- Increasing food resilience at individual and community level by establishing self-governing community co-operatives to offer further supportive ways of providing food.
- Developing and supporting community efforts in making our green space productive and resilient.
- Reducing emissions across the city through delivery of Aberdeen's Sustainable Energy Action Plan 'Powering Aberdeen'.
- Developing a bottom up approach to community resilience to encourage greater ownership and independent action towards preventing and mitigating impact of climate change.
- Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being, and confidence.

PLACE HIGHLIGHTS

100 food packages
delivered over Christmas period to **86 families** including **180 children**

1,200 representations
received during consultation of the Proposed Aberdeen Local Development Plan 2020

7 Green Flags
awarded

140,000
flower bulbs planted by volunteers **across the city**

193 **salt bags delivered** to communities and **20 community salt bins** provided

PROGRESS MADE DURING 2020/21

REDUCING FOOD POVERTY AND INCREASING FOOD RESILIENCE

Food Pantries

Due to the Pandemic the expansion of Food Pantries/Larders and Co-operatives has not been possible. From March - June 2020, most settings were effectively closed. Cummings Park Cubby was able to arrange a special Christmas delivery of 100 packages - meat, groceries, fresh vegetables and selection packs - to 86 families which included 180 children. This was made possible by donations and grants applied for.

Tillydrone Foodbank provided foodbank provision in partnership with The Lighthouse and the Trussel Trust. The Tillydrone Food Larder developed from June 2020 initially to reduce food waste by ensuring any items close to their 'Use by dates' did not end up in landfill.

All families and individuals accessing provision at the Cubby and Tillydrone Foodbank/ Larder are offered additional support ensuring they have access to necessary welfare and budgeting support. Suggested recipes and cooking ideas are provided. Covid Recovery grants/funds have supported food provisions across the city and many families have been able to use Meal Vouchers, initially when schools were closed but additionally during school holidays.

Food Growing Strategy and Open Space Audit

The food-growing implementation plan was developed and put in place in 2020-21 following approval of Granite City Growing: a community food growing strategy for Aberdeen at City, Growth and Resources Committee in February 2020. The Implementation Plan is being monitored.

The Open Space Audit had to mainly be paused during 2020-21 due to lockdown restrictions. However, as restrictions eased the work was picked up again and the audit will be completed in 2021-22.

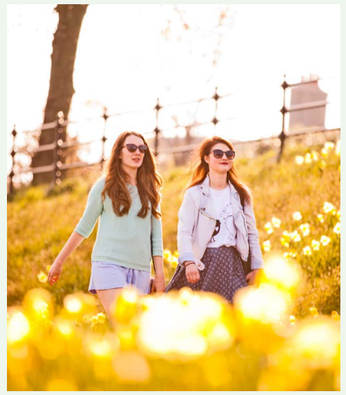
A Biodiversity Duty Report was produced in 2020. This is a statutory report to the Scottish Government on how the Council are delivering on their biodiversity duty under the Nature Conservation (Scotland) Act 2004.

DEVELOPING COMMUNITY RESILIENCE

Enable greater opportunities for engagement and participation in development planning placemaking

The planning system in Scotland seeks to deliver sustainable healthy communities, and balance social, environmental and economic need. For this to happen there needs to be an up to date Local Development Plan.

A Local Development Plan sets out locations for new homes and businesses, identifies areas for protection, and ensures facilities for good quality of life are in place - such as public transport, schools and open space. The allocations and policies in development plans affect everyday life, for example, how people travel, where people live, shop, work and spend their leisure time. The Local Development Plan also has to assist in tackling global and national challenges such as climate change, loss of biodiversity and inequalities in health and wellbeing.



The Proposed Aberdeen Local Development Plan 2020 was approved at Full Council on 02 March 2020, and a 14 and a half week public consultation took place between 20 May to 31 August 2020. Due to the national and local Covid-19 lockdowns all consultation had to take place digitally, however postal letters of representation were still welcome, along with email and consultation hub responses, to ensure all stakeholders could participate.

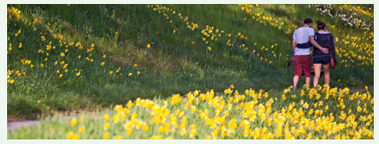
The consultation was promoted through online and paper media, with adverts in local newspapers, 17,000 neighbour notifications sent and posts on the Aberdeen City Council Facebook page, and the Local Development Plan Facebook and twitter accounts, and a virtual newsletter was sent to all those on the local development plan newsletter list. Community Councils, Key Agencies and other key stakeholders were informed by email. A Storymap was also produced to aid better virtual engagement.

Thirteen meetings were held through Microsoft Teams with ten different Community Councils, the development industry, Key Agencies, and local interested groups.

Nearly 1,200 representations were received during the consultation period. The storymap received 3,200 hits, and the local development plan social media account received 767 engagements.

PROMOTING GREENSPACE AND PLAYING AREAS

Due to Covid-19 many of the activities and events that would normally take place throughout the year to promote our greenspaces and playing areas were restricted or put on hold. Regardless, there has still been positive work carried out across the city in our green spaces.



Clean-Up Aberdeen

Since January 2021 'Clean-up Aberdeen' have increased significantly in numbers with 350 litter picking tongs distributed to our brilliant clean up champions. These have been to individuals, individuals and their friends, families and small groups, exercise groups, community centres, child minders, schools and businesses. As of 3rd August 2021, 383 clean ups have been carried out, 1069 volunteers have taken part with 1821.5 bags being filled.

Communities bring spring colour

Spring 2020 brought splashes of colour thanks to the work of many volunteers across the city. The annual autumn bulb planting took place in 2020, despite Covid-19, which has put paid to so many community activities. Almost 100 groups, schools and individuals took up the offer of free spring bulbs from Aberdeen City Council's Environmental Services. These enthusiastic volunteers managed to plant 140,000 crocus and muscari bulbs in parks, greenspaces and school grounds.

It was great to be able to help communities bring a bit of spring cheer to their neighbourhoods. It had been a difficult year for everyone but the new, fresh colours of spring that the volunteers helped bring to Aberdeen was appreciated by many.

Green Flag Awards

The Green Flag Award scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world.

Aberdeen had 7 sites awarded with Green Flags in 2020. This is the most we have ever achieved:

- Duthie Park, Green Heritage award
- Hazlehead Park
- Seaton Park
- Johnston Gardens
- Victoria Park
- Slopefield Allotments
- Garthdee Field Allotments

Aberdeen is the first local authority in Scotland to have an allotment site awarded with a Green Flag. We have 2! Garthdee Field Allotment achieved a Green Flag for the first time in 2020. It is a tremendous achievement to be awarded Green Flags. There have been obvious challenges this year but despite this, our parks and green spaces continue to be beautiful, well maintained and accessible to everyone. The awards recognise and reward the hard work of staff, Friends groups and the many volunteers who help in our parks.

Beach Seaside Award

2020 saw Aberdeen retain its Seaside Award. This was the 13th year in a row that our beach has been recognised and awarded in this way. This is a fantastic achievement and recognises and celebrates all the hard work of our staff and the many volunteers who help care for the beach.

The Beach Awards are administered by Keep Scotland Beautiful and started in 1993. The awards aim to celebrate all of Scotland's beaches and coastal communities whilst driving up the environmental standards around our coastline. Awarded beaches demonstrate excellent beach management and environmental best practice ensuring the maintenance of high standards.

ENCOURAGING ACTIVE TRAVEL

During the Covid-19 pandemic, a number of temporary interventions were delivered in the City Centre and in areas of key economic activity to support people to walk and cycle during the pandemic, and adhere to physical distancing guidelines. These measures are due to be phased out as Scotland moves to Level 0 restrictions and beyond in summer 2021.

A number of studies are currently underway on key transport corridors in the city to determine options for allowing them to perform better for all modes of travel, including walking, wheeling and cycling.

A revised Active Travel Action Plan was approved in February 2021.

REDUCING EMISSIONS AND ADAPTING TO THE IMPACTS OF CLIMATE CHANGE

Following development in 2019/20, a Net Zero Vision and Prospectus for Aberdeen; and a supporting Strategic Infrastructure Plan (Energy Transition) were approved at Urgent Business Committee in May 2020, to reflect emission targets and the pace of change in relevant legislation and standards.

Also, at Urgent Business Committee in May 2020, a Council Energy and Climate Routemap was approved, setting out the phases and timeline to producing a climate plan for Council assets and operations. This Council Climate Change Plan was approved at Council in March 2021, alongside a Project Register covering over 100 emission reduction and adaptation actions. The plan sets targets for net zero emissions by 2045; with interim targets of at least a 48% reduction by 2025; and a 75% reduction by 2030. It drives a significant increase in actions to reduce carbon emissions and to build resilience, re-shaping our operational activity and defining the approach to decarbonising our public buildings, council housing and fleet.

A Council Climate Change Group is progressing this work which is set out under 5 themed areas Buildings; Mobility; Other Operations; Leadership and Governance; Awareness and Behaviour Change.

In 2020, the Council's Leadership and Governance sub-group agreed to separate the Corporate Climate Risk into 2 risks, one covering compliance and the other climate risks to place. The Council's Risk Board is provided with monthly updates on these. Further work took place to identify climate risks relevant to Council Clusters.

The Council produces an annual Climate Change Report that reports on our corporate emissions and indicates our strategies and plans that include climate change. Several strategic documents were developed in this period and underwent the statutory environmental assessments:

- SEA Screening for the Council Climate Change Plan
- SEA Screening for the Aberdeen Low Emission Zone

In addition, Post Adoption Statements were produced for Aberdeen Adapts the city Climate Adaptation Framework; and Granite City Growing, Food Growing Strategy.

Reduce road congestion to improve air quality and reduce emissions
Congestion and air quality have obviously improved during the pandemic as a result of various restrictions on movement and Government guidance for people to work from home wherever possible. Mean PM 10 concentrations at air quality monitoring sites reduced from 13µg/m3 to 11µg/m3 (this is the average level measured across 6 monitoring sites in 2020). Various strands of work are underway to better understand how behaviours may change on a permanent basis post-pandemic.

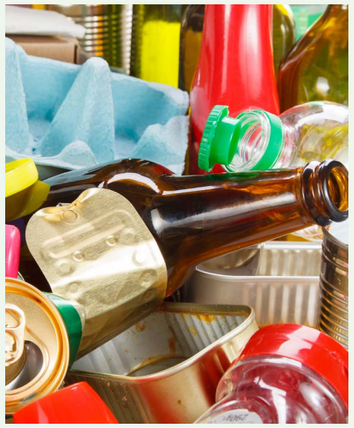
Work is ongoing to determine the optimum Low Emission Zone (LEZ) for Aberdeen City Centre, with an LEZ due to be declared by May 2022.

Waste and Recycling

The Covid pandemic has had a significant effect on the waste and recycling service due to physical distancing, staff absences, etc which forced the service to reduce its collection frequency from 2 weekly to 4 weekly for a short period in April and May 2020 due to these issues. In addition, the temporary closure of the city's 4 Household Waste Recycling Centres for 2 months at the beginning of the pandemic also impacted on how waste could be managed.

This, coupled with the increase in people who were at and working at home, and thereby producing more waste, has all placed additional pressure on the service and has had an adverse effect on recycling rates. The 2020 recycling rate is yet to be verified by SEPA, but it is anticipated to have dropped from the 2019 rate of 49.9%.

On a more positive note, the service is beginning to see a recovery from the Covid impacts. The team continues to work hard to continue to improve waste management in Aberdeen and the particular focus is on the communal properties as data shows that recycling rates in those areas served by shared facilities are lower than those using individual bins. This remains an ongoing challenge, but several projects are underway to look at tackling this issue including reviewing infrastructure, considering different types of containers and local engagement and promotion.



The Ness Energy Project continues to make good progress, the contract was awarded to EfW NESS Limited for the construction and operation of the Ness Energy from Waste facility in autumn 2019, with construction work commencing shortly thereafter. Progress has been good and it is expected that the work will be completed in 2022 and the facility will begin accepting waste from then.

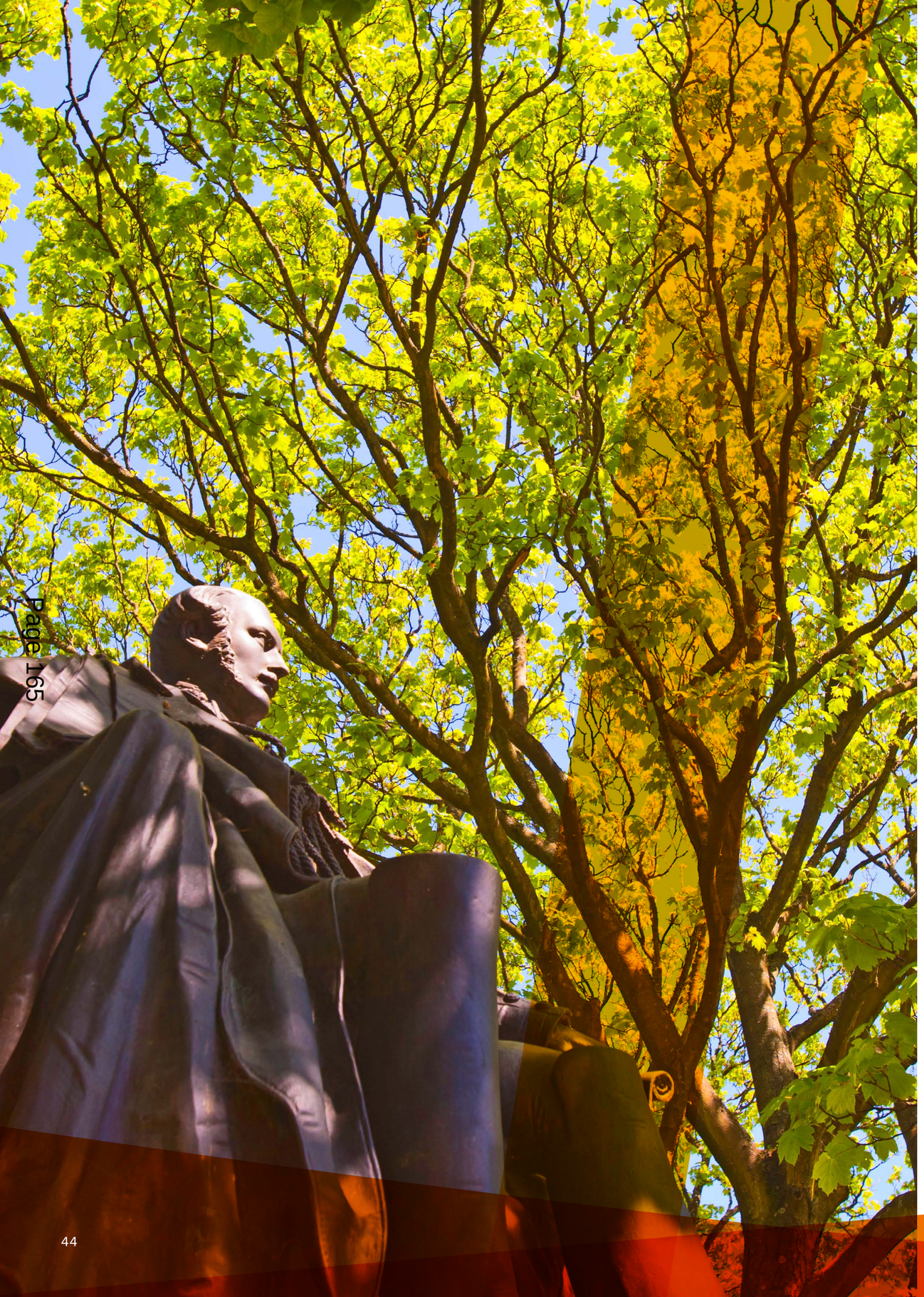
Improving Resilience to Flooding

Over the last two years a considerable amount of work has been carried out in conjunction with SEPA/ Scottish water and the Roads teams to become more proactive in relation to flooding events rather than re-active once they occur.

These events are happening more and more, due to climate change and putting considerable demand on the service. Additional budget was awarded to roads during this last financial year and in future, to expand the staff within the service associated with flooding and to expand the current number of gully machines. This will allow us to prioritise the existing “hakes” within the City along with the gullies to target those with the higher demand.

All this work is being carried out as part of our Flood Risk Management Plans for the whole of the City.

Image © Felix Mooneeram



HOW WE DO OUR BUSINESS

COMMISSIONING APPROACH

As set out in the Council Delivery Plan, 2020/21 saw significant progress in the Council's implementation of our commissioning approach to service planning and delivery. The Strategic Commissioning Committee has considered and approved reports relating to key elements of the commissioning cycle, including the development of the Population Needs Assessment, the refresh of the LOIP, Council Strategies and Outcome Based Performance Management. The Council Delivery Plan 2020/21 and the Council's budget complete the commissioning cycle as follows:

Council Delivery Plan	The Plan brings together ACC's annual priorities derived from UK & Scottish Government; City/Region arrangements; the Community Planning Partnership; and as a single agency.
Commissioning Intentions	Commissioning intentions define, annually, the contributions which the Council will make, through commissioned services, to the delivery of the outcomes set in the LOIP and supporting strategies.
Budget	The budget allocates financial resources to support the delivery of commissioned services at the agreed standards of delivery.
Service Standards	Standards define the availability, responsiveness, and quality of, and eligibility for, the services we commission.

DATA LED ANALYSIS OF SERVICE DEMAND AND SERVICE DESIGN

In line with the strategic commissioning approach, the 2020/21 planning and budgeting process was begun in early 2019/20 with a data led, service by service analysis of service demand; statutory duties; workforce; digital transformation; contracts; assets and fees & charges. This provided the basis for designing the services for 2020 onwards which will most effectively deliver improved outcomes.

Demand Management - A systematic approach has been taken to the analysis of demand. This approach has provided a model to classify the nature of demand; gain a greater understanding of how to meet that demand differently; and reduce future demand upon services. This will result in a shift away from responsive "negative" demand to planned "value" demand.

The following classification of demand have been adopted:

- Value demand - these are the demands we want customers to place on the system. These prevent future negative demand through earlier intervention.
- Negative demand - turning off negative demand has an immediate impact on our capacity. Negative demand is further sub-divided into:
    - Failure demand - demand from service failure or poor design
    - Avoidable demand - demand arising from behaviours that can be influenced or changed
    - Excess demand - providing a higher level of service than is needed to meet demand
    - Co-dependent demand - demand unintentionally reinforced and entrenched by service dependence
    - Preventable demand - demand which could have been prevented by intervening earlier

Each of the Council's services have undertaken this demand analysis and it has underpinned the design of services for 2020/21 and beyond which a) will reduce negative demand and b) include the identification of related options for reducing cost to ensure the service to be commissioned, and the standards at which these are delivered, are affordable within available resources.

TRANSFORMATION PORTFOLIO

The Council's environment continues to be extremely complex and multi-dimensional, with significant demand and a high ambition for improvement. This places pressure on how we resource all elements of Council activity to the desired level and where funds are deployed for best value. The events that have occurred in 2020/21 because of the global health pandemic have made this even more challenging. The Medium-Term Financial Strategy (MTFS) sets out assumptions regarding the ongoing short-term implications of Covid-19 in terms of financial year 2021/22, and then goes on to make some informed assumptions for financial years 2022/23 – 2027/28. The overall financial challenge ahead is likely to sit within a range of financial scenarios.

Regardless of the challenges ahead, the foundation for the Council's transformation remains our collective vision for the future of Aberdeen and our understanding of the strategic outcomes we need to address, as articulated in our strategies, the Local Outcome Improvement Plan (LOIP) and the Council Delivery Plan. Nevertheless, taking account of the emerging fiscal and economic challenges, the scale of service redesign will have to increase. Transformation is not only about delivering the necessary savings, there is an even more crucial need for organisational culture to be strategically oriented towards the capabilities embedded by the Council's Target Operating Model (TOM) e.g. preventing customer demand, anticipating demand, supporting customers to manage their demand, and in the event, we respond to demand, ensuring that staff are working with a focus on outcomes.

A very deliberate attempt has been made, and will continue to be made, towards influencing the culture of the organisation as well as ensuring that all staff have the right skills and working environment to operate within our changing operating model.

The Transformation Portfolio was reviewed during 2020 and refocused on the capabilities and actions to support deeper and broader service redesign that will be required to ensure financial stability in future years. The below are priorities for the next phase of the Transformation Portfolio:

- Taking full advantage of opportunities presented through the rapid acceleration of digital technology, the availability and management of data and how this can support both planning and transactional services for our customers.
- The flexibility of our workforce and the ability to respond to different demands and a different environment. We will continue to invest in the culture, training and development that will deliver a diverse and inclusive workforce for the future.
- The use of our physical assets to support transformation of our services and deliver an increased return for the Council.
- Working closely with our partners, customers and communities to deliver inclusive, whole system redesign.

Compared with baseline: Better | Similar | Worse | Target not achieved due to Covid-19 impact

Performance trend: Improving | Steady | Declining

Stretch Outcome 1: 10% increase in employment across priority and volume growth sectors by 2026

Index	Indicator	Measure	Baseline Data	Baseline Period	Current Period	Current Data	Trend	Commissioning Intentions
1	Percentage of school leavers who achieve a sustained positive destination	Percentage	92.8	Baseline (2016/17)	2019/20	89.5	↓	Commission new employability activity through No One Left Behind
2	Number of people progressing positively through the employability pipeline	Number	330	2017/18	2019/20	356	↑	Commission new employability activity through No One Left Behind
3	Number of people in low -skilled employment	Number	16900	2019	2020	23500	↓	Commission new employability activity through No One Left Behind
4	Number of young people achieving positive destinations	Percentage	89.9	2019/20	2020/21	93.2	↑	Commission new employability activity through No One Left Behind
5	Average time (weeks) to deliver commercial planning applications (Business and Industry)	Weeks	9.8	2019/20	2020/21	27.1 (a single application in this category was processed)	↓	Deliver decisions on planning, building standards and roads construction consent applications to enable growth in new sectors
6	% of building warrant applications processed within agreed timescale	Percentage	98.6	2019/20	2020/21	97.75	→	Deliver decisions on planning, building standards and roads construction consent applications to enable growth in new sectors
7	Employment in growth sector enterprises (digital/creative; food and drink; life sciences and tourism)	Number	16190	2017	2019	17890	↑	Number employed in creative and cultural business enterprises
8	Number of approved applications for development	Number	782	2019/20	2020/21	644		Prepare an up to date Strategic Development Plan and Local Development Plan to deliver development opportunities for Aberdeen
9	Number of tourists visiting Aberdeen annually	Number	835,000	2017	2019	739,000	↓	Promote the city and its venues to new national and international audiences through a new service level agreement with VisitAberdeenshire, collaborating with Culture Aberdeen, VisitScotland and industry
10	International Congress and Convention Association ranking worldwide	Number	377	2019	2019	377		Promote the city and its venues to new national and international audiences through a new service level agreement with VisitAberdeenshire, collaborating with Culture Aberdeen, VisitScotland and industry
11	Number of business births	Number	1160	2016	2019	1150	→	Provide an 'investor ready' pipeline of development opportunities in response to new enquires as a result of Council and City Region Deal supported investment
12	Number of business deaths	Number	1450	2016	2019	1105	→	Provide an 'investor ready' pipeline of development opportunities in response to new enquires as a result of Council and City Region Deal supported investment
13	Number of business gateway start-ups per 10,000 population	Number	21.2	2019/20	2020/21	18.1	↓	Support delivery of the Business Gateway contract and evaluate its impact
14	Annual visitors to the Art Gallery and museums	Number	143500	Sept 2019 - March 2020	2020/21 (partial opening across the year)	16897	↓	Support diversification of the city's tourism sector by securing new audiences through support to cultural venues, programmes and other events, including delivery of the Aberdeen 365 delivery model, The Event Complex Aberdeen, operation of the new Aberdeen Art Gallery, the museums service and ACC supported venues in the city
15	Number employed in creative and cultural business enterprises	Number	4030	2018	2019	4040	↑	Support diversification of the city's tourism sector by securing new audiences through support to cultural venues, programmes and other events, including delivery of the Aberdeen 365 delivery model, The Event Complex Aberdeen, operation of the new Aberdeen Art Gallery, the museums service and ACC supported venues in the city

Stretch Outcome 1: 10% increase in employment across priority and volume growth sectors by 2026

Index	Indicator	Measure	Baseline Data	Baseline Period	Current Period	Current Data	Trend	Commissioning Intentions
16	Export Value (£)	GBP (£ billion)	3401	2018	2018	3401		Support the Aberdeen and Grampian Chamber of Commerce to deliver a new Local Export Partnership, NE Scotland Trade Group, with key local and regional partners
17	Key sector employment	Number	59190	2017	2019	62890	↑	Support the Aberdeen and Grampian Chamber of Commerce to deliver a new Local Export Partnership, NE Scotland Trade Group, with key local and regional partners
18	Number of businesses participating in Council-supported outward trade activity	Number	90	2018	2019	153	↑	Support the Aberdeen and Grampian Chamber of Commerce to deliver a new Local Export Partnership, NE Scotland Trade Group, with key local and regional partners

Stretch Outcome 2: 90% of working people in Living Wage employment by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Number apprenticeships available by growth sector	Number	March 2020	1161	March 2020	1161		Commission new employability activity through No One Left Behind
2	Number staff engaged in mentoring young people	Number	2019/20	61	2019/20	61		Commission new employability activity through No One Left Behind
3	Number of young people starting a foundation apprenticeships	Number	2018-20	17	2019-21	93	↑	Increase the number of young people taking up foundation apprenticeships
4	% of young people with a Foundation Apprenticeship who have moved into a sustained positive destination	Percentage	2019/20	93.1	2020/21	97.4	↑	Increase the number of young people taking up foundation apprenticeships
5	Percentage of schools participating in Foundation Apprenticeships	Percentage	2019/20	100	2020/21	100	✓	Increase the number of young people taking up foundation apprenticeships
6	Complementary tariff points achieved by young people in Scottish Index of Multiple Deprivation (SIMD) 1 and 2	Tariff Points	2019/20	SIMD 1: 435 SIMD 2: 453	2019/20	SIMD 1: 435 SIMD 2: 453		Increase the range and number of accredited courses being provided by schools and partners
7	% of schools which have had a curriculum review	Percentage	2019/20	100	2020/21	100	✓	Increase the range and number of accredited courses being provided by schools and partners
8	% of school websites sharing information on learning pathways	Percentage	2019/20	100	2020/21	100	✓	Increase the range and number of accredited courses being provided by schools and partners
9	Number of subjects covered by the curriculum through SQA courses	Number	2019/20	63	2020/21	62	→	Increase the range and number of accredited courses being provided by schools and partners
10	Number of partners supporting delivery of the Senior Phase (Northfield Academy)	Number	2020/21	20	2020/21	20		Increase the range and number of accredited courses being provided by schools and partners
11	% of pupils staying on	Percentage	2019/20	S4/S5: 92% S5/S6: 76.3%	2020/21	S4/S5: 97.1% S5/S6: 90.7%	↑	Increase the range and number of accredited courses being provided by schools and partners
12	Number of SQA presented courses being provided by schools and partners	Number	2019/20	168	2020/21	169	→	Increase the range and number of accredited courses being provided by schools and partners
13	No of youth work interventions/ programmes in schools	Number	2019/20	200	2020/21	47	↓	Provide Community Learning and Development services that ensure: i) Young people are confident, resilient, and optimistic for the future (& Young people's perspectives are broadened through new experiences and thinking
14	No of under 12 volunteers	Number	2019/20	0	2020/21	0		Provide Community Learning and Development services that ensure: i) Young people are confident, resilient, and optimistic for the future (& Young people's perspectives are broadened through new experiences and thinking
15	No of volunteers participating in training	Number	2019/20	5	2020/21	0	↓	Provide Community Learning and Development services that ensure: i) Young people are confident, resilient, and optimistic for the future (& Young people's perspectives are broadened through new experiences and thinking
16	No of young people achieving awards and types of awards	Number	2019/20	164 Youth Achievement; Dynamic Youth Award; Hi5	2020/21	17 Dynamic Youth Awards; Saltire	↓	Provide Community Learning and Development services that ensure: i) Young people are confident, resilient, and optimistic for the future (& Young people's perspectives are broadened through new experiences and thinking

Stretch Outcome 2: 90% of working people in Living Wage employment by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
17	No of young people reporting they feel more confident, resilient and optimistic for the future	Number	2019/20	164	2020/21	17	↓	Provide Community Learning and Development services that ensure: i) Young people are confident, resilient, and optimistic for the future (& Young people's perspectives are broadened through new experiences and thinking
18	No of Adult Learning participants	Number	2019/20	534	2020/21	144	↓	Provide Community Learning and Development services that ensure: ii) Adult learners are confident, resilient and optimistic for the future (& Adult learners critically reflect on their experiences and make positive life changes for themselves and their community
19	No of Family Learning participants	Number	2019/20	203	2020/21	384	↑	Provide Community Learning and Development services that ensure: ii) Adult learners are confident, resilient and optimistic for the future (& Adult learners critically reflect on their experiences and make positive life changes for themselves and their community
20	No of learning opportunities	Number	2019/20	323	2020/21	169	↓	Provide Community Learning and Development services that ensure: ii) Adult learners are confident, resilient and optimistic for the future (& Adult learners critically reflect on their experiences and make positive life changes for themselves and their community
21	No volunteers delivering learning opportunities	Number	2019/20	26	2020/21	5	↓	Provide Community Learning and Development services that ensure: ii) Adult learners are confident, resilient and optimistic for the future (& Adult learners critically reflect on their experiences and make positive life changes for themselves and their community
22	No of employers providing positive feedback on the young people they've supported on work experience	Number	2019/20	20	2019/20	20		Provide Community Learning and Development services that ensure: ii) Adult learners are confident, resilient and optimistic for the future (& Adult learners critically reflect on their experiences and make positive life changes for themselves and their community
23	No of participants	Number	2020/21	737	2020/21	339	↓	Provide Community Learning and Development services that ensure: iii)Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)
24	Increase in funding	Percentage	2019/20	2	2020/21	3	↑	Provide Community Learning and Development services that ensure: iii)Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)
25	No of learners who engage in 80 hours or more learning	Number	2019/20	20	2020/21	5	↓	Provide Community Learning and Development services that ensure: iii)Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)
26	No of learners from marginalised groups – for example, Criminal Justice, Travellers	Number	2020/21	39	2020/21	39		Provide Community Learning and Development services that ensure: iii)Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)

Stretch Outcome 2: 90% of working people in Living Wage employment by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
27	No of SQAs	Number	2019/20	27	2020/21	19	↓	Provide Community Learning and Development services that ensure: iii)Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)
28	No of learners moving on to college	Number	2019/20	2	2019/20	2		Provide Community Learning and Development services that ensure: iii)Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)
29	No of learners moving on to employment	Number	2019/20	5	2019/20	5		Provide Community Learning and Development services that ensure: iii)Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)
30	% of learners who express increase in confidence	Percentage	2019/20	91	2020/21	85	↓	Provide Community Learning and Development services that ensure: iii)Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)
31	% of learners who have gained / improved skills	Percentage	2019/20	91	2020/21	85	↓	Provide Community Learning and Development services that ensure: iii)Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)
32	Number of after school club places (held on Aberdeen City Council Family Information Service (FIS))	Number	2019/20	1552	2020/21	1522	→	Support and expand out of school care in line with the expansion of early learning and childcare and the new National Framework for Out of School Care (2019) to meet the needs of families
33	Number of breakfast club places (held on Aberdeen City Council Family Information Service (FIS))	Number	2019/20	1259	2020/21	1259	→	Support and expand out of school care in line with the expansion of early learning and childcare and the new National Framework for Out of School Care (2019) to meet the needs of families
34	Number of childminder places (held on Aberdeen City Council Family Information Service (FIS))	Number	2019/20	622	2020/21	647	↑	Support and expand out of school care in line with the expansion of early learning and childcare and the new National Framework for Out of School Care (2019) to meet the needs of families
35	Number of day nursery places (held on Aberdeen City Council Family Information Service (FIS) and includes private nurseries, workplace nurseries, independent nurseries, creches, and pre-school playgroups registered with the Care Inspectorate)	Number	2019/20	2761	2020/21	2724	↓	Support and expand out of school care in line with the expansion of early learning and childcare and the new National Framework for Out of School Care (2019) to meet the needs of families

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

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Percentage of schools delivering 2 hours per week	Percentage	2018	97.9	2020	100 (when school buildings were open)		Utilise the council's estate and service delivery to promote and enable physical activity
2	Number of activities provided by, and number of children and young people participating in, "Food & Fun" through AFC Community Trust	Number	2020/21	15000 opportunities made available through the Summer of Play	2020/21	15000 opportunities made available through the Summer of Play		Utilise the council's estate and service delivery to promote and enable physical activity
3	Number of young people undertaking Duke of Edinburgh Awards	Number	2019/20	72	2020/21	0		Utilise the council's estate and service delivery to promote and enable physical activity
4	% of schools utilising Scottish Attainment Challenge money to offer a wellbeing intervention	Percentage	2019/20	100	2019/20	100		Utilise the council's estate and service delivery to promote and enable physical activity
5	% of school lets being utilised to support and promote wellbeing	Percentage	2019/20	100	2019/20	100		Utilise the council's estate and service delivery to promote and enable physical activity
6	% of recorded maternal obesity	Percentage	2016/17 - 2018/19	20.4	2017/18 - 2019/20	20.53		Through Sport Aberdeen and Aberdeen Sports Village, for children aged 0-5 and their families:- • identify and remove barriers to becoming and remaining active • work with key groups & networks to ensure continuous and appropriate engagement • review current opportunities to ensure the diverse needs of the community are met • develop opportunities to reflect local need and community engagement • further develop targeted programmes to positively impact in health inequalities
7	% of children with healthy weight in primary 1	Percentage	2018/19	79.47	2019/20	83.19		Through Sport Aberdeen and Aberdeen Sports Village, for children aged 0-5 and their families:- • identify and remove barriers to becoming and remaining active • work with key groups & networks to ensure continuous and appropriate engagement • review current opportunities to ensure the diverse needs of the community are met • develop opportunities to reflect local need and community engagement • further develop targeted programmes to positively impact in health inequalities
8	% of quality indicators rated as Good or above during inspections of local authority and partner provider Early Learning and Childcare centres by the Care Inspectorate	Percentage	2018/19	52.9	2020/21	No inspections undertaken		Support all early learning and childcare settings to deliver early learning and childcare provision in line with National Quality Standard by August 2020

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

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
9	Combined % of partner provider Early Learning and Childcare centre inspections receiving positive Care Inspectorate and Education Scotland reports per financial year	Percentage	2018/19	88.4% received inspections with no recommendations arising from an Indicator evaluation of less than Satisfactory (equating to partially negative outcome)	2020/21	No inspections undertaken		Support all early learning and childcare settings to deliver early learning and childcare provision in line with National Quality Standard by August 2020
10	% of positive evaluations of quality reference indicators from Education Scotland and Care Inspectorate inspection reports of publicly funded Early Learning and Childcare	Percentage	2018/19	90	2020/21	No inspections undertaken		Support all early learning and childcare settings to deliver early learning and childcare provision in line with National Quality Standard by August 2020
11	% of parents who can access PEEP in their local Early Learning and Childcare setting	Percentage	2019/20	0	2020/21	2	↑	Offer PEEP (Parents as Early Education Partners) universally across all Local Authority settings
12	Number of children subject to pre-birth and initial case conferences and conversion rate to registration	Number (Percentage)	Aug 2018 - Jul 2019	206 (78%)	Aug 2019 -Jul 2020	121 (84%)	↑	Improve the Council's recognition and response to the child protection implications of domestic abuse, coercive control, emotional abuse, FGM, Ethnicity, LGBT+, prevent, forced marriage and disability
13	Number of Child Protection Investigations where Joint Investigative Interview took place in a 12-month period	Number	Apr 2017 - Mar 2018	423	Aug 2019 - Jul 2020	378		Improve the Council's recognition and response to the child protection implications of domestic abuse, coercive control, emotional abuse, FGM, Ethnicity, LGBT+, prevent, forced marriage and disability
14	Number/rate of children, including unborn children, on the Child Protection Register	Number/ Rate	01/07/2019	119/3.4	July 2020	142/4.1	↓	Improve the Council's recognition and response to the child protection implications of domestic abuse, coercive control, emotional abuse, FGM, Ethnicity, LGBT+, prevent, forced marriage and disability
15	Children and young people subject to a Child Protection Order in a 12-month period	Number	Aug 2019 - Jul 2020	19	Aug 2020 - Jul 2021	19	→	Improve the Council's recognition and response to the child protection implications of domestic abuse, coercive control, emotional abuse, FGM, Ethnicity, LGBT+, prevent, forced marriage and disability
16	Number emergency hospital admissions for unintentional injury to children under 5 years	Number	2014/15 - 2016/17	170.3	2019/20	135	↑	Improve the Council's recognition and response to indicators of cumulative neglect
17	Number of recorded offences of cruelty, neglect and unnatural treatment of children	Number	2019/20	39	2020/21	20	↑	Improve the Council's recognition and response to indicators of cumulative neglect
18	Number of children on Child Protection Register under the category of neglect	Number	01/07/2019	57	July 2021	29	↑	Improve the Council's recognition and response to indicators of cumulative neglect
19	% of eligible 2s accessing Early Learning and Childcare provisions	Percentage	2019/20	29.74	2020/21	33.03	↑	Ensure all parents who are keen to access 1140 hours of Early Learning and Childcare centres are able to do so
20	% of eligible population allocated Council funded pre-school nursery places in local authority and partner provider Early Learning and Childcare settings	Percentage	2018/19	94.75	2019/20	96.13	↑	Ensure all parents who are keen to access 1140 hours of Early Learning and Childcare centres are able to do so

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

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
21	% of eligible population allocated Council funded ante pre-school nursery places in local authority and partner provider Early Learning and Childcare settings	Percentage	2018/19	92.79	2020/21	95.91	↑	Ensure all parents who are keen to access 1140 hours of Early Learning and Childcare centres are able to do so
22	Average National Playing Fields Association play value score of children's playgrounds	Value Score	2018/19	35.19	2020/21	36.15	↑	Enable every child to have access to an outdoor environment with outdoor play area provision
23	Local authority and community playgrounds per 1,000 children	Number	2019/20	4.31	2020/21	4.21	→	Enable every child to have access to an outdoor environment with outdoor play area provision
24	% of P1 pupils achieving Curriculum for Excellence levels in Reading by Scottish Indices of Multiple Deprivation Quintiles	Percentage	2017/18 Academic year	SIMD Quintile 1 (20% Most Deprived) - 73.66% SIMD Quintile 2 - 70.13% SIMD Quintile 3 - 76.00% SIMD Quintile 4 - 82.87% SIMD Quintile 5 (20% Least Deprived) - 87.95%	2019/20	There was no ACEL data collection for this period due to Covid. 2020/21 data is not yet available		Deploy early learning and childcare excellence and equity practitioners to lead direct support to children and families to help close the gap in those aged 2-5
25	% of P1 pupils achieving Curriculum for Excellence levels in Writing by Scottish Indices of Multiple Deprivation Quintiles	Percentage	2017/18 Academic year	SIMD Quintile 1 (20% Most Deprived) - 74.49% SIMD Quintile 2 - 67.03% SIMD Quintile 3 - 73.82% SIMD Quintile 4 - 80.34% SIMD Quintile 5 (20% Least Deprived) - 84.62%	2019/20	There was no ACEL data collection for this period due to Covid. 2020/21 data is not yet available		Deploy early learning and childcare excellence and equity practitioners to lead direct support to children and families to help close the gap in those aged 2-5
26	% of P1 pupils achieving Curriculum for Excellence levels in Numeracy by Scottish Indices of Multiple Deprivation Quintiles	Percentage	2017/18 Academic year	SIMD Quintile 1 (20% Most Deprived) - 76.54% SIMD Quintile 2 - 75.59% SIMD Quintile 3 - 84.67% SIMD Quintile 4 - 86.24% SIMD Quintile 5 (20% Least Deprived) - 87.95%	2019/20	There was no ACEL data collection for this period due to Covid. 2020/21 data is not yet available		Deploy early learning and childcare excellence and equity practitioners to lead direct support to children and families to help close the gap in those aged 2-5
27	% of P1 pupils achieving Curriculum for Excellence levels in Listening and Talking by Scottish Indices of Multiple Deprivation Quintiles	Percentage	2017/18 Academic year	SIMD Quintile 1 (20% Most Deprived) - 83.54% SIMD Quintile 2 - 79.23% SIMD Quintile 3 - 86.18% SIMD Quintile 4 - 88.48% SIMD Quintile 5 (20% Least Deprived) - 92.16%	2019/20	There was no ACEL data collection for this period due to Covid. 2020/21 data is not yet available		Deploy early learning and childcare excellence and equity practitioners to lead direct support to children and families to help close the gap in those aged 2-5
28	Percentage of Child Protection Register case conference which take a strength based approach	Percentage	Aug 2018 - Jul 2020	100	Aug 2020 -Jul 2021	100	✓	Adopt a strength based and participatory approach to child protection practice

Stretch Outcome 4 - 90% of children and young people will report that they feel mentally well by 2026 (People children and young people)

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Number of reported bullying incidents	Number	2019/20	105	2020/21	171		Build capacity across the universal provision to identify and support children and young people and their families with emerging mental health needs and deliver bespoke targeted support to children and young people and their families who have established mental health needs
2	Number of appropriate referrals to the school Nurse for targeted support (*Please note that these figures are the most accurate to date but there may be some descrepencies due to staffing absence)	Number	2019/20 (Sept - May)	601	2020/21 (Sept - May)	428		Build capacity across the universal provision to identify and support children and young people and their families with emerging mental health needs and deliver bespoke targeted support to children and young people and their families who have established mental health needs
3	Number of children and young people accessing a targeted support through ICFS	Number	2020/21	1038	2020/21	1038		Establish a targeted positive response to mental health and emotional wellbeing for those children and young people with recognised needs
4	Percentage of school communities who can evidence their work to actively raise awareness	Percentage	2019/20	100	2020/21	100		Raise awareness of signs of positive wellbeing in parents, carers, children and young people

Stretch Outcome 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

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Percentage of looked after children placed in an external foster placement	Percentage	2017/18	50	2019/20	46.3	↑	Further develop an integrated approach to supporting children to remain in their community
2	Percentage of looked after children placed in an external residential placement	Percentage	2017/18	11	2019/20	10.8	↓	Further develop an integrated approach to supporting children to remain in their community
3	Percentage of children being looked after in the community either at home or in a kinship placement (with friends/family)	Percentage	31st July 2019	35.9	31st July 2020	39.8	↑	Further develop an integrated approach to supporting children to remain in their community
4	Percentage of looked after children who experience 3 or more placement moves	Percentage	31st July 2019	5	31st July 2020	5	→	Further develop an integrated approach to supporting children to remain in their community
5	Number of care experienced young people receiving a bespoke education support pathway delivered by MCR Pathways	Number	2018/19 Academic year	18	2020/21 (Academic year)	112	↑	Improve educational outcomes for care experienced children and young people
6	Number of care experienced young people receiving a bespoke education support pathway delivered by Sport Aberdeen	Number	2018/19 Academic year	20	2019/20 (Academic year)	26	↑	Improve educational outcomes for care experienced children and young people
7	Percentage of Looked After Young People (S4-S6) who leave school and go to an initial positive destination	Percentage	2017/18 Academic year	56.5	2019/20 (Academic year)	73.3	↑	Improve educational outcomes for care experienced children and young people
8	Rate of exclusions of Looked After children and young people	Rate per 1,000 pupils who were looked after	2018/19	1076	2019/20	500	↑	Improve educational outcomes for care experienced children and young people
9	Percentage of Looked After school leavers attaining SCQF Level 3 in Literacy and Numeracy	Percentage	2017/18 Academic year	43.5	2019/20 (Academic year)	73.3	↑	Improve educational outcomes for care experienced children and young people
10	Percentage of Looked After young people leaving school with 4 or more SCQF awards at Level 3	Percentage	2017/18 Academic year	43.5	2019/20 (Academic year)	40	↓	Improve educational outcomes for care experienced children and young people
11	Percentage of Looked After 2-5 year olds accessing early years provision	Percentage	June 2021	85.9	June 2021	85.9		Improve educational outcomes for care experienced children and young people
12	Percentage attendance for looked after children and young people	Percentage	2018/19 Academic year	88	2019/20 (Academic year)	89	→	Increase capacity of all educational resource to support identified vulnerabilities Improve educational outcomes for care experienced children and young people
13	Number of children and young people remaining in a placement between 16-18 years	Number	2019/20	66 (18 at Home/Kinship; 48 away from home)	2020/21	71 (18 at Home/Kinship; 53 away from home)	→	Increase the number of children and young people remaining in a placement between 16-18 years

Stretch Outcome 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

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
14	Number of children that report being happy in their care placement (those who use 'Mind of My Own' App)	Number (Percentage)	2019-2021	0-9 years = 54 responses (88%) 10-16 years = 91 responses (83%) 17+ years = 4 responses (50%)	2019-2021	0-9 years = 54 responses (88%) 10-16 years = 91 responses (83%) 17+ years = 4 responses (50%)		Increase the physical and emotional health outcomes for care experienced young people
15	Number/Percentage of children/young people over the age of 16 being looked after	Number (Percentage)	July 2017	78 (14)	July 2020	66 (12)		Support children and young people to understand and access multiagency throughcare and aftercare services
16	Number (percentage) of 15 year olds in care with a support plan	Number (Percentage)	July 2019	45 (100)	July 2020	44 (100)		Support children and young people to understand and access multiagency throughcare and aftercare services
17	Number of care leavers who receive throughcare and aftercare support	Number	July 2019	156	July 2020	184		Support children and young people to understand and access multiagency throughcare and aftercare services
18	Percentage of care leavers accessing their benefit entitlement	Percentage	2019/20	95-100	2020/21	95-100		Support children and young people to understand and access multiagency throughcare and aftercare services

Stretch Outcome 6 - 95% of children living in our priority localities will sustain postive destination upon leaving school by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Number of children participating in the "Big Noise Torry" programme	Number	2019/20	600	2020/21	645	↑	Continue to support and expand the Sistema "Big Noise Torry" project
2	Attendance levels in programme activities	Percentage	2019/20	83% (Afterschool programme)	2020/21	Data not available due to variety of delivery		Continue to support and expand the Sistema "Big Noise Torry" project
3	Number of hours delivered	Number	2019/20	3035	2020/21	2287	↓	Continue to support and expand the Sistema "Big Noise Torry" project
4	Rate of sustained involvement by children and young people in the programme (at P3 sign-up in January to afterschool programme)	Number	2019	Sign-up Jan 2019: 175 Dec 2019: 125	2020	Sign-up Jan 2020: 185 Dec 2020: 128	↑	Continue to support and expand the Sistema "Big Noise Torry" project
5	% difference between 20% most and least deprived for literacy and numeracy (SIMD Quintiles - leavers attaining literacy and numeracy at SCQF Level 3)	Percentage	2017/18 Academic Year	10.5	2019/20 (Academic Year)	5.75	↑	Improve pathways for all to employment and training and provision of additional support for identified groups including care experienced and those with additional support needs
6	Number of young people leaving school with no qualifications	Number	2019/20	13	2019/20	13		Improve pathways for all to employment and training and provision of additional support for identified groups including care experienced and those with additional support needs
7	Number of winter leavers with no positive destination	Number	2019/20	38	2019/20	38		Improve pathways for all to employment and training and provision of additional support for identified groups including care experienced and those with additional support needs
8	Number of Developing Young Workforce programmes available to young people	Number	2019/20	214	2019/20	214		Improve pathways for all to employment and training and provision of additional support for identified groups including care experienced and those with additional support needs
9	Number of young people engaged in Career Ready	Number	2019-21	59	2020-22	77	↑	Increase the number of young people being supported into a positive destination through mentoring opportunities
10	Number of young people accessing MCR Pathways	Number	2020/21	216	2020/21	216		Number of young people accessing MCR Pathways
11	% of schools offering a fuller range of vocational qualifications, in partnership with colleges and other training providers	Percentage	2019/20	100	2020/21	100	✓	Support school staff and parents to have a greater understanding of the world of work and routes into work to improve young people's learning
12	School staff reporting increased understanding of the world of work and routes into work to improve young people's learning	None	2020/21		2020/21	Delayed due to Covid		Support school staff and parents to have a greater understanding of the world of work and routes into work to improve young people's learning

Stretch Outcome 7 - Child Friendly City by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Achieve UNICEF Child Friendly Accreditation badges in: Participating; Child Friendly Services; Place; Culture; Co-operation and Leadership; and Communication		2019/20	In progress	2020/21	In progress	→	Make Aberdeen child friendly where children feel safe, heard, nurtured and able to flourish

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

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Number of young people charged with an offence	Number	2015/16	965	2019	714	↑	Review and refresh the whole system approach to Youth Justice to better ensure effective and early support Identify and engage with young people at risk of involvement in offending behaviour to ensure that they do not enter the criminal justice system
2	Number of instances of youth antisocial behaviour reported to the Police	Number	2019	2761	2020	2066	↑	Review and refresh the whole system approach to Youth Justice to better ensure effective and early support Identify and engage with young people at risk of involvement in offending behaviour to ensure that they do not enter the criminal justice system

Stretch Outcome 9 - 25% fewer people receiving a first ever Court conviction each year by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Number of offences committed by age group	Number	2019/20	12-15yrs: 855 16-17yrs: 763	2020/21	12-15yrs: 578 16-17yrs: 695	↑	Deliver effective interventions in targeted areas to reduce instances of anti-social behaviour
2	Number of people involved in three or more Police Crime Files	Number	2019/20	91	2020/21	52	↑	Deliver effective interventions in targeted areas to reduce instances of anti-social behaviour
3	Number of 12-17 year olds who accrued only 1 charge in given period	Number	2019/20	484	2020/21	322	↑	Deliver effective interventions in targeted areas to reduce instances of anti-social behaviour
4	Number of 12-17 year olds referred through EEI to Social Work, Education, Fire Service and/or Bernardos	Number	2019/20	165	2020/21	131		Deliver effective interventions in targeted areas to reduce instances of anti-social behaviour
5	Number of Fiscal Work Orders commenced	Number	2018/19	45	2019/20	16	↑	Deliver relevant support to people who: i) receive a Fiscal Work Order and ii) are diverted from prosecution and referred to Criminal Justice Social Work Service for supervision
6	Number of over-18's diverted from prosecution	Number	2017/18	75	2019/20	69	↓	Deliver relevant support to people who: i) receive a Fiscal Work Order and ii) are diverted from prosecution and referred to Criminal Justice Social Work Service for supervision
7	Number of cases 'diverted' to Children's Social Work Services by Police under Effective & Early Intervention (EEI)	Number	2019/20	157	2020/21	62	↓	Deliver support to young people who receive an Early and Effective Intervention or are diverted from prosecution by the Crown Office and Procurator Fiscal Service and are referred to Social Work Service
8	Number of young people jointly reported to SCRA & Procurator Fiscal	Number	2019/20	64	2019/20	64		Deliver support to young people who receive an Early and Effective Intervention or are diverted from prosecution by the Crown Office and Procurator Fiscal Service and are referred to Social Work Service
9	Number of 16/17 year olds subject to a hearing referred on offence ground	Number	2019/20	11	2019/20	11		Deliver support to young people who receive an Early and Effective Intervention or are diverted from prosecution by the Crown Office and Procurator Fiscal Service and are referred to Social Work Service
10	Number of secondary schools with mentors in violence prevention scheme in place	Number	2019/20	4	2018/19	4	→	Increase reporting of domestic abuse issues through frontline staff awareness training
11	Number of awareness raising sessions and staff participating	Number	2020/21	2 webinars 80 attendees	2020/21	2 webinars 80 attendees		Increase reporting of domestic abuse issues through frontline staff awareness training
12	Number of reports of domestic abuse submitted by under 18 year olds	Number	2020/21	33	2020/21	33		Increase reporting of domestic abuse issues through frontline staff awareness training
13	Number of antisocial behaviour instances reported to the council (All incidents)	Number	2017/18	4670	2020/21	4897	↓	Review and refresh the whole system approach to Youth Justice to better ensure effective and early support Identify and engage with young people at risk of involvement in offending behaviour to ensure that they do not enter the criminal justice system

Stretch Outcome 10 - 2% fewer people reconvicted within one year of receiving a community of custodial sentence by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Number of individuals involved in cuckooing who undertake effective interventions	Number	2019/20	15	2020/21	21	↑	Working with Police Scotland, 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 *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)
2	Number of people progressing positively through the employability pipeline (individuals referred in by Justice Social Work Service and Youth Team)	Number	Apr 2019 - Dec 2019	5	Apr 2019 - Dec 2019	5		People on community sentences and released from prison are supported towards Employment

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

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Tenancy sustainment rates	Percentage	2018/19	90.1	2020/21	91.7	↑	Ensure that all homeless people and people at risk of homelessness are offered support to find a home
2	Number of tenants in temporary accomodation who remain in that locality upon accessing permanent accomodation	Number	2018/19	335	2020/21	240		Ensure that all homeless people and people at risk of homelessness are offered support to find a home
3	Number of evictions from Council housing due to tenancy arrears	Number	2018/19	82	2020/21	0	↑	Ensure that all homeless people and people at risk of homelessness are offered support to find a home
4	Number (Percentage) of homeless presentations which repeat within 12-month period	Number (Percentage)	2018/19	83 (6.5)	2020/21	49 (4)	↑	Ensure that all homeless people and people at risk of homelessness are offered support to find a home
5	Number (Percentage) of previously homeless households who do not sustain their tenancy for at least one year, unless for positive reasons	Number (Percentage)	2018/19	105 (13.4)	2020/21	75 (9.5)	↑	Ensure that all homeless people and people at risk of homelessness are offered support to find a home
6	Length of homeless and support assessment periods	Days	2018/19	17.6	2020/21	9.9	↑	Ensure that all homeless people and people at risk of homelessness are offered support to find a home
7	Number of households entering temporary accommodation	Number	2018/19	1305	2020/21	1123	↑	Ensure that all homeless people and people at risk of homelessness are offered support to find a home
8	Average homeless journey (days)	Days	2018/19	160.8	2020/21	143	↑	Ensure that all homeless people and people at risk of homelessness are offered support to find a home
9	Number of families achieving 3 or more improved Priority Family outcome measures	Number	2018/19	18	2020/21	30	↑	Continue with the Priority Family approach to improve outcomes for families and reduce demand on CPP partners
10	Priority Families - Reduction in demand for social work services, police and court	Number of Families	2020/21	23	2020/21	23		Continue with the Priority Family approach to improve outcomes for families and reduce demand on CPP partners

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

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Number of engagements with young people by The Street Work Team on the subject of drugs and alcohol	Number	2018/19	246	2020/21	62	↓	Target youth work services with priority groups of children and young people
2	Number of Making Every Opportunity Count conversations	Number	2019/20	534	2020/21	1130	↑	Increase use of the Making Every Opportunity Count (MEOC) approach in 2020/22

Stretch Outcome 13 - No one in Aberdeen will go without food due to poverty by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	Number of new community growing places: total and in prority localities	Number	2018/19	13 (13)	2019/20	22 (20)	↑	Encourage people of all ages and abilities to get involved at their local allotment linking in all relevant policy such as the Community Empowerment Act, Part 9
2	Number of Community pantries established	Number	2018/19	0	2020/21	3	→	Reduce food poverty and implement the provision of a Food Growing Strategy
3	Number of people using community pantries	Number	2019/20	258	2020/21	231	↑	Reduce food poverty and implement the provision of a Food Growing Strategy
4	Number of community food growing initiatives in schools, communities and workplaces	Number	2018/19	12	2019/20	20	↑	Reduce food poverty and implement the provision of a Food Growing Strategy
5	Number of food packages distributed through FareShare & others	Number	2020/21	1298	2020/21	1298		Reduce food poverty and implement the provision of a Food Growing Strategy
6	Number of community co-operatives established	Number	2020/21	0	2019/20	0		Reduce food poverty and implement the provision of a Food Growing Strategy

Stretch Outcome 14 - Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	% of internal strategies and policies with climate change adaption embedded	Percentage	2019/20	Currently being reviewed	2019/20	Being progressed	↑	Deliver Aberdeen Adapts - Adaptation Plan for climate change in Aberdeen Develop a Net Zero Vision and Transition Plan for a place-based approach to net zero Develop a new prioritised Strategic Infrastructure Plan that can be used to support the business case for any green investment funding opportunities
2	% of clusters with Climate Change Adaption embedded within their risk register		2021/22		2021/22 (Q1)	Climate risks relevant to Council Clusters identified. Work taking place to integrate these		Deliver Aberdeen Adapts - Adaptation Plan for climate change in Aberdeen Develop a Net Zero Vision and Transition Plan for a place-based approach to net zero Develop a new prioritised Strategic Infrastructure Plan that can be used to support the business case for any green investment funding opportunities
3	Number of new community growing places city-wide and in priority localities	Number	2018/19	13 (13)	2019/20	22 (20)	↑	Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change
4	Number of people participating in food growing activities in community spaces	Number	2019/20	5100	2020/21	200 (previous years have included schools, but there is no school data this year due to Covid)	↓	Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change
5	Number of partners and volunteers involved in parks and bloom groups	Number	2018/19	15000	2019/20	16500	↑	Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change
6	Number of "friend of" groups	Number	2019/20	166	2020/21	198	↑	Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change
7	Number of blue, green infrastructure initiatives delivered	Number	2019/20	20+	2019/20	20+		Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change
8	Number of Green Flag awards	Number	2018/19	5	2020/21	7	↑	Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change
9	% of residents reported as being satisfied or fairly satisfied with their local green space city-wide and in priority localities	Percentage	2018/19	72	2019/20	67	↓	Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change Improve the provision of open space and deliver appropriate access to open space through Core Path Plans, Open Space Audit and Strategy Review and Food Growing Strategy
10	Number of placemaking and consultation events held across the city	Number	2020/21	13	2020/21	13		Enable greater opportunities for engagement and participation in development planning placemaking
11	% of events where engagement or participation took place	Percentage	2020/21	100	2020/21	100	✓	Enable greater opportunities for engagement and participation in development planning placemaking
12	Number of people attending events held across the city	Number	2020/21	102	2020/21	102		Enable greater opportunities for engagement and participation in development planning placemaking

Stretch Outcome 14 - Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
13	% of digital responses to consultation processes	Percentage	2020/21	99.5	2020/21	99.5		Enable greater opportunities for engagement and participation in development planning placemaking
14	Number of staff who have undertaken awareness training on the requirements to undertake SEA, HRA, EIA, etc.	Number	2018/19	20	2019/20	0	↓	Ensure compliance of Council strategies, policies and processes with environmental legislation through Strategic Environmental Assessment (SEA), Habitat Regulation Assessment (HRA) etc.
15	% of strategies, programmes and plans compliant with SEA, HRA, EIA	Percentage	2019/20		2019/20	Currently being reviewed		Ensure compliance of Council strategies, policies and processes with environmental legislation through Strategic Environmental Assessment (SEA), Habitat Regulation Assessment (HRA) etc.
16	Number of salt bags delivered to communities	Number	2019/20	185	2020/21	193	↑	Increase community participation in winter maintenance and other resilience issues
17	% of Household waste - energy from waste	Percentage	2018/19	61	2019/20	64.8	↑	Increase recycling of waste to become more resource efficient
18	% Waste diverted from landfill	Percentage	2018/19	79.4	2019/20	80.04	→	Increase recycling of waste to become more resource efficient
19	Household waste recycling rate	Rate	2018/19	47.3	2019/20	45.37	↓	Increase recycling of waste to become more resource efficient
20	% of council dwelling that are energy efficient	Percentage	2018/19	86.92	2020/21	93.3	↑	Increase the energy efficiency of council housing stock
21	Number of city tree stock	Hectares	2018/19	380	2019/20	390	↑	Manage and expand a safe, healthy tree stock
22	Mean PM 10 concentrations at air quality monitoring sites	µg/m3	2018/19	15	2019/20	11	↑	Reduce road congestion to improve air quality and reduce emissions
23	Household and commercial waste generated (Ts)	Number (Tons)	2018/19	85540	2019/20	85265	↑	Reduce waste and increase re-use opportunities in line with the aims of the circular economy and ensure sufficient alternatives are in place for treatment of general waste to landfill until the energy from waste facility is operational

Stretch Outcome 15 - 38% of people walking and 5% people cycling as a main mode of travel by 2026

Index	Indicator	Measure	Baseline Period	Baseline Data	Current Data Period	Current Data	Trend	Commissioning Intention
1	% of people who walk as main mode of travel	Percentage	2017	28	2019	21	→	Implement the active travel action plan to encourage walking and cycling
2	% of people who cycle as main mode of transport	Percentage	2017	2.4	2019	2	→	Implement the active travel action plan to encourage walking and cycling
3	% of people using active travel for everyday journeys	Percentage	2020 (March)	Work/education – 20.0% To the City Centre during the day – 27.0% All Journeys (not work/to city centre) – 13.5%	2020 (March)	Work/education – 20.0% To the City Centre during the day – 27.0% All Journeys (not work/to city centre) – 13.5%		Implement the active travel action plan to encourage walking and cycling
4	Number of people killed or seriously injured in road traffic accidents (Due to changes in the way casualty severities are recorded, figures for serious accidents in 2019 are not comparable with previous years)	Number	2019	51	2020	38 (preliminary)	↑	Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	6 October 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Refreshed Local Outcome Improvement Plan 2016-26 and CPA Development Plan 2021-2022
REPORT NUMBER	CUS/21/226
DIRECTOR	Angela Scott, Chief Executive
CHIEF OFFICER	Martin Murchie, Data & Insights
REPORT AUTHOR	Michelle Cochlan, Community Planning Manager Allison Swanson, Improvement Programme Manager
TERMS OF REFERENCE	4.2

1. PURPOSE OF REPORT

1.1 This report presents the refreshed Local Outcome Improvement Plan (LOIP) 2016-26 approved by the Community Planning Aberdeen (CPA) Board on 7 July 2021. The development of the refreshed plan took place in the context of the Covid-19 pandemic and at a time of recovery, as well as renewal. The Partnership's ambition for improvement is as bold as ever and we continue to work towards achieving our vision of Aberdeen as 'a place where all people can prosper'. The LOIP refreshed for 2021 sets out how we will go about this in the face of our changed circumstances.

2. RECOMMENDATION(S)

That the Committee:

2.1 endorse the refreshed Local Outcome Improvement Plan 2016-2026 presented at Appendix 1;
2.2 endorse the Development Plan at Appendix 2; and
2.3 consider the LOIP and Development Plan in conjunction with the Locality Plans (Item 11.3) which connects the LOIP to community priorities and assets.

3. BACKGROUND

3.1 Community Planning Aberdeen has undertaken a review of the Local Outcome Improvement Plan (LOIP) to ensure it remains relevant and focussed on priority outcomes. This is the second refresh of the LOIP since it was first published in 2016. The process for undertaking the current refresh started in November 2020 with the update of the Aberdeen City Population Needs Assessment (PNA). The PNA reflects the significant challenges posed by the Covid-19 pandemic and the social, environmental and economic impacts which are to be long lasting. Public spending, which could help mitigate this impact, is likely to be under sustained pressure. The crisis highlights the importance of the role of Community Planning Aberdeen in pulling together partners, resources and community assets to work together towards the longer term recovery of the City.

3.2 During the development of the refreshed LOIP, partnership staff and community members involved in the Partnership's Outcome Improvement Groups and Locality Empowerment Groups considered the data and insights within the PNA to make recommendations for amendments to the LOIP. The draft LOIP presented with this report reflects the final submissions from the Outcome Improvement Groups, having considered feedback from the online public simulator which ran throughout March, stakeholder sessions held in April and a final public consultation on the plan during the first two weeks of June. See LOIP Refresh webpage for further information.

3.3 The LOIP is complemented and underpinned by three Locality Plans for North, South and Central areas of the City. These describe the Partnership's asset based approach to working with communities to harness the skills, knowledge, experience and ideas of communities in tackling priority issues.

4. REFRESHED LOIP 2021

4.1 The LOIP presented in Appendix 1 to this report was approved by the CPA Board on 7 July 2021.

4.2 **Summary of the key changes**:

- Increased focus on poverty through new Stretch Outcome 1
- 15 stretch outcomes remain but have been refreshed
- Contraction of improvement projects to sharpen focus
- Lead Partner, baseline data and target population identified from the outset

4.3 **Increased focus on poverty through new Stretch Outcome 1**. Central to the LOIP is the ambition to reduce inequalities of outcome which exist across the City as a result of socio-economic disadvantage. The LOIP in its entirety demonstrates how, over the course of the ten year plan, partners are working together to prevent people, families and communities falling into and suffering the consequences of poverty. However, the coronavirus pandemic is expected to push more people into immediate and acute poverty and therefore a new stretch outcome 'No one will suffer due to poverty by 2026' has been added to the LOIP. This communicates the Partnership's commitment to supporting the shorter term recovery of the City as well as longer term renewal.

4.4 The stretch outcome incorporates the improvement projects which were previously set out within former stretch outcome 13 'No one in Aberdeen will go without food due to poverty'. New stretch outcome 1 seeks to mitigate the causes of immediate and acute poverty through projects which will ensure all people across the City have access to food, fuel, shelter and finance. Whilst the stretch outcomes within the LOIP are not ordered in terms of importance, placing the new stretch outcome upfront signals the Partnership's dedication to tackling poverty in all forms to improve outcomes for people in the short, medium and longer term. To oversee delivery of the stretch outcome, a new Anti-Poverty Outcome Improvement Group has been added to the CPA structure, see page 45 of the LOIP in Appendix 1.

4.5 **15 stretch outcomes remain but have been refreshed**. The refresh process has provided the opportunity to revisit all priority stretch outcomes and in most cases changes have been made, to varying degrees. As well as the addition of new stretch outcome 1, we also have a new stretch outcome 15 which seeks to protect and sustain our natural environment. The UK Government commissioned Dasgupta Review on the Economics of Biodiversity published in April 2021 sets the context of this Stretch Outcome and explains the importance of biodiversity to our society.

4.6 **Contraction of improvement projects to sharpen focus**. In refreshing the stretch outcomes, Outcome Improvement Groups also reviewed the shorter term improvement project aims which have been identified to deliver the longer term outcomes. There has been a contraction of improvement project aims which results in a sharpened focus on areas which require collaboration from partners and application of improvement methodology. Partners have removed any improvement aims which, on reflection, are considered single system issues or business as usual. The number of LOIP projects has therefore reduced from 120 to 75.

4.7 **Lead Partner, baseline data and target population.** The inclusion of lead partner in the LOIP ensures Community Planning Aberdeen is clear about what it is committing to achieve as a Partnership and as individual partners. Baseline data has been included where available and a target population to indicate if the project will target a specific area/ cohort.

4.8 See Appendix 3 for an analysis undertaken by the Chief Officer of Early Intervention and Community Empowerment to determine the balance of interventions across the refreshed LOIP.

5. DEVELOPMENT PLAN 2021-22

5.1 Since 2016, Community Planning Aberdeen has made significant progress in creating the conditions for change which enable partners to work more effectively together. In response to feedback gathered from the CPA Board during a session facilitated by the Improvement Service in April 2021; and from a feedback exercise conducted with Project Managers in March 2021, the Development Plan at Appendix 2 has been developed.

5.2 The Plan includes five themes for improvement under which actions have been identified to provide cross cutting support to colleagues across the Partnership in the delivery of the LOIP and underpinning Locality Plans. These include: Capacity Building; Advice, Support and Coaching; Data and Research; Cross cutting campaigns; and Leadership.

6. FINANCIAL IMPLICATIONS

6.1 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.

7. LEGAL IMPLICATIONS

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

8. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	There is a risk of the sustainability of stretch outcomes.	L	The Community Planning Aberdeen Outcome Management and Improvement Framework sets out how CPA ensures effective, systematic and collaborative scrutiny of progress towards the achievement of outcomes within the LOIP. Community Planning Aberdeen also needs to meet its statutory duties in relation to public outcome reporting. The CPA Annual Outcome Improvement Report provides an annual opportunity to review overall progress against the improvement projects in the LOIP and quarterly reporting arrangements should ensure that any issues are identified and addressed in advance of annual report.
Compliance	Compliance with the Community Empowerment (Scotland) Act 2015	L	Refreshed LOIP has been developed in compliance with the requirements of the Act.
Operational	Staff have the skills and knowledge of improvement methodology to undertake the improvement projects within the LOIP	L	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.

Financial	The Council alone is unable to resource the improvement activity required to deliver the outcomes within the LOIP.	H	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
Reputational	That the LOIP priorities do not cover all areas of potential improvement which may have a negative impact on the public's perception of the Council and Partnership working.		The Local Outcome Improvement Plan identified priorities for Partnership working based on the needs of the population, customer and community insight and professional opinion of experts across the Community Planning Partnership.
Environment / Climate	N/A		

9. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Council Policy Statement	The report recommends that the Council's policy statement and strategies are reviewed to ensure alignment with the refreshed LOIP.
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The refreshed LOIP identifies three stretch outcomes which will demonstrate achievement of a prosperous economy.
Prosperous People Stretch Outcomes	The refreshed LOIP identifies nine stretch outcomes which will demonstrate achievement of prosperous people.
Prosperous Place Stretch Outcomes	The refreshed LOIP identifies three stretch outcomes which will demonstrate achievement of a prosperous place.
Regional and City Strategies	The LOIP sets out the regional and city strategies aligned to each of the stretch outcomes and all

	partners have been asked to update their strategic plans to align to the refreshed LOIP.
UK and Scottish Legislative and Policy Programmes	The report sets out the refreshed LOIP, which fulfils the requirements placed upon the Partnership by the Community Empowerment (Scotland) Act 2015 ("CEA").

10. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment undertaken.
Data Protection Impact Assessment	Not required

11. BACKGROUND PAPERS

Final Draft Refreshed Local Outcome Improvement Plan 2016-26 and CPA Development Plan 2021-2022, CPA Board, 7 July 2021

12. APPENDICES

Appendix 1 - Refreshed LOIP 2016-2026
Appendix 2 - CPA Development Plan
Appendix 3 - Analysis undertaken by the Chief Officer of Early Intervention and Community Empowerment to determine the balance of interventions across the refreshed LOIP.

11. REPORT AUTHOR CONTACT DETAILS

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Local Outcome Improvement Plan

Community Planning Aberdeen

2016-26

Refreshed 7 July 2021

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FOREWORD

Chair of Community Planning Aberdeen Board
Co-Leader of Aberdeen City Council

Vice Chair of Community Planning Aberdeen Board
Divisional Commander, Police Scotland

A place where all people can prosper – that remains our collective vision for Aberdeen. Regardless of their background or circumstance, everyone in our great city should enjoy the same opportunities to flourish as an individual. The Local Outcome Improvement Plan (LOIP) sets out the means for achieving this. Launched in 2016, the 10-year plan is led by Community Planning Aberdeen in partnership with local people, communities and other organisations.

The arrival of the Covid-19 pandemic just over a year ago impacted the wellbeing of our people and place as never before, amplifying the link between poverty and ill health. At a local level, our response brought into sharp focus the value of partnership working and reaffirmed the essential rightness of the LOIP and its tenets. We are enormously proud to report that 80,000 people volunteered to assist in Aberdeen when communities needed our help most. A huge amount of work had already been done across the partnership to take forward LOIP projects, and this positioned us well for the pandemic. Ensuring Aberdeen's continued economic, health and social recovery is the focus of this refreshed LOIP for 2021.
Let us consider some of the challenges and our response.

The pandemic is expected to push more people into immediate poverty. A new stretch outcome -- 'No one will suffer due to poverty by 2026' -- has been introduced to signal our determination to tackle this by giving people across the city access to food, fuel, shelter, employment, and finance.

Between March and November 2020, the number of unemployment claimants more than doubled in Aberdeen, hitting those with no qualifications or workplace experience the hardest. There was a similar increase in the number of people on Universal Credit. That's why we are working with employers to teach skills and map out career paths, so those most vulnerable to redundancy and unemployment, both young and old, can find meaningful work with a good living wage.

There has been evidence of a significant rise in the number of people experiencing mental health problems during Covid, with some of the most affected being children and young people as well as older people and others with protected characteristics. In addition, lockdown restrictions have impacted developmental milestones for very young children. We have nine stretch outcomes within the LOIP which will see us take forward projects in direct support of children, young people, families, and vulnerable people facing such difficulties. Covid-19 is not the only global threat. The risk from climate change has not gone away during the pandemic.

In the last year, cities and regions across the UK have undergone radical changes to our way of living and working, helping with a temporary reduction in carbon emissions. We recognise the need to continue to be progressive in our approach to delivering services and to accelerate ongoing efforts to reduce emissions. How we travel, shop, heat our buildings, and our relationship with our place of work all provide us with opportunities to promote healthy lifestyles and make communities more self-sustaining. Giving citizens ready access to schools, amenities and employment could liberate them in new ways.

Economic and environmental success must be translated into social success – lifting people out of poverty, offering equal opportunities for everyone to prosper, giving them reason to believe in the future.

The LOIP refresh, along with our new Locality Plans, marks a maturing of how we are all working together to make life better for everyone, so that no one is left behind in this city we call home. Through the LOIP, we are reaching out to our people, communities and businesses to harness their intellectual talent and resourcefulness. The world has changed but our core purpose has not: putting people and place first by considering welfare in the widest possible sense. The LOIP is the very embodiment of that approach.

Community Planning Aberdeen Board Members

Angela Scott Chief Executive Aberdeen City Council	**Caroline Hiscox** Chief Executive NHS Grampian	**Susan Webb** Director of Public Health NHS Grampian	**Bruce Farquharson** Local Senior Officer Scottish Fire and Rescue Service	**Ken Milroy** Regional Chair North East Scotland College	**Gordon MacDougall** Head of Operations North East Skills Development Scotland	**Luan Grugeon** Chair of Integrated Joint Board
Councillor John Wheeler Aberdeen City Council	**Councillor Alex Nicoll** Aberdeen City Council	**Councillor Martin Greig** Aberdeen City Council	**Alistair Robertson** Active Aberdeen Partnership	**Jonathan Smith** Chair Civic Forum	**Paul O'Connor MBE** Chair ACVO	**Richard Wells** Vice Principal University of Aberdeen

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 January 2021.

Our Economy

Pre-Covid-19 data suggests that Aberdeen remains a competitive and productive city with GVA (Gross Value Added) per head in Aberdeen City and Aberdeenshire being among the highest in Scotland. Following a drop between 2015 and 2018, the number of growth sector enterprises in Aberdeen City increased between 2018 and 2019 to 4,860 and the number of people employed in these enterprises increased from 60,980 to 62,890. The proportion of our working-age population who are economically active is higher than the Scottish average (79% compared to 77.5%), as is the proportion of our workforce who are qualified to NVQ4 and above (52% compared to 44%). In 2019 there were 1,150 new businesses in Aberdeen. However, the total number of enterprises in the City decreased slightly from 8,800 in 2019 to 8,690 in 2020 and the average weekly wage (median gross) for people living in Aberdeen City decreased from £599.50 in 2019 to £592.50 in 2020 and is now lower than the average for Scotland.

Data from SIMD 2020 suggests that overall, Aberdeen remains a relatively affluent city with 36.7% of Aberdeen's data zones being in the 20% least deprived areas of Scotland. However, there remain areas of deprivation with 10.2% of Aberdeen's data zones being in the 20% most deprived areas of Scotland – an increase from 8% in SIMD 2016. And it is estimated that 21.5% of children in Aberdeen City are living in poverty (below 60% of median income after housing costs).

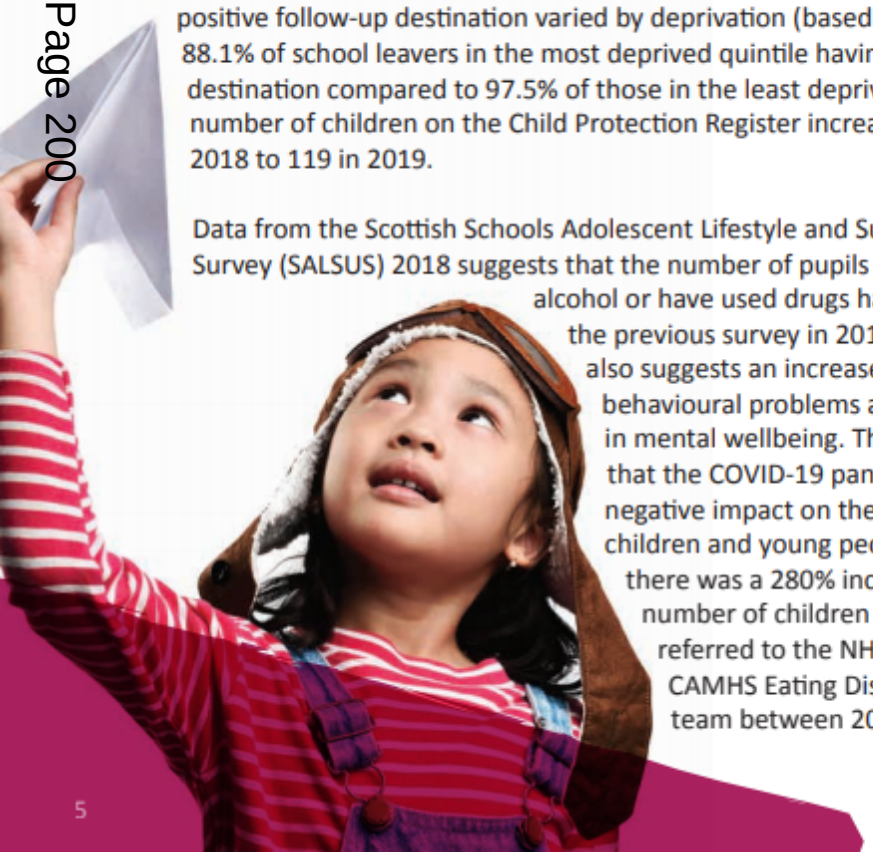
While the full impact of Covid-19 on our economy is not yet clear, it is likely that many aspects of our local economy will be affected, with some sectors more likely to be impacted than others e.g. accommodation and food, arts, retail, entertainment and recreation. Many of the lowest paid employees, particularly young people, work in these sectors and are therefore most likely to feel the effects. While the furlough scheme is likely to have helped reduce unemployment in the short term, there was still a significant increase in the number of people claiming unemployment benefits (Claimant Count) which increased by 128% between March and November. The Covid-19 pandemic is also likely to have pushed more people into poverty and financial insecurity, with those who were already disadvantaged being most likely to experience the negative effects. In Aberdeen, the number of people claiming Universal Credit increased by 124% between March and November 2020. The rise in food insecurity seen prior to the pandemic is also likely to have worsened with 91% of food assistance calls to the COVID-19 crisis line resulting from unavailable funds.

Our People (Children and Young People)

In 2019 there were 35,423 children (0-15 years) in Aberdeen City – this equates to 15.5% of the City's total population which is slightly lower than the Scottish figure of 17.1%. In 2019 there were 13,915 primary school pupils and 9,106 secondary school pupils in Aberdeen City. There were also 135 pupils enrolled in Special Schools.

In July 2019 there were 542 Care experienced children and young people (CECYP) in Aberdeen City – equivalent to 1.4% of the 0-17 years population which is the same rate as Scotland. Foster care is the most common setting for looked after children in Aberdeen City. At 36%, the proportion of looked after children in kinship care (at home with parents or with friends/relatives) is lower in Aberdeen City than in Scotland (54.2%). While improved, as in Scotland the attainment outcomes for CECYP are still lower than those for all pupils. In 2018/19 82.4% of looked after children in Aberdeen City left school with 1 or more qualification at SCQF level 4 compared to 94.5% for all pupils. Similarly, 76% were in a positive destination (follow-up) compared to 93.2% for all pupils. The percentage of school leavers (all pupils) in a positive follow-up destination varied by deprivation (based on SIMD) with 88.1% of school leavers in the most deprived quintile having a positive destination compared to 97.5% of those in the least deprived quintile. The number of children on the Child Protection Register increased from 68 in 2018 to 119 in 2019.

Data from the Scottish Schools Adolescent Lifestyle and Substance Use Survey (SALSUS) 2018 suggests that the number of pupils who smoke, drink alcohol or have used drugs has increased since the previous survey in 2013. The survey also suggests an increase in emotional and behavioural problems and a decrease in mental wellbeing. There is concern that the COVID-19 pandemic will have a negative impact on the mental health of children and young people. In Grampian there was a 280% increase in the number of children and young people referred to the NHS Grampian CAMHS Eating Disorder specialist team between 2019 and 2020.



COVID-19 is also likely to negatively impact on our children and young people in other ways. One concern is that those who leave education over the next few years will be disadvantaged compared to those who left pre-COVID-19, with particular groups likely to be more impacted than others. These include those who are disabled, girls, those living in poverty, those who are BAME and Care Experienced Children and Young People. Concerns have also been raised about the detrimental impact that restrictions imposed as a result of COVID-19 will have on the development of very young children.

Our People (Adults)

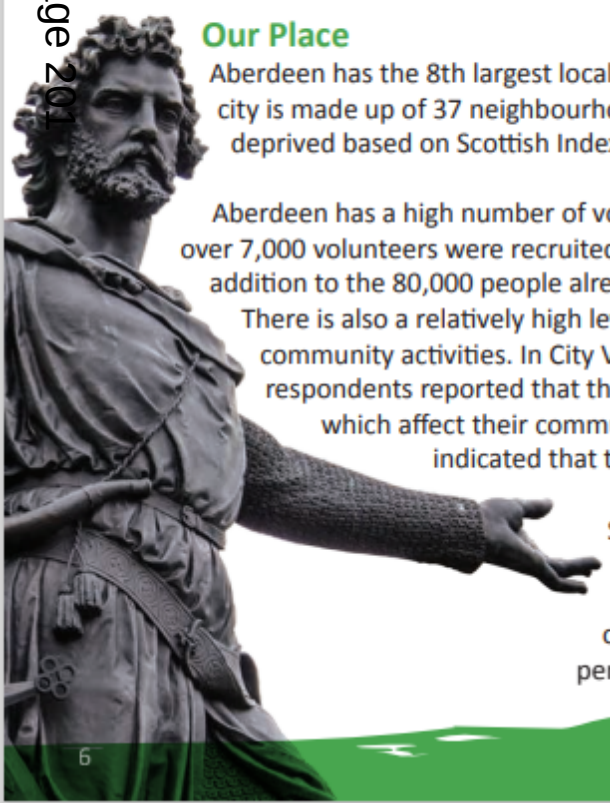
Following 3 years of decreases, the population of Aberdeen increased from 227,560 in 2018 to 228,670 in 2019. Between 2018 and 2028 the population of Aberdeen is projected to increase by 1.1% to 230,170. Most of this increase in Aberdeen City is projected to come from migration (1%). However, the projected increase is not consistent across all age groups with decreases projected in those aged 0-15 years (-3.2%), 25-44 years (-2.1%) and 45-64 years (-2.6%). The number of people aged 75 years and over is projected to increase by 16.1%.

Aberdeen has a relatively young population. Compared to Scotland the proportion of working-age people is higher (69.1% compared to 64.5%) and the median age is lower (38 years compared to 43.4 years). We have a diverse city with an estimated 24.7% of the City's population having been born outside of the UK compared to 9.8% for Scotland. Of those, it is estimated that 41.1% are from EU countries and 58.9% from non-EU countries (compared to 50% for both groups in the year to end December 2019).

Estimated life expectancy at birth in Aberdeen is broadly in line with Scottish averages at 81.4 years for females and 77.1 years for males (81.1 years 77.2 years respectively for Scotland). However, as in Scotland, life expectancy is strongly associated with deprivation, with those in the most deprived areas having a lower life expectancy than those in the least deprived areas. The difference in estimated life expectancy between most and least deprived SIMD quintiles is 10.3 years for males and 7.3 years for females. Healthy life expectancy (HLE) measures years lived in good health. While life expectancy has remained broadly stable, HLE has decreased for both males and females, from 68.2 years in 2013-15 to 62.5 years in 2017-19 for females and from 64 years to 60.6 years for males.

Pre-COVID-19 data shows a mixed picture in relation to health behaviours. Positive signs are lower than average rates of smoking during pregnancy and higher than average rates of active travel and physical activity. Rates of obesity (BMI of 30+) and smoking have also decreased. At 25%, the rate of adults drinking above the guideline recommendations of 14 units per week has also decreased but is still slightly higher than the rate for Scotland of 24%. There were 44 drug-related deaths in 2019 and at 0.21 per 1,000 population, Aberdeen has the 7th highest average annual rate of drug deaths of all local authorities in Scotland. In 2019/20 16.6% of people in Aberdeen City were prescribed drugs for anxiety, depression or psychosis. While lower than the national rate (19.7%), consistent with trends in Scotland the proportion of people receiving prescriptions for these conditions has increased significantly in recent years (from 13% in 2010/11). In 2019 there were 25 probable suicides in Aberdeen City (20 male and 5 female).

There is concern that COVID-19 will have a detrimental impact on both health behaviours and mental health – increasing levels of drug and alcohol misuse and increasing the number of people experiencing mental health problems.



Our Place

Aberdeen has the 8th largest local authority population in Scotland. The city is made up of 37 neighbourhoods, 13 of which are recognised as deprived based on Scottish Index of Deprivation (SIMD 2020).

Aberdeen has a high number of volunteers - in response to COVID-19, over 7,000 volunteers were recruited between March and July 2020 in addition to the 80,000 people already assisting volunteering in Aberdeen. There is also a relatively high level of interest in being involved in community activities. In City Voice 44 (March 2020), 55.8% of respondents reported that they would like to be involved in decisions which affect their community however only 26% of respondents indicated that they felt they knew how to get involved.

Since 2016/17, rates for all crimes and offences have decreased with the exception of non-sexual crimes of violence which increased from 17.4 per 10,000 population to 22.4 in 2019/20.

Recorded incidents of domestic abuse increased from 2,486 in 2018/19 to 2,528 in 2019/20. The rate of accidental dwelling fires is higher in Aberdeen than Scotland (214.2 per 100,000 dwellings compared to 165.6) and, while the total number of road traffic accident casualties has decreased in recent years, the number of people with serious injuries increased from 34 in 2017 to 51 in 2019.

There is a national and local commitment to meet the target of Net Zero Emissions by 2045. Since 2005, CO2 emissions in Aberdeen have fallen by 35% to 1,210 kt in 2018, and per capita emissions have fallen from 9 tonnes to 5.3 tonnes. The amount of household waste generated has decreased each year since 2016 and the amount of household waste going to landfill has fallen from 58,021 tonnes to 15,005 tonnes – a reduction of 74%. The carbon impact of household waste has fallen from 253,014 tonnes CO2e in 2016 to 180,260 tonnes CO2e in 2019. Active travel can also play a part in reducing emissions. Pre-COVID data shows that the proportion of people using active travel (walking or cycling) to get to work or education fell from 26.1% in 2016/17 to 20.6% in 2017/18. While walking and cycling for recreation increased as a result of COVID-19 restrictions, it is not known whether these habits will be retained in the longer term. However, climate change is being experienced now across Aberdeen with changes to local rainfall and weather patterns. Based on the most recent SEPA Flood Risk Management Strategy, four areas in Aberdeen have been identified as potentially vulnerable to flooding – Deeside, Peterculter, Bridge of Don and Denmore. In 2016, the total annual average damages due to flooding was estimated at £17,370,000, which is equivalent to 80% of annual average damages for the North East Local Plan area.

Greenspace is important for a range of reasons, including health and well-being, economic benefit and environmental protection. While Aberdeen has a diverse mix of greenspaces for people and wildlife, the types, quantities, quality and accessibility of these are not evenly distributed across the City. In March 2020, 65% of City Voice respondents reported that they were satisfied with their local green space. This is down from 2019 when 71% reported that they were satisfied.

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.

Values Simulator

In March 2021, Community Planning Aberdeen carried out an online exercise to gain an understanding of the issues which are most important to the citizens of Aberdeen. 2,642 people from across the City took part in the Simulator exercise. Participants were asked to consider 26 projects and allocate points based on their importance to the participant. They also had the opportunity to give comments and ideas.

The data gathered from the simulator has been considered alongside the Population Needs Assessment in making decisions about which improvement projects are prioritised in the new Local Outcome Improvement Plan.

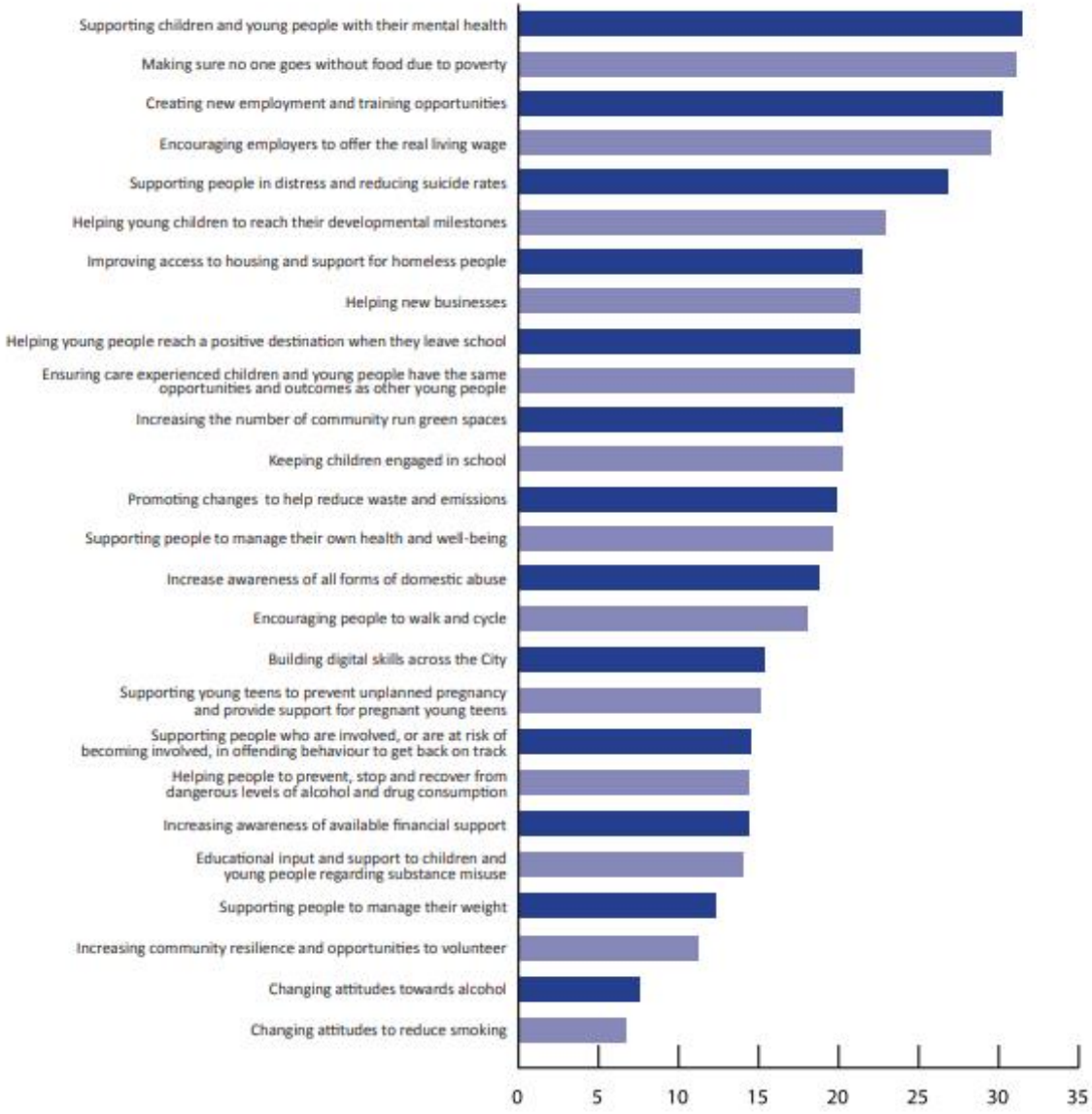
The five highest ranking projects were:

1. Supporting children and young people with their mental health (31.5)
2. Making sure no-one goes without food due to poverty (31.1)
3. Creating new employment and training opportunities (30.3)
4. Encouraging employers to offer the real living wage (29.5)
5. Supporting people in distress and reducing suicide rates (26.8)

A total of 761 comments were given by participants. The main themes which emerged from the comments were:

- People
- Spaces
- Wage
- Health
- Support

See below the chart showing the mean score received for all projects:



OUR VISION FOR ABERDEEN CITY

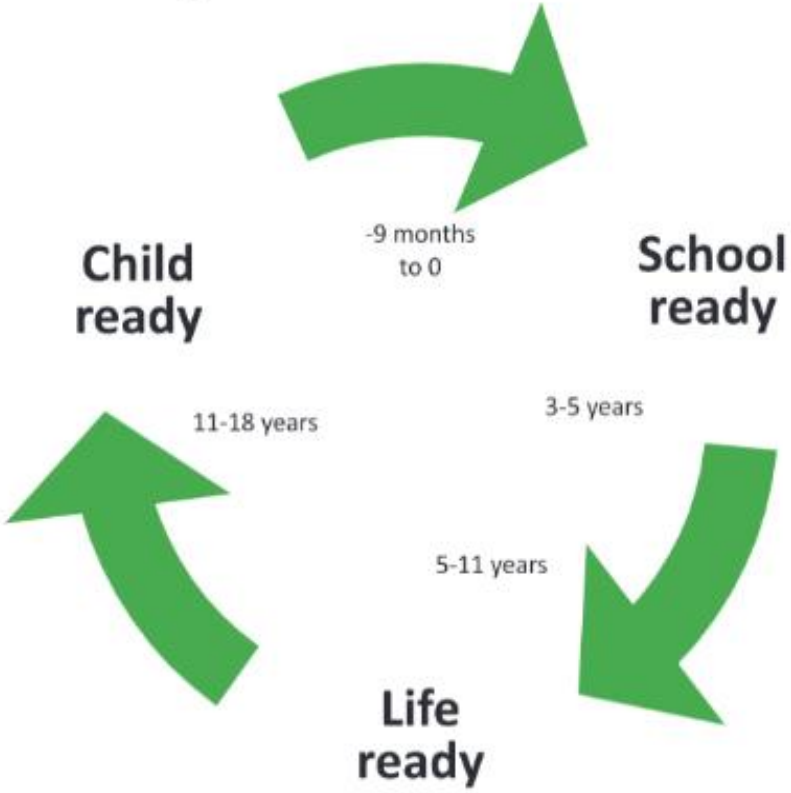
'A place where all people can prosper'

Our vision for 2026 is Aberdeen as a place where all people can prosper. This means all people being able to access the opportunities available in our great City, 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.

Despite the relative prosperity that Aberdeen has enjoyed compared to other areas of Scotland, 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 continue to exist in some communities and that this is most acute for those families living under the grip of poverty.

Through early intervention and prevention, we aim to create the conditions for prosperity and support future generations to be prepared and made **ready for school, for work, for adulthood** and for life itself – see diagram 1. This calls for 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 – Whole life approach



No single sector or profession can improve outcomes for people and place alone, collaborative efforts across the Community Planning Partnership are key to achieving our ambitions the City of Aberdeen.

We also understand that real transformation will come from acting beyond the walls of our public service organisations and infrastrutures and thinking about Aberdeen as a **'City of Learning'**.

Becoming a **City of Learning** means capitalising on the vast opportunities, resources and potential for enabling people to learn and develop themselves in ways that meet their needs, interests and ambitions. In this way the can participate more fully in their own lives and in the life of the City to help their families and communities prosper. This approach builds on the pioneering work of the Learning Cities in the USA and the UNESCO Global Network of Learning Cities movement. It recognises the lifelong opportunity that exists for people to learn to address gaps in their opportunity, achievement and/ or skills – see diagram 2.

Diagram 2 – Lifelong learning approach

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.

This plan sets out the many improvement projects we will take forward to achieve our vision as a place where all people can prosper.

Our ultimate measures of success in achieving this vision will be that by 2026:

We still have the **highest** GVA (Gross Value Added) per head in Scotland

Fewer than 10% of our children are living in poverty

We are living in good health for **at least five years longer**

Our carbon emissions are **61% lower**

How will we make it happen?

Our 15 Stretch Outcomes break down our overall vision for the People, Place and Economy of Aberdeen 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. The following chapters in this document include the detailed improvement projects we will take forward to achieve these stretch outcomes.

OUR 15 STRETCH OUTCOMES

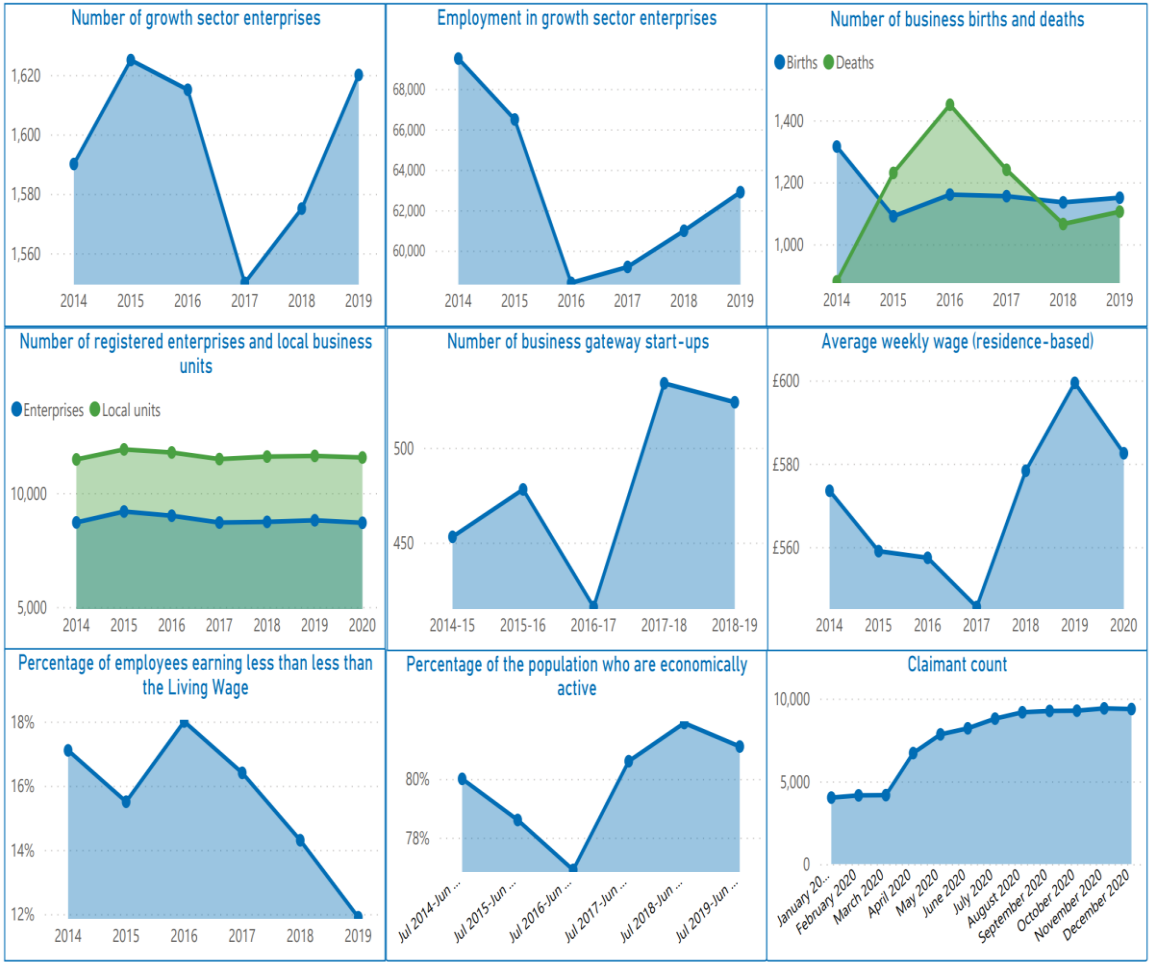
ECONOMY	PEOPLE (Children & young people)	PEOPLE (Adults)	PLACE
1. No one will suffer due to poverty by 2026. 2. 400 unemployed Aberdeen City residents supported into Fair Work by 2026. 3. 500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026.	4. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026. 5. 90% of Children and young people will report that their experiences of mental health and wellbeing have been listened to by 2026. 6. As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026. 7. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026. 8. Child friendly city where all decisions which impact on children and young people are informed by them by 2026. 9. 30% fewer young people (under 18) charged with an offence by 2026.	10. 25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year 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. Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate 14. Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026 15. Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026.

PROSPEROUS ECONOMY

PreCovid-19, long-term economic performance of the City Region remained significantly above the Scottish and UK averages despite a downturn in, and the challenge of transition from, oil and gas. Since Covid-19 struck, Aberdeen City is projected to be the 5th worst affected area in Scotland for economic downturn and 3rd worst for potential job losses. It is also likely to have pushed more people into poverty and financial insecurity, with those who were already disadvantaged being most likely to experience the negative effects.

This is likely to contribute to greater levels of poverty, inequality and associated vulnerabilities and is expected to push more people into immediate and acute poverty. Throughout the pandemic, we have seen a significant increase in the requirement for support with food provision with many of those requests for emergency food provision coming from people who had never used a food bank previously. To mitigate the causes of immediate and acute poverty we will focus on projects which will ensure all people across the City have access to food, fuel, shelter and finance. Our plans will focus on continuing to harness the capabilities of our individuals and communities and include developing skills in cooking, budget management and employability.

POPULATION NEEDS ASSESSMENT DATA:



Many key aspects of the local economy, from tourism through to oil and gas, have been badly impacted and the City saw a 128% rise in unemployment claimants between March and November 2020. The pandemic, combined with Brexit, may also see significant changes in economic behaviours such as online retail and trends towards supply chain onshoring providing both opportunities and risks to local economies. The key conclusion of the Economic Policy Panel was that, notwithstanding the shock of the pandemic, the city has strong economic foundations and should maintain its focus on repositioning for the long-term including investment in key infrastructure and a focus on skills, energy transition, and economic diversification. The Panel highlights that although the Covid-19 pandemic is a major challenge for the Aberdeen Region, the longer-term issues remain relevant.

We will contribute to the inclusive economic growth agenda in the city and to support the city in overcoming the significant impacts of Covid-19 that are being experienced by our localities and priority neighbourhoods, as well as responding to implications from Brexit. The consequences of Covid-19 are continuing to emerge and we will continue to monitor the situation and will retain sufficient flexibility and agility in its improvement planning to accommodate actions to mitigate both Covid-19 and Brexit consequences, where possible.

A primary focus will be on creating new sustained fair work opportunities for unemployed residents, in particular those groups most affected by Covid-19. Labour Market Indicators show that the employment rate for Aberdeen City between October 2019 and September 2020 was 73.9% of the working aged population, down from 78.6% from July 2019 to June 2020 (Aberdeen City Council Economic Bulletin, January 2021). Business creation is key to both developing new employment opportunities and to diversifying the economy. Aberdeen Prospers is committed to improvement activity around providing the correct support for those wishing to start or expand their own business.

Also vital to diversifying the economy is the retention of the talent and transferable skills that currently exist within our businesses and educational institutions, as well as the creation of opportunities for upskilling/reskilling so that residents are able to move into, within and between economic opportunities that become available. Working in partnership, will be critical to achieving our ambitions in this area.

STRETCH OUTCOMES

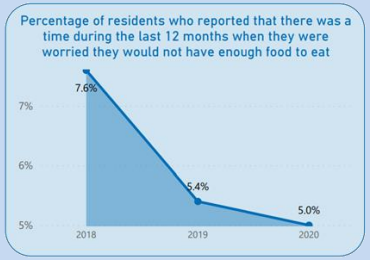
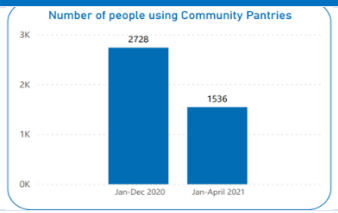
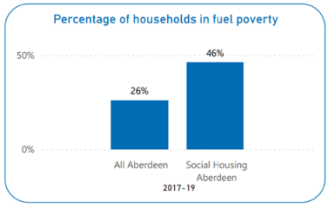
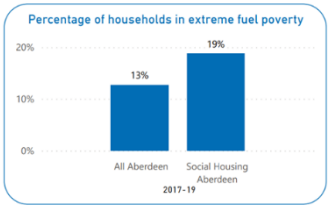
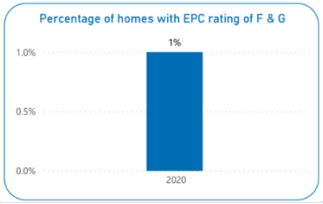
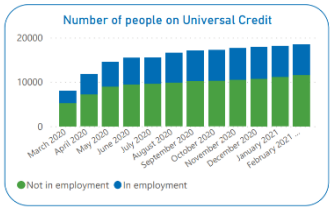
1. No one will suffer due to poverty by 2026

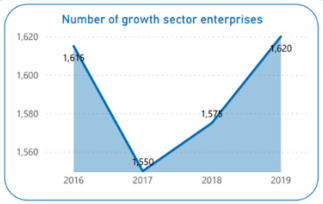
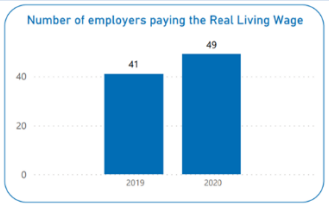
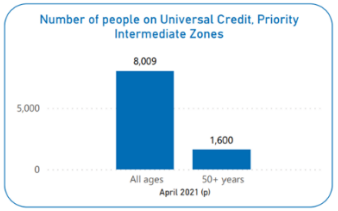
2. 400 unemployed Aberdeen City residents supported into Fair Work by 2026

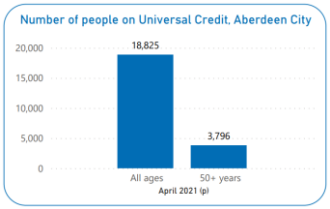
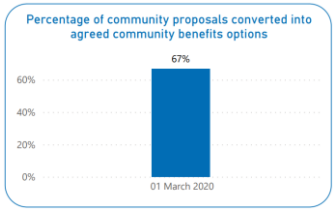
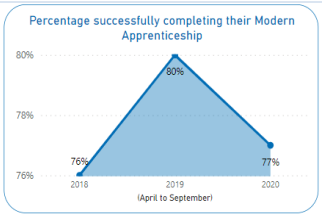
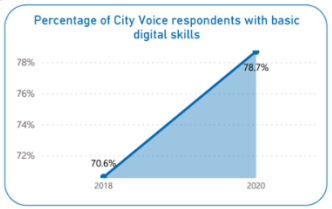
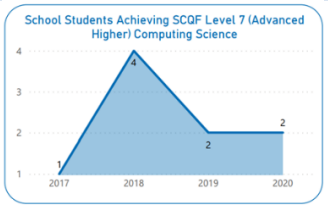
3. 500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026

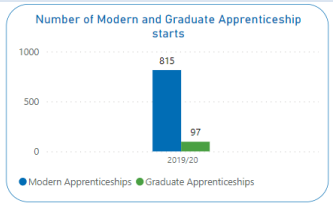
LEAD PARTNERS:

- **Aberdeen City Council**
- **ACVO**
- **Civic Forum**
- **Department of Work & Pensions**
- **Elevator**
- **North East Scotland College (NESCol)**
- **North East Scotland Regional Transport Partnership (Nestrans)**
- **Scottish Enterprise**
- **Skills Development Scotland**

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
1. No one will suffer due to poverty by 2026  **Responsible Outcome Improvement Group:** Anti-Poverty Group	1.1 Mitigating the causes of immediate and acute poverty.	Increase the number of people using community pantries by 20% by 2023.		Priority neighbourhoods	CFINE
		Decrease the number of households in extreme fuel poverty in Aberdeen by 4% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 8% by 2023.	 	City wide people living in social housing	Scarf
		Reduce by 50% the number of homes with an EPC rating of F&G by 2023, leading to 100% by 2026.		City wide	Aberdeen City Council (Housing Strategy)
	1.2 Ensure those experiencing in-work poverty have access to all appropriate benefits.	Increase the uptake of unclaimed benefits across Aberdeen City by 2023.		City wide	Department for Work and Pensions (DWP)

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
	1.3 Supporting vulnerable and disadvantaged people, families and groups.	Ensure 100% of people presenting as homeless have a full financial assessment and access to all appropriate benefits by 2023.	0	City wide people who present as homeless.	Aberdeen City Council
	1.4 Poverty affecting those with protected characteristics and in specific communities.	Increase support for those who have been most disadvantaged through the pandemic by 2023.	An unequal experience: the impact of Covid-19 on equalities outlines the impact of the pandemic nationally. Local data being established.	Women and people in the Black Asian and Minority Ethnic Communities	Aberdeen City Council
2. 400 unemployed Aberdeen City residents supported into Fair Work by 2026 ***(Baseline: 0)*** **Responsible Outcome Improvement Group:** Aberdeen Prospers	2.1 Supporting labour market to recover from impact of Covid-19 on employment.	Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.		City wide benefits claimants	Elevator
	2.2 Increasing the number of people in Aberdeen in sustained, fair work.	Increase employer sign up to the Real Living Wage by 5% year on year to 2023 to achieve Real Living Wage City Status by 2026.		City wide	Scottish Enterprise
		Support 15 care experienced young people progress to employment through public sector funded employability programmes by 2023.	0	Young people who report as care experienced	Aberdeen City Council
		Support 50 people into sustained, good quality employment by 2023, and 100 by 2026, with a particular focus on; those from priority neighbourhoods and people over 50.		Priority neighbourhoods and people over 50	Aberdeen City Council

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
					
3. 500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026 ***(Baseline: 0)*** **Responsible Outcome Improvement Group:** Aberdeen Prospers	3.1 Promoting inclusive economic growth for our most disadvantaged communities.	Improve the overall impact of partnership wide community benefits by increasing the number of projects which involve community co-design activities from 0 to 5 by December 2023.		Initial testing in Tillydrone, gradually scaling up city wide	Aberdeen City Council
		80% of young people will successfully complete their Modern Apprenticeship programme by 2023.		City wide young people	North East Scotland College
	3.2 Ensuring access for all employers to skilled labour.	By December 2022, increase by 10% the number of people in Aberdeen who: • Have digital access; and • Feel comfortable using digital tools.		City wide	Aberdeen City Council
		Increase the number of people within Aberdeen City gaining qualifications in ICT and Digital skills at SCQF Levels 7 and above by 10% by 2023.		City wide	Civic Forum

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
		Increase the number of Modern and Graduate Apprenticeships by 5% by 2022.		City wide	North East Scotland College

LOCAL SUPPORTING STRATEGIES

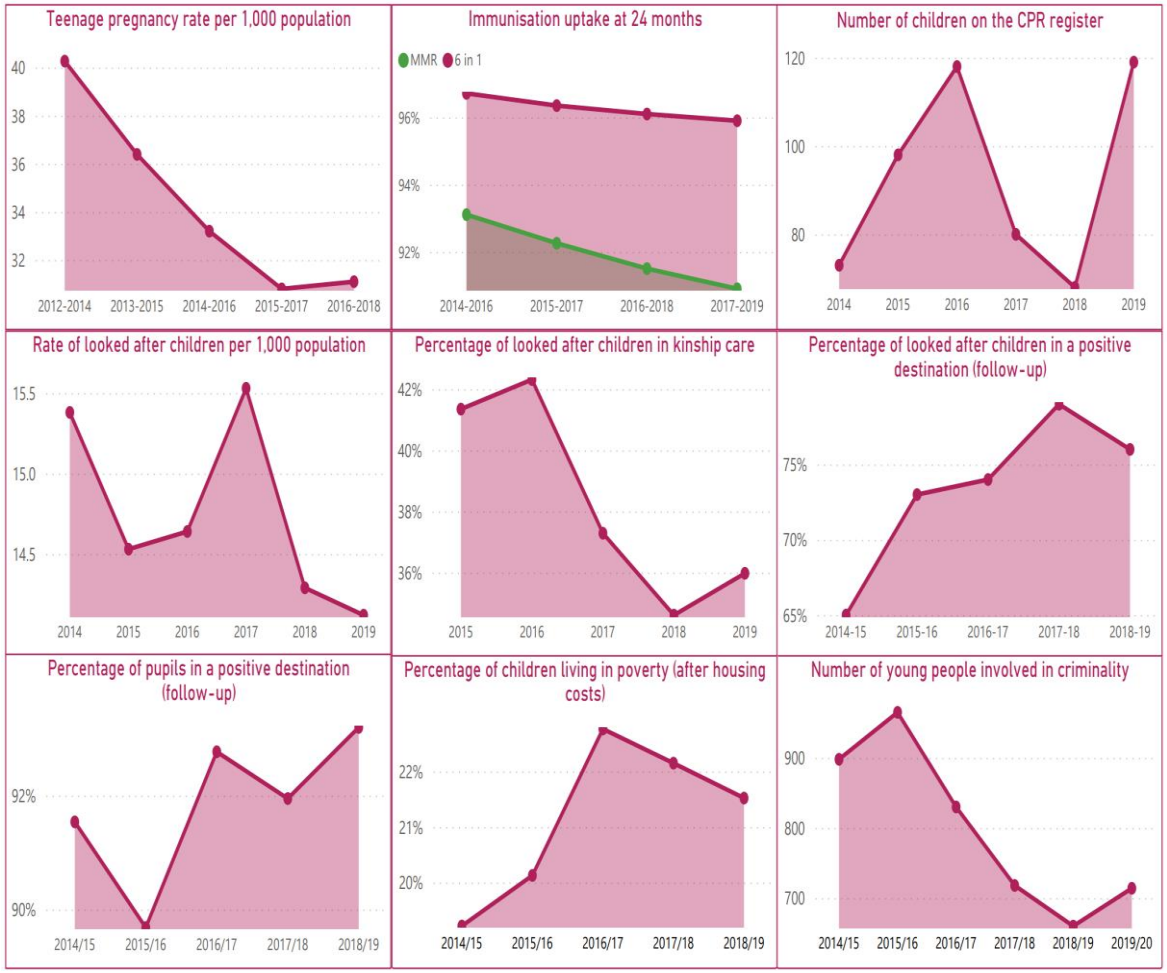
Regional Economic Strategy 2015-2025
Regional Economic Strategy Action Plan 2018
City Region Deal 2015-2025
Scottish Enterprise Strategic Framework 2019-2022
Aberdeen City and Shire Regional Skills Strategy
North East Scotland College Strategic Plan 2018-2021
North East Scotland College Interim Outcome Agreement 2020-21
North East Scotland College Learning and Teaching Strategy
Granite City Growing; a food growing strategy for Aberdeen 2019-2024
Granite City Good Food Plan - Plan of the Sustainable Food City Partnership

PROSPEROUS PEOPLE (CHILDREN & YOUNG PEOPLE)

The COVID pandemic has had a substantial impact on our children, young people, and their families. In turn the services we provide and the way that we deliver them has fundamentally changed. The priorities we identified when this LOIP was first published have become more pertinent because of the pandemic. Impacting the economy, the opportunities available to our young people and their families. It has also affected their mental wellbeing and made the needs of our more vulnerable young people and the inequalities they face become even more apparent. Entering this phase of our refreshed LOIP we do so in the context of significant legislative and policy change. The Scottish Government is prioritising putting children's rights at the very heart of all services delivered to children and families. Publication of the Independent Care Review (February 2020) and the Additional Support for Learning Review (June 2020) recognises that we are not delivering the change required in outcomes for our more vulnerable young people and that "tweaking" systems and provision is not sufficient, we need a different starting point for all our children and their support needs.

Our Children's Services Plan 2020-2023 also reinforces our commitment to these changes, our commitment to

POPULATION NEEDS ASSESSMENT DATA:



the priorities in this LOIP and our ambition 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 circumstances and aspirations are not limited by their background or current environment. 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 of 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. Critically we want our children to be safe and protected from harm. This agenda will be driven forward by the Child Protection Committee which works in parallel with the Children's Services Board ensuring improvement activity is aligned.

We will support our care experienced young people to gain the same opportunities as their peers. Supporting them and other children at risk, such as children with disabilities, we will address inequality in education and positive destinations. Our work with young people to reduce their involvement in offending behaviour will be through appropriate and effective interventions aimed at supporting them to more positive destinations.

STRETCH OUTCOMES

4. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.

5. 90% of Children and young people will report that their experiences of mental health and wellbeing have been listened to by 2026. This is reflected in interactions, activities, supports and services.

6. As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026.

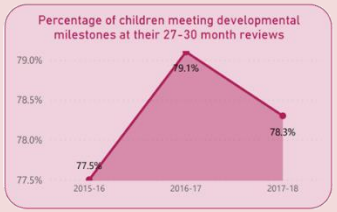
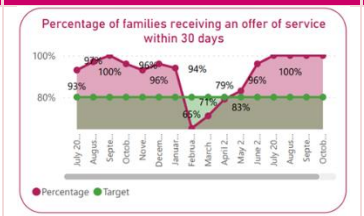
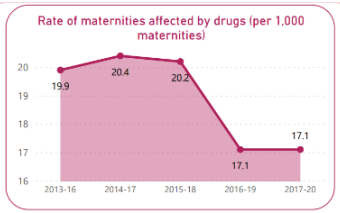
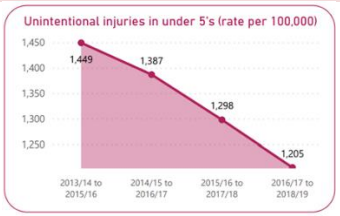
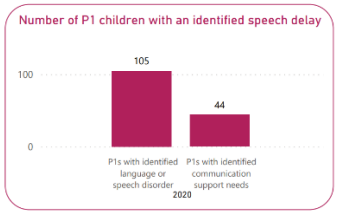
7. 95% of children living in our priority neighbourhoods will sustain a positive destination upon leaving school by 2026.

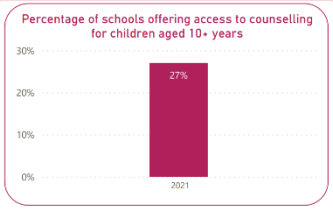
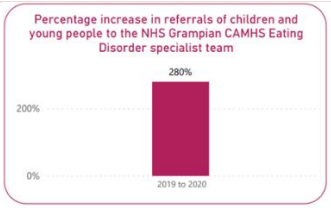
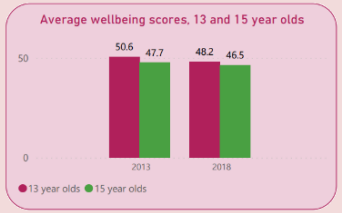
8. Child friendly city where all decisions which impact on children and young people are informed by them by 2026.

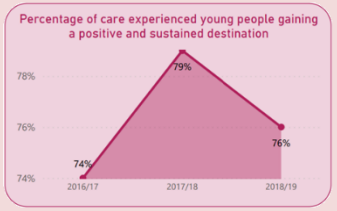
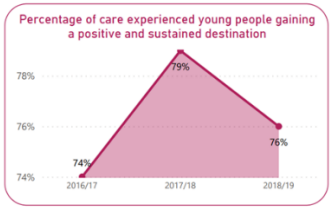
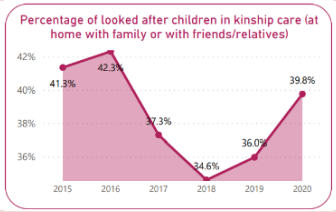
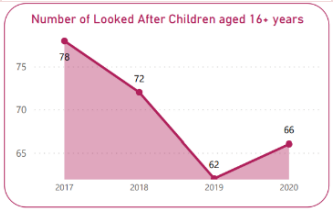
9. 30% fewer young people (under 18) charged with an offence by 2026.

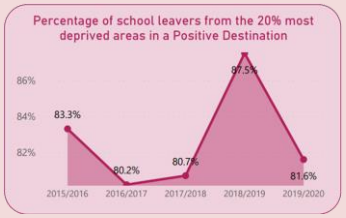
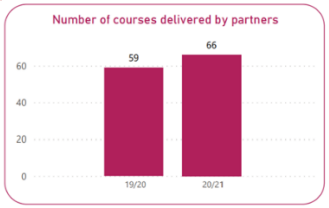
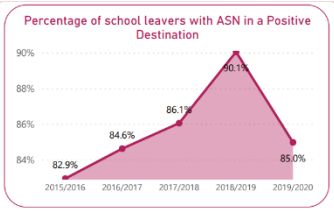
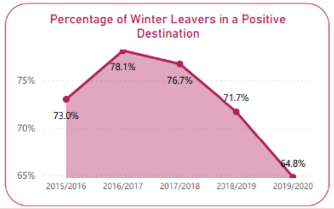
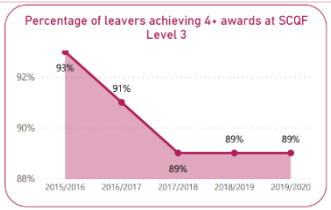
LEAD PARTNERS:

- **Aberdeen City Council**
- **Aberdeen City Health & Social Care Partnership**
- **ACVO**
- **NHS Grampian**
- **North East Scotland College**
- **Police Scotland**
- **Scottish Children's Reporter Administration**
- **Skills Development Scotland**

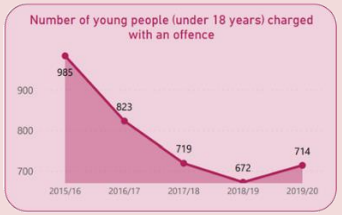
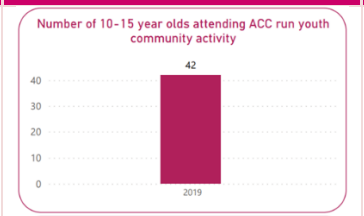
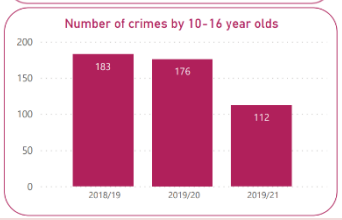
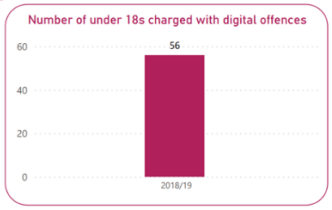
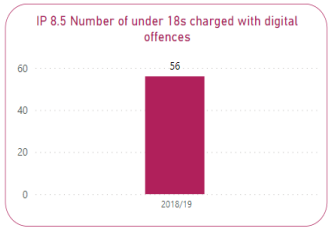
Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
4. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026  **Responsible Outcome Improvement Group:** Children's Services Board	4.1 Ensuring that families receive the parenting and family support they need.	Increase uptake of parenting and family support by 10% by 2022.		Priority Neighbourhoods	Aberdeen City Health and Social Care Partnership
	4.2 Keeping young children safe.	Reduce the number of births affected by drugs by 0.6 %, by 2022.		Priority Neighbourhoods	Aberdeen City Health and Social Care Partnership
		Reduce the number of repeat emergency hospital admissions for unintentional injury to children under 5 years by 5% by 2023.		City wide	Aberdeen City Health and Social Care Partnership
	4.3 Improving health and reducing inequalities.	Reduce the number of children starting P1 with an identified speech delay by 5% by 2023.		City wide	Aberdeen City Health and Social Care Partnership

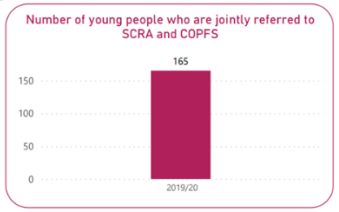
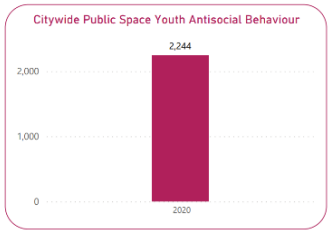
Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
5. 90% of Children and young people will report that their experiences of mental health and wellbeing have been listened to by 2026. This is reflected in interactions, activities, supports and services.	5.1 Improving timely access to support.	Increase to 80%, the number of staff who feel confident about how to directly support, or refer a child for support, and signpost to appropriate services by 2022.	Baseline to be established as part of the project.	City wide health and education staff	Aberdeen City Council (Education)
		100% of schools offer sustainable and equitable access to counselling for those children aged 10 and above who require it by 2022.		City wide children and young people aged 10 and above	Aberdeen City Council (Education)
		The number of children and young people with an eating disorder who are identified within 3 months of onset is increased by 50% by 2023.		City wide children, young people and with an eating disorder	NHS Grampian
 **Responsible Outcome Improvement Group:** Children's Services Board	5.2 Increasing children's knowledge and understanding of their own physical and mental wellbeing and take an early intervention and prevention approach.	Increase by 80% the use of digital wellbeing resources for children and young people's mental health and wellbeing by 2022.	Baseline to be established as part of the project.	City wide children, young people and families	NHS Grampian
		Increase by 40% the use of the wellbeing scenario on the Mind of my Own app by care experienced children and young people by 2022.		Children's social work staff and care experienced children and young people	Aberdeen City Council (Children's Social Work)

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
6. As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026 		100% of children and young people have free access to physical activity which improves mental health and wellbeing by 2022.	Baseline to be established as part of the project.	City wide children and young people	Aberdeen City Council/Sport Aberdeen
	6.1 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.		City wide care experienced children and young people	Aberdeen City Council (Education)
	6.2 Supporting attainment of balance of care where children are able to remain more often at home and or with kin.	Increase to 43% by 2023 the proportion of children and young people who are supported to live in kinship care or are looked after at home by 2023.		City wide care experienced children and young people	Aberdeen City Council (Children's Social Work)
		Increase by 20% the number of children and young people remaining in a placement looked after at home/kinship between 16-18 years old by 2023.		City wide care experienced children and young people	Aberdeen City Council (Children's Social Work)
	6.3 Supporting children and young people to understand and access multiagency throughcare and aftercare services.	Increase the number of care experienced young people by 10% receiving multiagency throughcare/aftercare support by 2023.	Baseline to be established as part of the project.	City wide care experienced children and young people	Aberdeen City Council (Children's Social Work)

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
7. 95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026  **Responsible Outcome Improvement Group:** Children's Services Board	7.1 Improving pathways to education, employment and training for identified groups (including disability, ASN, term time leavers and those from priority localities).	Increase the number of accredited courses directly associated with growth areas by 7% by 2023.		City wide children and young people	Aberdeen City Council
		Increase the number of vulnerable learners entering a positive and sustained destination by 7% by 2023.	 	City wide vulnerable children and young people (including disability, ASN, term time leavers)	Skills Development Scotland
		Increase the number of young people who leave school with a minimum of SVQ 3 in literacy and numeracy and 4 other qualifications to 93% 2023.		City wide children and young people	Aberdeen City Council

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
8. Child friendly city where all decisions which impact on children and young people are informed by them by 2026 **Responsible Outcome Improvement Group:** Children's Services Board	8.1 Secure required six UNICEF badges to gain Child Friendly City status.	Achieve UNICEF badges in: - Leadership - Culture - Communication - Place - Child Friendly Services - Participating	0	City wide	Aberdeen City Council
	8.2 Ensuring that children and young people receive accessible information and opportunities to engage and participate in decision making.	Increase by 50% the number of communications which are accessible to children and young people by 2023.	Baseline to be established as part of the project.	City wide	Aberdeen City Council
		Increase to 100% of staff working directly and indirectly with children who have received child friendly city training by 2023.	Baseline to be established as part of the project.	City wide	Aberdeen City Council
		By 2023 increase to 100% the number of multiagency governance arrangements which impact on children on young people that include their participation and engagement.	Baseline to be established as part of the project.	City wide	Aberdeen City Council

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
9. 30% fewer young people (under 18) charged with an offence by 2026  **Responsible Outcome Improvement Group:** Children's Services Board	9.1 Young people receive the right help at the right time to improve outcomes for young people at risk of becoming involved in the Justice System.	Increase by 50% the number of 10 to 16 year olds in target areas of the city who access youth community activity by 2023.	  	Young people at risk of being involved in offending; target areas of the city	Aberdeen City Council
		Increase number of young people who need support in relation to trauma and bereavement having access to such support by 50% by 2023.	Baseline to be established as part of the project.	City wide	Aberdeen City Council
		Reduce by 10% both the number of offences of sexual or criminal exploitation and the number of 'digital' offences by Young People (Under 18) by 2022.	  	Young People; City wide	Police Scotland

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
	9.2 More people appropriately diverted from Justice System to effective interventions aimed at reducing the likelihood of reoffending, where appropriate.	Reduce by 5% the number of 16/17 year olds with higher support needs offending by 2022.		16 – 17 year olds with higher support needs	Aberdeen City Council
		Increase by 10% the number of young people (16-17 year olds) who are jointly reported to SCRA and COPFS who are offered robust alternatives to entering the statutory system by 2022.		City wide young People (16-17)	SCRA
	9.3 Tackling antisocial behaviour in problem areas with appropriate and effective interventions.	Reduce instances of public space youth anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2022.		Priority neighbourhoods	Police Scotland

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
Aberdeen City Children's Service Plan 2020-23
NHS Grampian Local Delivery Plan 2016-17
National Guidance for Child Protection in Scotland 2014

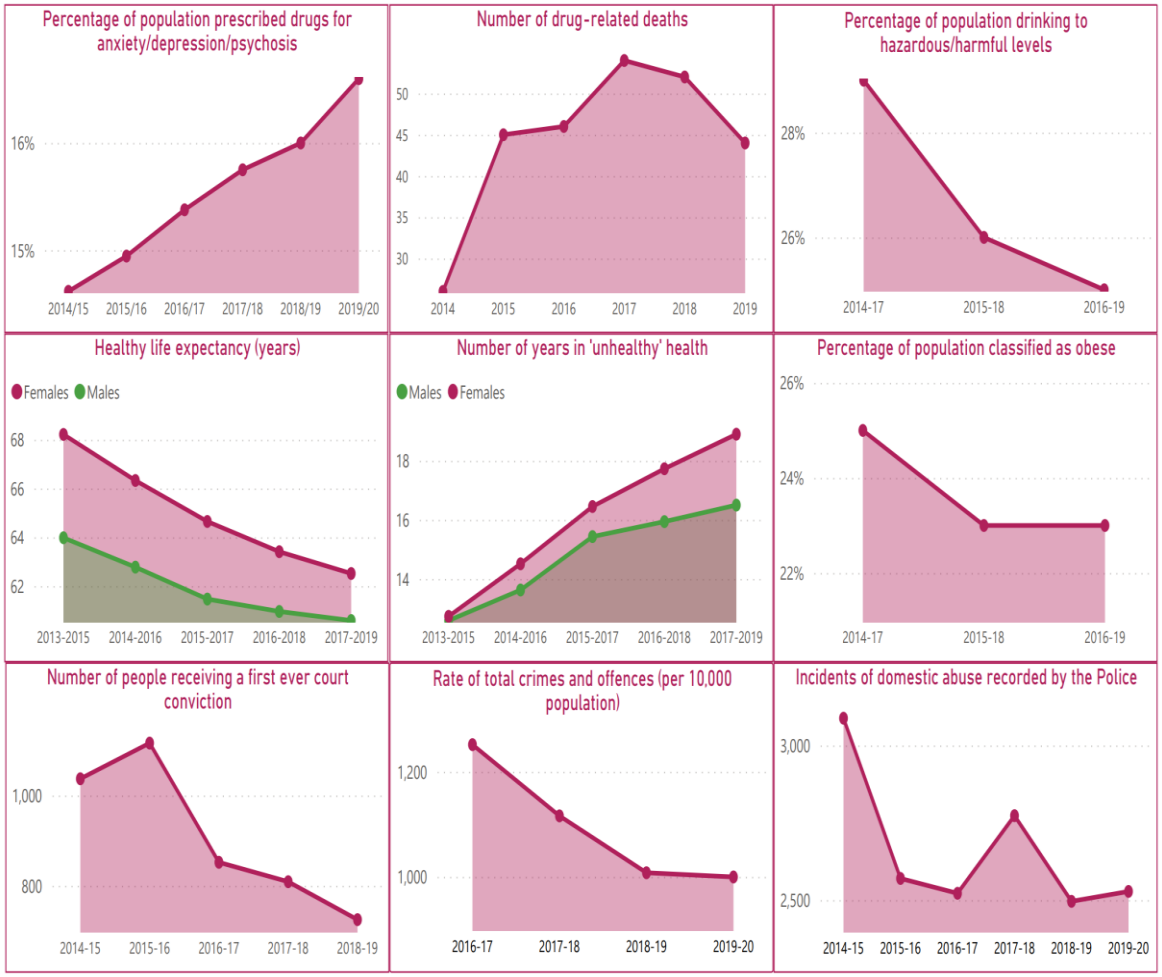
PROSPEROUS PEOPLE (ADULTS)

The impact of the pandemic has been, and will continue to be, felt unequally. Those experiencing inequality and vulnerabilities are more likely to suffer the greatest negative social, economic and health impacts. Some aspects of inequality have been directly impacted by the pandemic as a result of:- higher rates of underlying ill-health; reduced treatment and diagnosis of chronic conditions; higher exposure to infections of key workers; higher population density, houses in multiple occupation and less access to open space; the effect of social isolation and confinement on physical and mental health. Previous economic shocks, such as the global financial crisis of 2008, have also led to unequal impacts on physical and mental ill health, suicide and death from alcohol and substance use.

Mitigating the impacts of the pandemic on our citizens and communities, as well as the inequalities currently experienced can only be achieved by us working together in partnership and through targeting improvement activity at vulnerable and disadvantaged people, families, and groups.

To improve outcomes for people we are focussing on early intervention, prevention and self-management. The key causes of preventable ill health should be tackled at an early stage and we are adopting a whole family approach in order to create a culture in which healthy behaviours are the norm starting with the early years and persisting throughout our lives. To support this approach we are focused on providing all individuals and communities with the social

POPULATION NEEDS ASSESSMENT DATA:



resources needed to make informed decisions about health and lifestyle, however we recognise that information won't work alone and we need to ensure the right environment is also available to facilitate and support people to make the right behavioural choices. For example living with food insecurity makes it more difficult to manage a range of conditions such as diabetes and other conditions that require careful monitoring of and management of diet and medication regimes and we need to support access to affordable and healthy food to mitigate this. We have also seen with Covid-19, the important role, and benefits from volunteering with over 7,000 volunteers recruited in the early stages of the pandemic, in addition to the 80,000 people assisting volunteering in Aberdeen, and this is an opportunity we are sustaining and building on.

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. People sometimes need others to support their achievement of a full, active, safe citizenship. Through our partnership working, we are seeing a reduction in the number of people receiving a first ever court conviction and we are committed to continue to reduce the number of people and communities affected or harmed by crime through an early intervention approach to offending through preventative aims.

We also recognise that we need to support people who have offended, to turn their behaviour around and become contributors to society. Research shows that maintaining and building upon protective factors such as access to housing, healthcare, employability, financial stability and professional support, such as intervention and access to drug and alcohol support, assists in reducing repeat offending and a return to custody, with all of the associated financial and human costs. We are focussed on providing interventions and opportunities for engagement on the issues which are contributing to reoffending behaviour. Our plans also take targeted interventions to reduce the impact of crime on communities, such as hate crimes where in 2019/20 we saw a 32% increase, and taking a whole population approach to changing attitudes to domestic abuse, where resulting from Covid-19 and the impact on access to support services there have been concerns about a rise in domestic violence.

STRETCH OUTCOMES

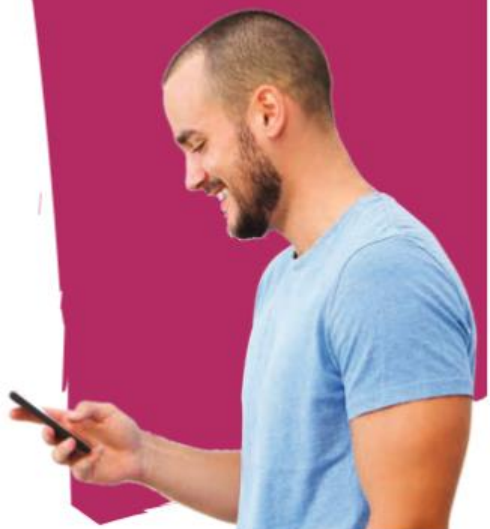
10. 25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026.

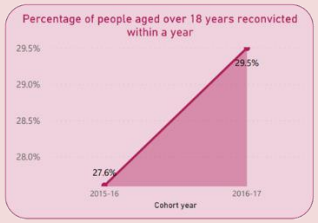
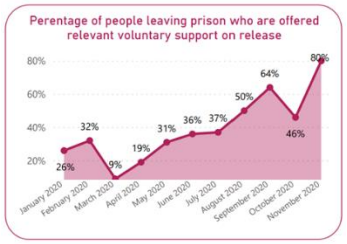
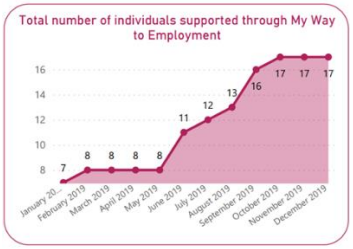
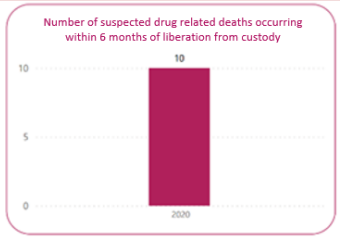
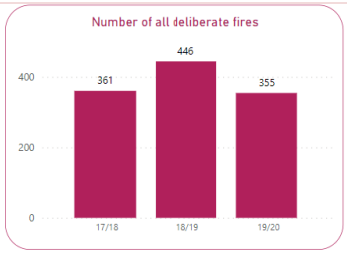
11. Healthy life expectancy (time lived in good health) is five years longer by 2026.

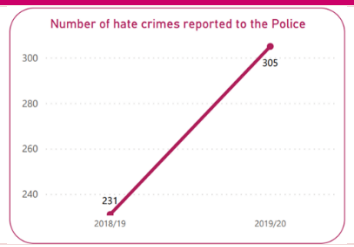
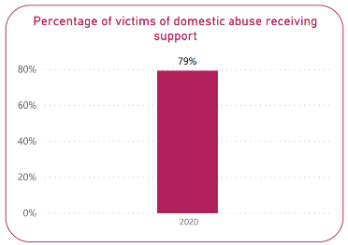
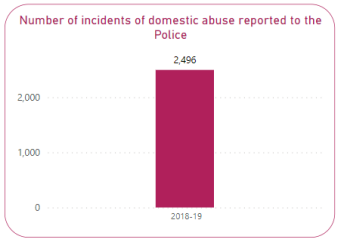
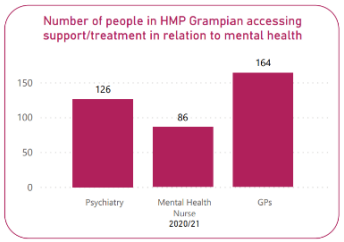
12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.

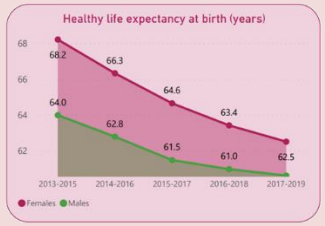
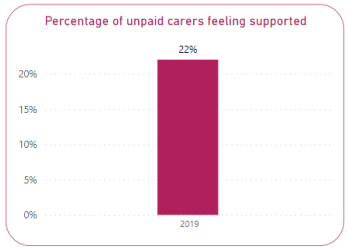
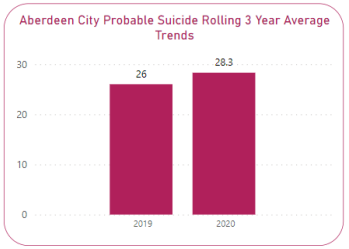
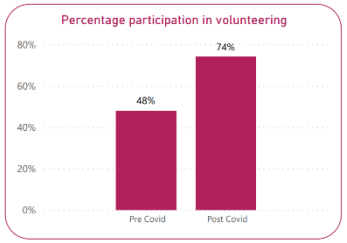
LEAD PARTNERS:

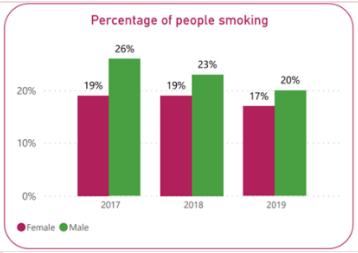
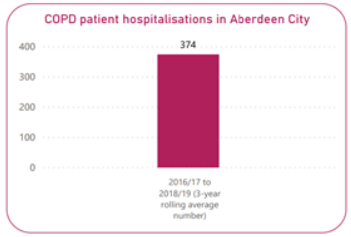
- **Aberdeen City Council**
- **Aberdeen City Health & Social Care Partnership**
- **NHS Grampian**
- **Police Scotland**
- **Scottish Fire & Rescue Service**
- **Scottish Prison Service**
- **Skills Development Scotland**

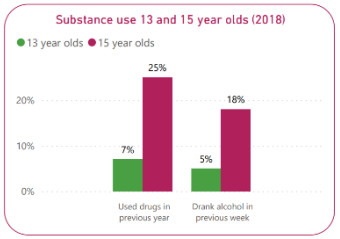
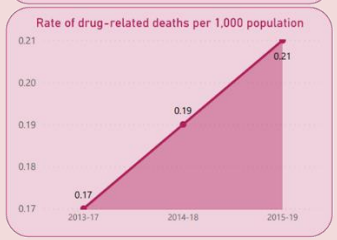
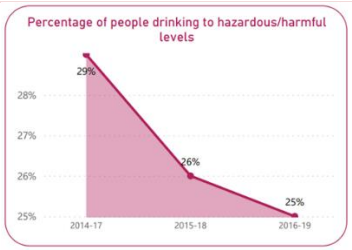
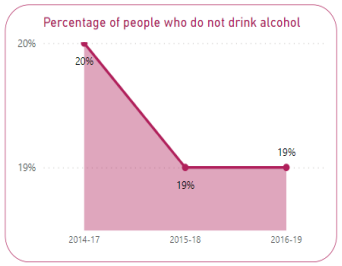


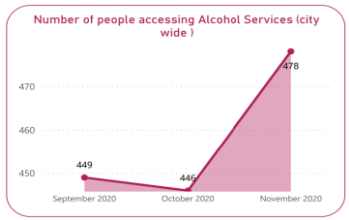
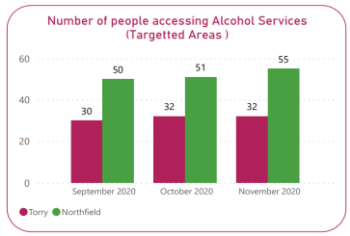
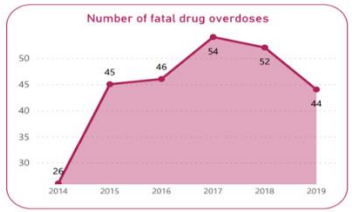
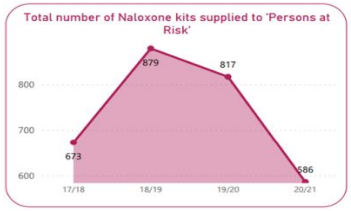
Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
10. 25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026 	10.1 Those who are convicted are supported to engage with relevant services and reduce re-offending.	Increase by 10% those individuals, aged 21+ and not subject to statutory throughcare arrangements, who access support services upon release from HMP Grampian by 2022.		Non-statutory prisoners from HMP Grampian	HMP Grampian (Scottish Prison Service)
		Increase to 30 in total, the no. of individuals who are on a custodial sentence, Community Payback Order with a Supervision Requirement, on Unpaid Work Orders, on Remand or who have been Diverted from Prosecution who are being supported to make progress on the Employability Pipeline by 2022.		City wide people who are on a custodial sentence, CPO Supervision, Unpaid Work Order, on Remand or Diverted from Prosecution	Skills Development Scotland
		Reduce the number of drug related deaths occurring within 6 months of liberation from custody from 10 to zero by 2023.		City wide people liberated from custody	Aberdeen City Health and Social Care Partnership
	10.2 Taking targeted interventions to reduce the impact of crime on communities.	Reduce the number of wilful fires by 10% by 2022.		Initial testing in Torry then gradually scaling up city wide	Scottish Fire & Rescue Service

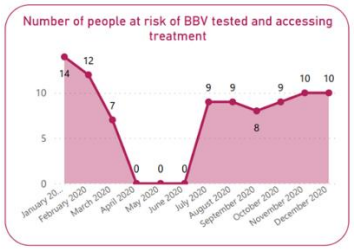
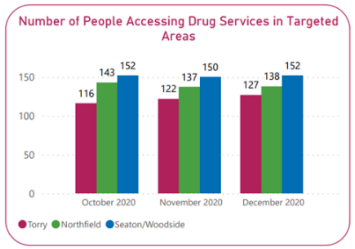
Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
Responsible Outcome Improvement Group: Community Justice Group		100% increase in hate crimes reported to police by 2023.		City wide people experiencing hate crime	Aberdeen City Council
	10.3 Changing attitudes about domestic abuse in all its forms and ensuring victims receive access to the right support.	Increase by 15% victims of domestic abuse receiving support by 2022.		City wide victims of domestic abuse	Aberdeen City Council
		Decrease the number of incidents of domestic abuse reported to the Police by 15% by 2023.		City wide	Aberdeen City Council
	10.4 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 by 10% the number of clients who access assessment/support/ treatment/services in relation to mental health issues: - in Police custody - on a community disposal - in HMP Grampian by 2023.		People in Police Custody, on a community disposal or in HMP Grampian	Aberdeen City Health and Social Care Partnership

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
11. Healthy life expectancy (time lived in good health) is five years longer by 2026  **Responsible Outcome Improvement Group:** Resilient, Included & Supported Group	11.1 Supporting vulnerable and disadvantaged people, families and groups.	Increase the number of unpaid carers feeling supported by 10% by 2023.	 	City wide unpaid carers	Aberdeen City Health and Social Care Partnership
		Reduce youth homelessness by 6% by 2023.	 	City wide young people	Aberdeen City Council
		Reduce the rolling 3-year average number of suicides in Aberdeen to below 26 (2019) by 2023.	 	City wide	Police Scotland
	11.2 Provide individuals and communities with the social resources needed to reduce feelings of loneliness and social isolation.	Increase opportunities for people to increase their contribution (volunteering) to communities by 10% by 2023.	 	City wide	Aberdeen City Council
		Support 100 people to feel confident to promote wellbeing and good health choices by 2023.	0	City wide	Aberdeen City Council/ Aberdeen City Health and Social Care Partnership

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
	11.3 Encouraging adoption of healthier lifestyles through a whole family approach.	To support 50 low income families in priority neighbourhood to improve eating behaviours and adopt positive lifestyle choices to help towards a healthy weight by 2023.	0	Low income families; Priority neighbourhoods	NHS Grampian
		Reduce tobacco smoking by 5% overall by 2023.		City wide	Aberdeen City Council
		Refer 20% of people living with COPD or other respiratory conditions into specific PR physical activity and other support programmes delivered in community settings by 2023.		City Centre East, then City wide	NHS Grampian

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026	12.1 Increase support for children and young people at risk of developing drug and alcohol problems by working with Integrated Children Services.	100% of vulnerable young people, who are at-risk of developing problem substance use, have access to evidence-based Prevention & Early Intervention (including Universal, Selective & Indicated Prevention support) by 2023.	0	City wide vulnerable young people	Aberdeen City Council
		To decrease the number of 13 and 15 year olds who have reported using substances in Aberdeen to below the national average by 2023, through curriculum delivery and a whole population approach.		City wide	Aberdeen City Council
  	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 and Increase by 10% the percentage of adults in Aberdeen City who are non drinkers or drink alcohol in a low risk way by 2023.	 	Priority neighbourhoods	Aberdeen City Health and Social Care Partnership

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
Responsible Outcome Improvement Group: Alcohol and Drugs Partnership/ Children Services	12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol.	Increase the number of alcohol brief interventions delivered by Primary Care providers and other professionals to above levels achieved in 17/18 by 2023.		City wide	NHS Grampian
		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 2023.	 	Priority neighbourhoods	Aberdeen City Health and Social Care Partnership
		Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2022.	 	City wide	Aberdeen City Health and Social Care Partnership

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
		Increase opportunities for individuals who have been at risk of Blood Borne Viruses, being tested and accessing treatment by 2023.		City wide	Aberdeen City Health and Social Care Partnership
		Increase uptake of drug treatment and specifically within Locality Areas by 10% each year by 2023.		Priority neighbourhoods	Aberdeen City Health and Social Care Partnership
	12.4 Increase visibility and support of recovery in our communities.	Increase the number of people undertaking recovery from drug and alcohol issues who are being supported to maintain drug / alcohol free lives in their community by 2023.	Baseline data to be established as part of the project	City wide	Aberdeen City Health and Social Care Partnership

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

PROSPEROUS PLACE

The place where we live significantly influences 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.

PreCovid-19, the city's CO2 emissions had fallen over the last 15 years and there is a national and local commitment to meet the target of Net Zero Emissions by 2045 and there is a need for rapid and far reaching change to reach this target. Resulting from Covid-19, we recognise that our city centres, office space and traditional retail, are likely to look different, and future communities will require to be better connected, efficient and self-sustaining with low energy demands and different public and green spaces; promoting healthy community lifestyles and active travel; be places where people can live, work, learn and play without relying on private transport and designed so that residents can access schools, shops, employment and leisure opportunities within walking distance of their home.

POPULATION NEEDS ASSESSMENT DATA:

Our plans to support green economic and environmental recovery, focus on waste management and increasing recycling and use of reusable products; as well as harnessing the levels of community volunteering and collective ownership seen throughout the pandemic to further build community resilience to respond to social and environmental challenges such as flooding, rebuilding nature, and increasing local food growing. A key priority is also increasing sustainable travel and sustaining the increase in walking and cycling we've seen as a result of the pandemic.

It is for the reasons above and below that our aims, as well as aligning to United Nations Sustainable Development Goals, also align to the commitments of the Glasgow Food and Climate Declaration and the Edinburgh 'Biodiversity' Declaration. Together these publicly acknowledge the scale of these interconnected challenges, calls for stronger action and the global and national levels and makes commitments to see these addressed through local strategies, policies, plans and actions.

Covid-19 has made many people realise the value of nature to them on a daily basis and reconfirmed that nature underpins almost everything that humanity depends on, from our clean air and water, to our food and raw materials, to our medicines and nurturing our mental and physical health. Nature loss and degradation is now the second biggest global challenge facing humanity, alongside Climate Change. Aberdeen, with its diverse and globally important landscapes, habitats and species, has as much of a role to play. We have had some successes with species reintroductions and have won several awards for our work on nature-based solutions to water management, e.g. Seaton Park Wetland, but we recognise we need to do more. Ultimately, we need to create and manage more land for people and nature, not just for people at the exclusion of nature, but also for our sustaining our health and wellbeing. As such we have added a new Stretch Outcome focussed on addressing the nature crisis while increasing the quality of our open spaces by groups and organisations to manage more land for people and nature. To build back the integrity of nature, this requires an essential interconnected approach from all stakeholders, a single landowner approach will not deliver the outcomes required. We need to work in partnership with all landowners to achieve a balance of more nature friendly and natural spaces with green space that is safe and accessible for people to enjoy.

STRETCH OUTCOMES

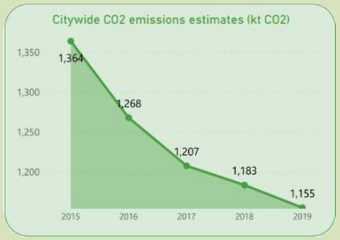
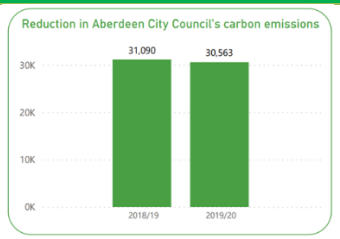
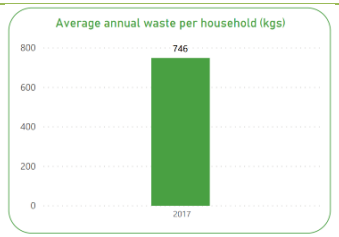
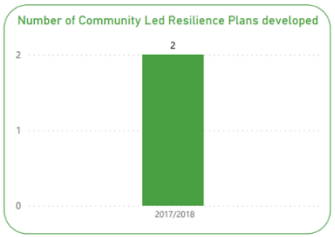
13. Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate.

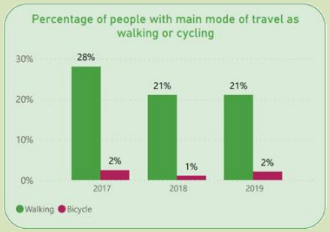
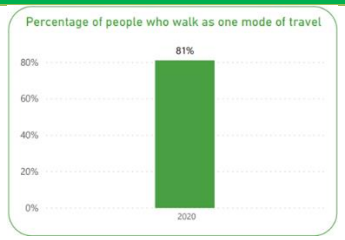
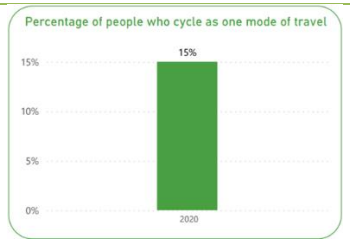
14. Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026.

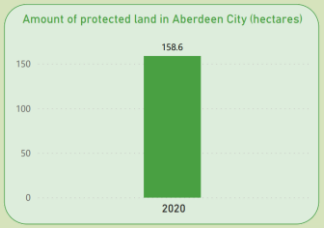
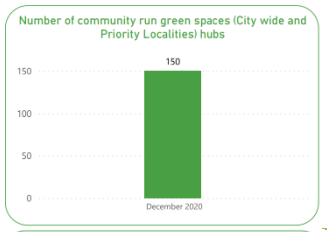
15. Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026.

LEAD PARTNERS:

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

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
13. Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate  **Responsible Outcome Improvement Group:** Sustainable City Group	13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision & Route-map.	Reduce public sector carbon emissions by at least 7% by 2023.		City wide public sector	Aberdeen City Council
		Reduce the generation of waste in Aberdeen by 8% by 2023.		City wide	Aberdeen City Council
	13.2 Contributing to the delivery of Aberdeen Adapts by developing a bottom up approach to community resilience to encourage greater ownership and independent action towards understanding communities' risks from climate change and adapting to them.	Community led resilience plans in place for areas most vulnerable to flooding by 2023, leading to resilience plans in place across all areas of Aberdeen by 2026.		Deeside, Peterculter, Bridge of Don and Denmore, gradually scaling up city wide	Scottish Fire & Rescue Service

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
14. Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026  **Responsible Outcome Improvement Group:** Sustainable City Group	14.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence.	Increase % of people who walk as one mode of travel by 10% by 2023.		City wide	Nestrans
		Increase % of people who cycle as one mode of travel by 2% by 2023.		City wide	Nestrans

Stretch Outcome	Key Drivers	Improvement Project Aim	Baseline Trend Data	Target Population	Lead Partner
15. Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026  **Responsible Outcome Improvement Group:** Sustainable City Group	15.1 Increasing the diversity, quality and use of the Aberdeen's green spaces by facilitating community participation in them to restore nature and increase people's satisfaction, health, and wellbeing.	Increase the number of community run green spaces by a minimum of 8 that are organised and self-managed for both people and nature by 2023.		Priority neighbourhoods	Aberdeen City Council
		Increase community food growing in schools, communities and workplaces by 12 by 2023.		City wide	Aberdeen City Council
	15.2 Increasing the area of public, private and community land managed for nature, in recognition of the nature crisis and in alignment with global and national ambitions to protect 30% of land and 30% of water by 2030 (30-30-30).	At least 23 organisations across all sectors in Aberdeen pledging to manage at least 10% of their land for nature by 2023 (23BY23) and at least 26% by 2026 (26BY26).	0	City wide organisations	Aberdeen City Council

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
Core Paths Plan
Open Space Strategy
A Climate-Positive City at the Heart of the Global Energy Transition
Aberdeen Adapts – Aberdeen's Climate Adaptation Framework

HOW WE WILL ACHIEVE OUR OUTCOMES?

By Working Together

Demand for our services 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, we can develop shared, whole and targeted population campaigns on issues within the LOIP to 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.

We already have a shared approach to Quality Improvement which is being used by our multi-agency Outcome Improvement Groups to take forward the LOIP improvement projects. We will encourage further **learning and working together** to continue to build a shared approach to delivering real improvement.

We will work across the CPA to build a shared intelligence unit, bringing together our understanding of the needs and data across partners. 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.

Achieving the ambition of our LOIP is going to require a movement to embed the LOIP across all partners. This will mean the LOIP running through individual partners planning and into individual team and staff objectives. This will be the judgement of real time and skills being deployed to deliver our shared strategy.

Community Planning Aberdeen 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 continues to develop its approach to joint resourcing to ensure the LOIP is the focal point for the planning and deployment of resources

To fulfil the LOIP ambition we are going to need to marshal our forces and work together to focus on the right improvement projects. This is going to require a different approach to resource management and a greater sharing of **capability and capacity.**

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.

We are committed to becoming a **City of Learning** means capitalising on the vast opportunities, resources and potential for enabling people to learn and develop themselves in ways that meet their needs, interests and ambitions. In this way the can participate more fully in their own lives and in the life of the City to help their families and communities prosper.

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.

We already have made significant progress through our three priority localities. The focus on these areas will continue to be vital because of their levels of need as demonstrated in our **Population Needs Assessment**. What will be different is the way we wrap services around these areas and build even stronger and more resilient communities.

People can also face barriers because of their race, gender, age, disability, sexual orientation, 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. We need to do this in partnership with local media outlets.

By Working With the Private Sector

Greater opportunities for **Private Sector involvement** in the Local Outcome Improvement Plan 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.

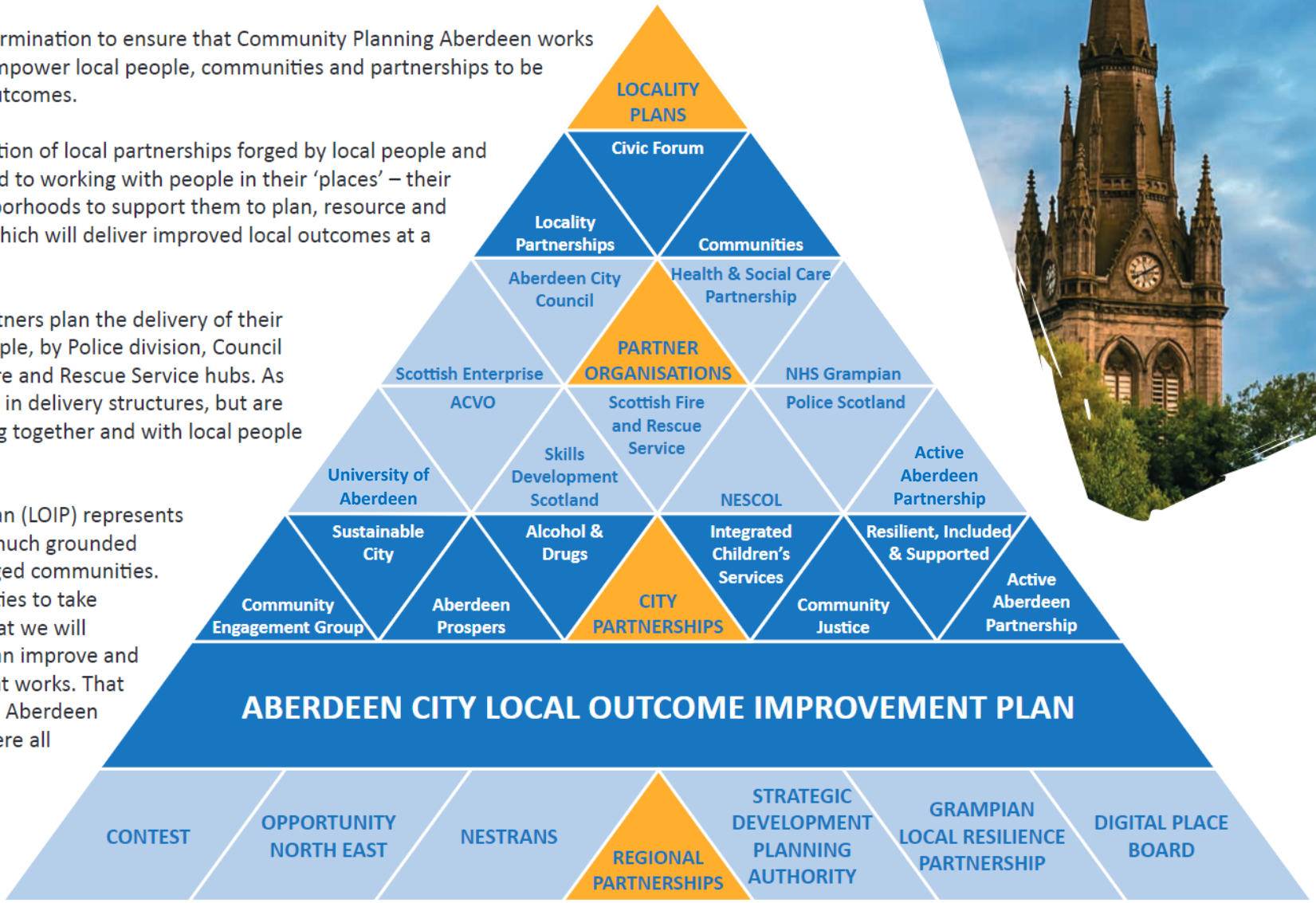
OUR GOLDEN PYRAMID

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 realisation of local partnerships forged by local people and local communities. We are committed to working with people in their 'places' – their homes, their streets and 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 what works. That is how we will make the difference in Aberdeen and achieve our vision of a Place where all people can indeed prosper.



GOVERNANCE & ACCOUNTABILITY

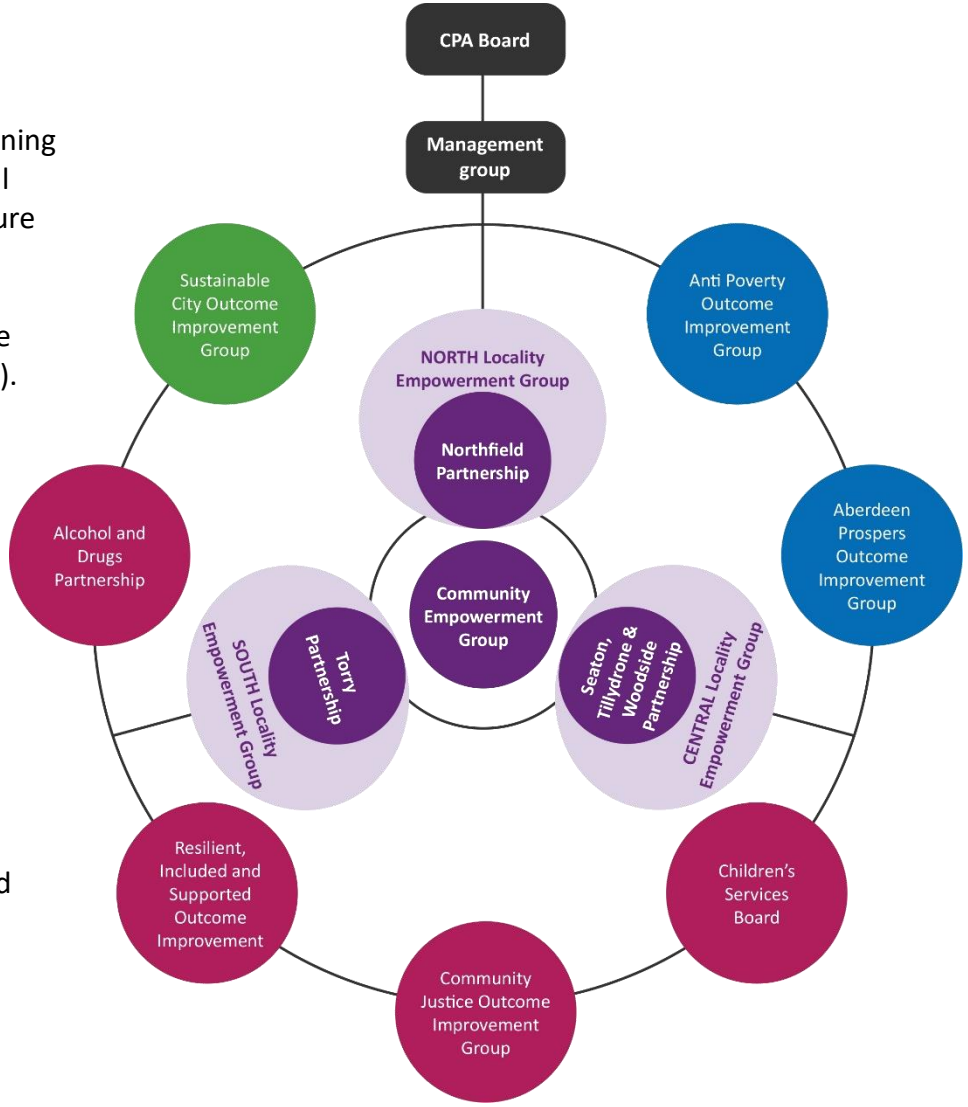
Community Planning Aberdeen Accountability Structure

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 (OIG). The Anti-Poverty Group is a new addition to the structure, ensuring that the Partnership takes action to alleviate the consequences of poverty in the short term as well as prevent future poverty through the work of all of the OIGs together.

The Outcome Improvement 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.

The Community Empowerment Group works with the Locality Empowerment Groups and Priority Neighbourhood Partnerships oversee the delivery of Locality Plans with communities to ensure equality of outcomes being achieved across the City.

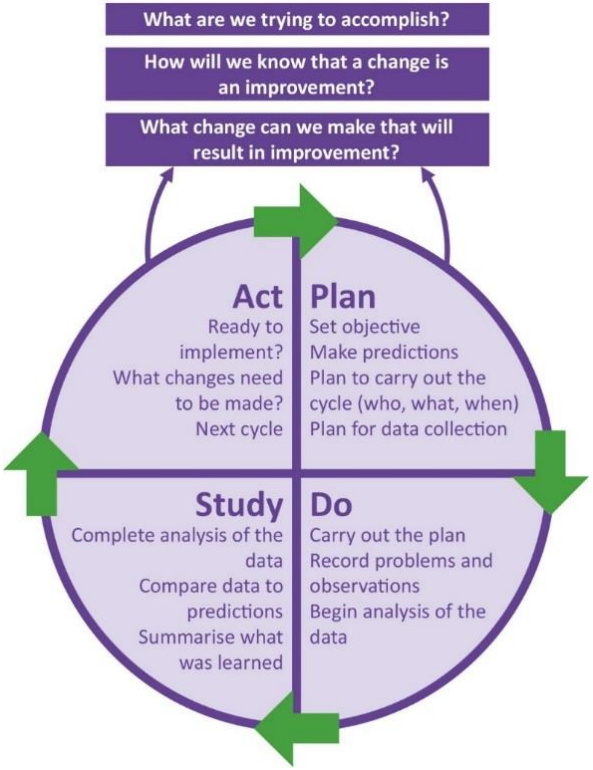


Improvement and Innovation

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 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.



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.

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 https://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/.

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 15 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	26 February 2019
6	Removal of Improvement Project Aim 'Increase the number of 27-30 month reviews completed for eligible children by 5.2% by 2021' further to the decision of the CPA Board that this is a single system improvement project.	20	CPA Board	2 December 2019
	Improvement Project Aim 'Increase the number of people with autism who are supported to be in education, employment or training by 2021' amended to 'Increase the number of autistic people aged 16 to 25 who are supported into employment by 2021.'	38	CPA Board	2 December 2019

Version	Changes	Page Number	Approved By	Date
7	Improvement Project Aim 'Increase the number of Digital and ICT SVQ level 4 qualifications achieved by 10% by 2021.' amended to 'Increase the number of people within Aberdeen City qualified with ICT and Digital skills at SCQF Levels 7 and 8 by 10% by 2024.'	15	CPA Board	26 February 2020
	Improvement Project Aim 'Increase the number of distress brief intervention opportunities for people with mental health issues by 10% by 2021' amended to 'Increase the number of Distress Brief Interventions opportunities for people presenting to frontline services in distress by 10% by 2021.'	38	CPA Board	26 February 2020
8	Removal of Improvement Project Aim "Increase in the MMR vaccine uptake for children at 24 months by 3.9% by 2020. "	19	CPA Board	16 September 2020
9	Refresh of Local Outcome Improvement Plan 2016-26 following revised Population Needs Assessment 2021. The refresh takes place within the context of the Covid-19 pandemic. Key changes include: an increased focus on poverty through new Stretch Outcome 1, new stretch outcome 15 to enhance the natural environment, contraction of improvement projects from 120 to 75 to sharpen focus and inclusion of lead partner, baseline data and target population.	1-49	CPA Board	7 July 2021

ENDORSEMENTS

This document is endorsed by the following Community Planning Partners:

Aberdeen City Council

acvo – aberdeen's 3rd sector interface

Aberdeen Civic Forum

active Aberdeen Partnership

Aberdeen City Health & Social Care Partnership – A caring partnership

NHS Grampian

North East Scotland College

University of Aberdeen

Police Scotland – Keeping people safe

Skills Development Scotland

Scottish Enterprise

nestrans

Scottish Fire and Rescue Service – Working together for a safer Scotland

FOR FURTHER INFORMATION CONTACT:
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Community Planning
Aberdeen

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Community Planning Aberdeen

PARTNERSHIP DEVELOPMENT PLAN

This Development Plan has been produced to support the implementation and delivery of the refreshed LOIP and Locality Plans. It was developed in response to feedback gathered from the CPA Board during a session facilitated by the Improvement Service in April 2021 and from a feedback exercise conducted with Project Leads in March 2021. The plan includes five themes for improvement under which actions have been identified to provide cross cutting support to colleagues across the Partnership in the delivery of the LOIP and underpinning Locality Plans.

Improvement Action	Timescale	Description	Lead
Capacity Building			
Resume the Model for Improvement Introductory Bootcamp	August 2021	Quality Improvement Foundation Level training aimed all who want to make improvements to their work. Bootcamp provides introduction to the Model for Improvement framework and supports participants to develop confidence and capability in using key quality improvement tools.	Community Planning Team
Introduction of Model for Improvement Course for Community Members	August 2021	Sessions to provide an introduction to the plan, do, study, act methodology to our communities to support them testing change ideas included with the Locality Plans and to work with Outcome Improvement Groups to take these forward.	Community Planning Team/Locality Planning
Programme of LOIP Refresh Sessions	July/August 2021	Pit Stop sessions to hear the changes to the Local Outcome Improvement Plan (LOIP), the context behind the refresh, the measures it incorporates, and an introduction to how it is informing our practice, in collaboration with our partners.	Community Planning Team
Rapid Testing Masterclass	August/September 2021	Improvement projects are intended to be time limited, using rapid cycle testing to gather data and gain confidence quickly in the efficacy of a change before scaling up. The timeframe for completion of testing and scaling up will vary depending on the complexity of the change and the	Community Planning Team

Improvement Action	Timescale	Description	Lead
		confidence in the results gathered. The use of rapid cycle testing should ensure that project teams progress towards their improvement aims quickly. Projects should be closed as aims are achieved to allow partners to move on to the next priority. This masterclass will provide project leads with the understanding and confidence to undertake rapid testing.	
Advertise and promote opportunities to undertake further Quality Improvement training and build relationships with local and national professionals	Ongoing	Scottish Improvement Leaders Programme has four cohorts commencing each year. Each cohort will be a blend of national and targeted regional places. Promotions and uptake provides a great opportunity for those involved in CPA improvement activity to deepen their knowledge of the methodology and take forward improvement activity.	Community Planning Team
Advice, Support and Coaching			
Continue with Lead Contacts for all Outcome Improvement Groups and confirm and support new Lead Contacts where vacancies currently exist	July 2021 - Monthly	The Lead Contacts Group ensures that the OIGs are provided with the direction, advice and support they need, through engagement with lead contacts. Collectively, the Lead Contacts are responsible for ensuring that the CPA groups understand and meet their requirements to report progress to the CPA Board and Management Group in the delivery of the LOIP and Locality Plans. Two Lead Contacts are vacant at present and if approved a Lead Contact will also be required to be identified for the Anti-Poverty Group.	Community Planning Team
Hold general and themed project surgeries	July 2021 - Monthly	Provides those leading projects with a project surgery drop in where they can seek support with their improvement projects. Themed surgeries such as data collection and analysis to provide specific support on issues raised by project leads.	Community Planning Team
Improve collaboration across Project Teams through using the Improvement Community Network as a platform for	July 2021 - Ongoing	Network to support Outcome Improvement Groups and Project Leads to continue to develop confidence and capability in quality improvement. The Network to be further developed to improve collaboration on improvement projects. Project Leads play a crucial and central role in helping to lead and embed improvements within our communities. We	Community Planning Team/Lead Contacts

Improvement Action	Timescale	Description	Lead
sharing best and good practices, outcomes from tests of change and any challenges experienced		also know that this will be an ongoing journey of learning and refinement to realise these improvements. This journey is supported by a collaborating and working in a supportive and encouraging environment. Project Leads are to be encouraged to use the Network/site to 'work out loud' in sharing best and good practices and to actively engage in sharing their expertise, change ideas being tested, as well as challenges being experienced.	
Improve the story telling about what we are achieving through our improvement projects and the improvement programme	September 2021 - Ongoing	Improve our current communications of the outcomes achieved by improvement projects through storytelling which focuses on the human side of work and engages our audience, both across the Partnership and with our citizens. This will also provide support to other Project Leads and increase their awareness of areas of good practice identified by other projects.	Community Planning Team
Work with project teams to influence and empower teams to think more creatively, support research and develop innovative practice	August 2021 - ongoing	In developing and refreshing project charters, support Project Teams to think more creatively, access available research and develop innovative practice to achieve their improvement aims.	Community Planning Team
Data and Research			
Establish a Data Network	August 2021	The Data Network has 2 key areas of focus, namely: 1. The foundations of the Partnership's approach to the management of data, including: ▪ Data accessibility ▪ Data infrastructure ▪ Data sharing ▪ Data ethics ▪ Data skills 2. Co-ordination of support to Outcome Improvement Groups and improvement projects when establishing improvement projects and throughout the Quality Improvement cycle.	Data and Insights, ACC

Improvement Action	Timescale	Description	Lead
		The Network aims to maximise partners' resources whilst accessing and engaging with external support	
Establish a Research Forum	August 2021	The Partnership Forum oversees the co-ordination and consideration of the evidence base which informs the Partnership's strategic decision making.	Data and Insights, ACC
Cross Cutting Campaigns			
Supporting community empowerment and participation	Ongoing	Promotion of the opportunities to participate in improvement activity at city wide and locality level, as well as dialogue between partners on the city wide Outcome Improvement Groups delivering the LOIP and members of the Locality Empowerment Groups/ Priority Neighbourhood Partnerships delivering the Locality Plans to ensure a joint and coordinated approach between professionals and local communities to improve outcomes city wide and at a locality level.	Community Empowerment Group
Promotion of how to tackle and reduce the impact of stigma	August 2021	Everyone has the right to be treated fairly and with respect, however many still today experience stigma. Stigma has been shown to have a profound effect on a person's sense of self, and diminish their self-esteem and confidence. It can also prevent people from seeking help. To be successful stigma needs to be addressed across all of the LOIP Stretch Outcomes. This campaign will raise awareness and understanding of the impact of stigma across the Partnership, but also to promote ways in which we can embed mechanisms for address stigma and changing attitudes through our improvement activity.	ACH&SCP
Raising awareness and understanding of the importance of child participation and engagement in decision making	October 2021	This campaign will raise awareness and understanding of the importance of child participation and engagement and ensure that the LOIP aims have properly considered how their work will impact on children and their families and that all Outcome Improvement Groups are empowered to consider the extent to which they cover 3 P's re Provision, Protection and Participation. To support this we will develop and share Local and National Good Practice of engagement and participation work and ensure that children and young people are aware of how they can get involved.	Children's Services Board

Improvement Action	Timescale	Description	Lead
Benefits of taking a Whole Family Approach	December 2021	The Whole Family Approach is a family led strategy, where families set their own goals, use resources, and support networks while strengthening relationships to achieve their potential to achieve long term change. When services are integrated and working alongside families meeting their whole needs, rather than the individual parts, efficiency is improved, and outcomes are enhanced. The Whole Family Approach should be embedded in all our practice and overarching to all LOIP. This campaign will raise awareness of the importance of working together to offer integrated support with families that promote family led and relational practice with family's voices at the centre of our service developments.	FitLike Hubs, ACC
Adopting an approach to reducing health inequalities	February 2022	Health inequalities are the unfair and unavoidable difference in health across social groups and between different population groups. Reducing health inequalities requires a blend of action to undo the fundamental causes. Everyone has a role to play in reducing health inequalities. This campaign will introduce a range of training, tools and techniques available that can be built into individuals own practice, such as Making Every Opportunity Count; health literacy and Health Inequalities Impact Assessment.	ACH&SCP
Adopting a trauma informed approach	Ongoing/ April 2022	The experience and impact of trauma and adversity in the lives of Scottish people is more pervasive than has previously been recognised and has been exacerbated by the COVID pandemic. It is important to have trauma informed and responsive workforces that can recognise where people are affected by trauma and adversity, able to respond in ways that prevent further harm while supporting recovery, helping address inequalities and improve life chances. The aim of this ongoing campaign is to promote delivery of services in ways which prevent further harm or re-traumatisation for those who have experienced psychological trauma or adversity at any stage in their lives. People living with domestic abuse; individuals facing poverty/financial hardship and people experiencing severe illness or the loss of family are all	NHSG

Improvement Action	Timescale	Description	Lead
		among those at greater risk of experiencing trauma. And those in key frontline roles such as health and social care have had increased exposure to potentially distressing experiences as has the likelihood of stress and burnout. The National Trauma Training Programme, led by NHS Education for Scotland provides an opportunity to build on this ambition and has a wide range of training and tools available to all partners that can be built into services, teams and individuals own practice by raising awareness, knowledge, and confidence among our workforce to equip people to embed trauma informed practice throughout services based on the key principles of safety, trust, choice, empowerment, and collaboration. Teams/services can use the NHS Education Scotland "Taking a Trauma Informed Lens: Walk through" audit tool to establish the extent to which services are trauma informed identifying any risks of active re-traumatising or introduction of primary trauma to assist with identification of areas of priority requiring change and improvement; can learn about the importance of "lived experience" and the need to strengthen engagement and involvement of those with lived experience of psychological trauma, and gain an understanding on the importance of ensuring all staff wellbeing initiatives address any trauma implications. As part of the ongoing campaign, throughout the year a number of existing/future trauma training and tools and Deep Dive initiatives are planned by both local Trauma Champions and the Multi Agency Group and will be promoted across the Partnership to provide Partners with the awareness, tools and training, with an additional focus highlighting local progress/good news stories/examples of good practice as part on an ongoing raising awareness campaign undertaken in April 22.	

Improvement Action	Timescale	Description	Lead
Intersectionality for Improvement Projects Training	Ongoing	An online training session to help Project Teams consider how different characteristics affect the people they're working with on their Improvement Project. The workshop covers: • How multiple barriers can affect a person's experience, access to services, self-esteem, etc. • How different characteristics can interact in positive or negative ways: introducing the concept of intersectionality and the benefits of taking an intersectional approach. • "Seldom heard" communities, and how they fit into the Engagement Strategy and Community Planning in Aberdeen. • Resources to explore the demographics of the community Project Teams are working with. • Discussion in small groups, looking at specific ways the above issues are relevant in the context of your improvement project, plus time to create a short action plan to incorporate what was learned and discussed.	GREC
Leadership - Creating the Conditions for Change			
Development of a Collective Leadership Programme	September 2021	Strong leadership is key to the partnership delivering its improvement ambitions. Through a collective leadership programme, supported by external partners, CPA Board and Management Group members will be encouraged to think differently about their leadership role. We will convene a number of leadership fora to explore different ways of operating, focussing on collaboration and innovation, and reflecting on what we need to do differently.	External Partners e.g. Improvement Service

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APPENDIX 3 LOIP REFRESH ANALYSIS

This analysis has been undertaken to gauge the status of the final draft LOIP 2021-2026 against three key measures:

- Whether the projects against each Stretch Outcome are considered short term (to 2023); medium term (to 2025) or long term (2026 and later)
- Whether the projects against each Stretch Outcome target whole population, community level, or individual level
- Whether the projects against each Stretch Outcome are considered Upstream, Midstream or Downstream interventions.

Methodology

The analysis is based on the following principles:

1. Timescale:

Short term > 2023

Short term AND Medium Term 2023 > 2025

Medium Term > 2025

Short term AND Long term 2023 > 2026

Long Term > 2026

2. Population:

Whole population – all citizens in the City will benefit, or all citizens within a set demographic will benefit i.e. all children.

Community focus – there is a set community focus to the driver i.e. schools, or where the benefit will be felt at a community level i.e. reduced ASB

Individual focus – where the driver as set out will target specific individual groups, i.e. those in the criminal justice system, those eligible for benefits.

3. Demand:

Upstream interventions would tackle '**preventable demand**', which is where the demand can be prevented by intervening earlier

Midstream interventions would tackle '**co-dependent**' demand, which is where demand is unintentionally reinforced by service dependence; and '**excess'** demand, which is where a higher level of service is provided than is needed.

Downstream intervention would tackle '**avoidable'** demand, which is where demand can be influenced by behaviour change; and '**failure**' demand which his caused by service failure or poor design.

High level analysis of current v proposed refreshed LOIP

	Current LOIP	Refreshed LOIP	Change
Short term	91%	92%	+1%
Short term and Medium term	0	0	-
Medium term	2%	0%	-2%
Short term and Long term	3%	7%	+4%
Long term	4%	2%	-2%
Whole population	42.5%	36%	-6.5%
Community focus	11%	18%	+7%
Individual focus	46.5%	47%	+0.5%
Upstream	32.5%	36%	+3.5%
Midstream	0	28%	+28%
Downstream	67.5%	36%	-31.5%

Current LOIP data table

Short term	Short term and Medium term	Medium term	Short term and Long term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
109	0	2	4	5	51	13	56	39	0	81

Refreshed LOIP data table

Short term	Short term and Medium term	Medium term	Short term and Long term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
68	0	0	6	1	27	12	36	26	22	27

Initial considerations

1 – Timescales proposed

All projects in the refreshed LOIP have an initial short term focus. This may pose a concern regarding deliverability of work in certain stretch outcomes, but also highlights the ongoing desire to make improvements quickly. Some of these are existing projects that are underway, this reinforces the need for all partners to play an equal part in leading and delivering on projects to ensure the desired outcomes are achieved.

Comparatively with the current LOIP there is a negligible change in the short terms aims of the improvement project aims, with the only change of note being the projects identified below that have both short term and long term aims. This demonstrates a clear desire to progress from the initial findings to achieve further.

- **Stretch Outcome 1 - No one in Aberdeen will suffer due to poverty by 2026:** Reduce by 50% the number of homes with an EPC rating of F&G by 2023, leading to 100% by 2026.
- **Stretch Outcome 2 - 400 unemployed Aberdeen City residents supported into Fair Work* by 2026:** Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.
- **Stretch Outcome 2 - 400 unemployed Aberdeen City residents supported into Fair Work* by 2026:** Increase employer sign up to the Real Living Wage by 5% year on year to 2023 to achieve Real Living Wage City Status by 2026
- **Stretch Outcome 2 - 400 unemployed Aberdeen City residents supported into Fair Work* by 2026:** Support 50 people into sustained, good quality employment by 2023, and 100 by 2026, with a particular focus on; those from priority neighbourhoods and people over 50.
- **Stretch Outcome 8 - Child friendly city where all decisions which impact on children and young people are informed by them as rights holders by 2026:** Achieve UNICEF badges in Leadership; Culture; Communication; Place; Child Friendly Services; Participating
- **Stretch Outcome 13 - Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate:** At least 23 organisations across all sectors in Aberdeen pledging to manage at least 10% of their land for nature by 2023 (23BY23) and at least 26% by 2026 (26BY26).

It would be worthwhile for all Chairs of Outcome Improvement Groups considering creating further long term aims to build on the initial short term goals, this would help crystalise thinking on what steps are required and also ensure the required pace is set to achieve the overall outcomes desired.

2 - Whether the projects against each Stretch Outcome target whole population, community level, or individual level

The analysis shows that most projects in the refreshed LOIP have an individual focus, the rate remaining constant against the current LOIP. There has been an increase in the number of projects aimed at community level overall, with a 7% swing from whole population to community focus suggesting that Outcome Improvement groups understand the importance of Locality data and influencing outcomes at that level as per the Simulator results and Locality Empowerment Group engagement. This does not mean that community and whole population change cannot or will not be achieved in time, but that following the methodology we are focussing on improving the lives of individuals more often.

There is a balance to be struck between a community focus at LOIP level and that which will naturally occur at Locality Improvement Plan level, and the Management Group will want to consider this as a suite of strategic plans to ensure the right balance is struck.

In particular:

- The majority of proposed Stretch Outcome 1 ***(No one in Aberdeen will suffer due to poverty by 2026)*** is focussed at an individual level
- All projects identified under Stretch Outcome 4 (***95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026)*** are currently focussed at an individual level
- All projects under Stretch Outcome 6 (**As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026*)*** are currently focussed at an individual level

3 - Whether the projects against each Stretch Outcome are considered Upstream, Midstream or Downstream interventions

In the refreshed LOIP, analysis shows a far more balanced split of projects between these categories of intervention. The current LOIP has no 'midstream' interventions, with the refreshed LOIP having 28% of projects assessed as 'midstream'. This represents a maturity in the approach taken in refreshing the aims, and that the partnership is intentionally moving interventions more 'upstream'. There is a slight increase in the rate of 'upstream' interventions in the refreshed LOIP, the main swing being from 'downstream' to 'midstream'.

Given the scale and scope of the ambitions for the LOIP, this can be viewed in two ways. The first is that there is simply a more balanced and reflective range of interventions tackling the stages of the system, targeting the appropriate stage for the outcome required.

However, the second view is that there is an insufficient swing towards 'upstream' interventions, and that in order to fundamentally change the outcomes there should be grater movement towards that area of intervention. In this light, the balance of intervention

stages is in fact an imbalance which will result in the Partnership continuing to resolve failure and preventable demand.

This is the correct lens to look at the analysis through, and the recommendation is that more projects are moved deliberately 'upstream' to achieve the aims desired.

Secondary analysis

A secondary lens examines the interplay between the different classifications and offers insight into whether this is balanced. For example, is a short term, individually focussed, downstream project on benefits take up going to have the desired effect? Is this more likely than a short term, individually focussed, downstream project on reducing the number of births affected by drugs? Both have an urgency, both affect physical and mental health, however the more acute project is focussed on reducing births affected by drugs as intervening here for that individual will lead to a more sustained improvement in outcomes over the life course. This requires careful consideration for the outcome desired, in addition to the balance of workload in the CPP across the three classifications identified.

One proposal that will help the CPP focus on the correct drivers is to include analysis of these three classifications in the preparation of the Improvement Project Charter, perhaps by including this in the charter template.

Detailed analysis

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
1. No one in Aberdeen will suffer due to poverty by 2026.	1.1 Mitigating the causes of immediate and acute poverty.	Increase the number of people using community pantries by 20% by 2023.	X					x		x	
		Decrease the number of households in extreme fuel poverty in Aberdeen by 4% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 8% by 2023.	X					x		x	
		Reduce by 50% the number of homes with an EPC rating of F&G by 2023, leading to 100% by 2026.	X		x	x				x	
	1.2 Ensure those experiencing in-work poverty have access to all appropriate benefits.	Increase the uptake of unclaimed benefits across Aberdeen City by 2023.	x					x			X
	1.3 Supporting vulnerable and disadvantaged	Ensure 100% of people presenting as homeless have a	X					x			x

	people, families a nd groups	full financial assessment and access to all appropriate benefits.									
	1.4 Poverty affecting those with protected characteristics an d in specific communities –	Increase support for those who have been most disadvantaged through the pandemic by 2023	x					x			x

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
2. 400 unemplo yed Aberdee n City residents supporte d into Fair Work by 2026*	2.1 Supporting labour market to recover from impact of Covid-19 on employment.	Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.	x		x			x	x		
	2.2 Improving investment into Aberdeen and Aberdeen businesses.	Increase employer sign up to the Real Living Wage by 5% year on year to 2023 to achieve Real Living Wage City Status by 2026.	x		x		x		x		

		Increase by 50% the number of care experienced young people employed by public sector partners by 2023.	x					x			x
		Support 50 people into sustained, good quality employment by 2023, and 100 by 2026, with a particular focus on; those from priority neighbourhoods and people over 50.	x		x			x		x	

Stretch outcome	**Key Driver**	**Improvement project aim**	**Short term**	**Medium term**	**Long term**	**Whole population**	**Community focus**	**Individual focus**	**Upstream**	**Midstream**	**Downstream**
3. 500 Aberdeen City residents upskilled / reskilled to enable them to move into, within and between economic	3.1 Promoting inclusive economic growth for our most disadvantaged communities.	Improve the overall impact of partnership wide community benefits by increasing the number of projects which involve community co-design activities from 0 to 5 by December 2023.	x				x				x

opportunities as they arise by 2026											
		80% of young people will successfully complete their Modern Apprenticeship programme by 2023.	x					x	x		
	3.2 Ensuring access for all employers to skilled labour.	By December 2022, increase by 10% the number of people in Aberdeen who: • Have digital access; and • Feel comfortable using digital tools	x			x			x		
		Increase the number of people within Aberdeen City gaining qualifications in ICT and Digital skills at SCQF Levels 7 and above by 10% by 2023.	x			x			x		
		Increase the number of Modern and Graduate Apprenticeships by 5% by 2022.	x					x	x		

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
4. 95% of children (0-5 years) will reach their expected develop mental mileston es by the time of their child health reviews by 2026	4.1 Ensuring that families receive the parenting and family support they need.	Increase uptake of parenting and family support by 10% by 2022.	x					x		x	
	4.2 Keeping young children safe.	Reduce the number of births affected by drugs by 0.6 %, by 2022.	x					x			x
		Reduce the number of repeat emergency hospital admissions for unintentional injury to children under 5 years by 5% by 2023.	x					x			x

	4.3 Improving health and reducing inequalities.	Reduce the number of children starting P1 with an identified speech delay by 5% by 2023.	x					x	x		

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
5. 90% of Children and young people will report that their experiences of mental health and wellbeing have been listened to by 2026	5.1 Improving timely access to support	Increase to 80%, the number of staff who feel confident about how to directly support, or refer a child for support, and signpost to appropriate services by 2022.	x					x	x		
		100% of schools offer sustainable and equitable access to counselling for those children aged 10 and above who require it by 2022.	x			x				x	
		The number of children and young people with an eating disorder	x					x			x

		who are identified within 3 months of onset is increased by 50% by 2023.									
	5.2 Increasing children's knowledge and understanding of their own physical and mental wellbeing and take an early intervention and prevention approach	Increase by 50% the use of digital wellbeing resources for children and young people's mental health and wellbeing by 2022.	x			x			x		
		100% of children and young people have free access to physical activity which improves mental health and wellbeing by 2022.	x			x				x	
		Increase by 40% the use of the wellbeing scenario on the Mind of my Own app by care experienced children and young people by 2022.	x					x			x

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
6. As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026	6.1 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.	x					x	x		
	6.2 Supporting attainment of balance of care where children are able to remain more often at home and or with kin	Increase to 43% by 2023 the proportion of children and young people who are supported to live in kinship care or are looked after at home by 2023.	x					x			x
		Increase by 20% the number of children and young people	x					x			x

		remaining in a placement looked after at home/kinship between 16-18 years old by 2023.									
	6.3 Supporting children and young people to understand and access multiagency throughcare and aftercare services	Increase the number of care experienced young people by 10% receiving multiagency throughcare/aftercare support by 2023.	x					x			x

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
7. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026	7.1 Improving pathways to education, employment and training for identified groups (including disability, ASN, term time leavers and those from priority localities)	Increase the number of accredited courses directly associated with growth areas by 7% by 2023.	x			x			x		
		Increase the number of vulnerable learners entering a positive and	x					x		x	

		sustained destination by 7% by 2023.									
		Increase the number of young people who leave school with a minimum of SVQ 3 in literacy and numeracy and 4 other qualifications to 93% 2023.	x			x			x		

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
8. Child friendly city where all decisions which impact on children and young people are informed by them as rights holders by 2026	8.1 Secure required six UNICEF badges to gain Child Friendly City status	Achieve UNICEF badges in: - Leadership - Culture - Communication - Place - Child Friendly Services Participating			x	x			x		
	8.2 Ensuring that rights holders receive accessible information and	Increase by 50% the number of communications which are accessible to children and young people by 2023.	x			x					x

	opportunities to enable them to access their rights										
		Increase to 100% of staff working directly and indirectly with children who have been trained in and apply the UNCRC by 2023.	x			x			x		
		By 2023 increase to 100% the number of multiagency governance arrangements which impact on children on young people that include their participation and engagement	x					x			x

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
9. 30% fewer young people (under 18) charged with an offence by 2026	9.1 Young people receive the right help at the right time to improve outcomes for young people at risk of becoming involved in the Justice System	Increase by 50% the number of 10 to 16 year olds in target areas of the city who access youth community activity by 2023.	x			x				x	

		Increase number of young people who need support in relation to trauma and bereavement having access to such support by 50% by 2023.	x					x	x		
		Reduce by 10% both the number of offences of sexual or criminal exploitation and the number of 'digital' offences by Young People (Under 18) by 2022.	x			x				x	
	9.2 More people appropriately diverted from Justice System to effective interventions aimed at reducing the likelihood of reoffending, where appropriate	Reduce by 5% the number of 16/17 year olds with higher support needs offending by 2022.	x					x		x	
		Increase by 10% the number of young people (16-17 year olds) who are jointly reported to SCRA and COPFS who are offered robust alternatives to	x					x			x

		entering the statutory system by 2022.									
	9.3 Tackling antisocial behaviour in problem areas with appropriate and effective interventions	Reduce instances of public space youth anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2022.	x				x				x

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
***10.* 25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026.**	10.1 Those who are convicted are supported to engage with relevant services and reduce re-offending	Increase by 10% those individuals, aged 21+ and not subject to statutory throughcare arrangements, who access support services upon release from HMP Grampian by 2022.	x					x			x
		Increase to 30 in total, the no. of individuals who are on a custodial sentence, Community Payback Order with a Supervision Requirement, on	x					x			x

		Unpaid Work Orders, on Remand or who have been Diverted from Prosecution who are being supported to make progress on the Employability Pipeline by September 2022.									
		Reduce the number of drug related deaths occurring within 6 months of liberation from custody from 10 to zero by 2023.	x			x				x	
	10.2 Taking targeted interventions to reduce the impact of crime on communities	Reduce the number of wilful fires by 10% by 2022.	x			x			x		
		100% increase in hate crimes reported to police by 2023.	x			x					x
	10.3 Changing attitudes about domestic abuse in all its forms and ensuring victims receive access to the right support	Increase by 15% victims of domestic abuse receiving support by 2022.	x			x			x		

		Decrease the number of incidents of domestic abuse reported to the Police by 15% by 2023.	x			x					x
	10.4 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 by 10% the number of clients who access assessment/support/ treatment/services in relation to mental health issues: - in Police custody - on a community disposal - in HMP Grampian by 2023.	x			x					x

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
11. Healthy life expectancy (time lived in good health) is five years longer by 2026	11.1 Supporting vulnerable and disadvantaged people, families and groups	Increase the number of unpaid carers feeling supported by 10% by 2023.	x					x		x	

		Reduce youth homelessness by 6% by 2023.	x					x		x	
		Reduce the rolling 3-year average number of suicides in Aberdeen to below 26 (2019) by 2023.	x			x			x		
	11.2 Provide individuals and communities with the social resources needed to make informed decisions about health and lifestyle.	Increase opportunities for people to increase their contribution to communities (volunteering) by 10% by 2023.	x				x			x	
		Support 100 people to feel confident to promote wellbeing and good health choices by 2023.	x				x			x	
	11.3 Encouraging adoption of healthier lifestyles through a whole family approach.	To support 50 low income families in priority neighbourhood to improve eating behaviours and adopt positive lifestyle choices to help towards a healthy weight by 2023.	x				x		x		

		Reduce tobacco smoking by 5% overall by 2023.	x			x			x		
		Refer 20% of people living with COPD or other respiratory conditions into specific PR physical activity and other support programmes delivered in community settings by 2023.	X					x			x

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026	12.1 Increase support for children and young people at risk of developing drug and alcohol problems by working with Integrated Children Services	100 % of vulnerable young people, who are at-risk of developing problem substance use, have access to evidence-based Prevention & Early Intervention (including Universal, Selective & Indicated Prevention support) by 2023.	x					x		x	
		To decrease the number of 13 and 15 year olds who have reported using substances in Aberdeen	x			x			x		

		to below the national average by 2023, through curriculum delivery and a whole population approach.									
	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 and Increase by 10% the percentage of adults in Aberdeen City who are non drinkers or drink alcohol in a low risk way by 2023.	x			x			x		
	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 to above levels achieved in 17/18 by 2023.	x					x			x
		Increase the uptake of alcohol treatment by improving access to alcohol services and ensuring they are local, integrated and targets	x				x				x

		areas of greatest need by 10% year on year by 2023.									
		Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2022.	x					x		x	
		Increase opportunities for individuals who have been at risk of Blood Borne Viruses, being tested and accessing treatment by 2023.	x					x			x
		Increase uptake of drug treatment and specifically within Locality Areas by 10% each year by 2023.	x				x				x
	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 2023.	x					x			x

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream

13. Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate	13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision & Route-map.	Reduce public sector carbon emissions by at least 7% by 2023.	x			x			x		
		Reduce the generation of waste in Aberdeen by 8% by 2023.	x			x			x		
	13.2 Contributing to the delivery of Aberdeen Adapts by developing a bottom up approach to community resilience to encourage greater ownership and independent action towards	Community led Community led resilience plans in place for areas most vulnerable to flooding by 2023, leading to resilience plans in place across all areas of Aberdeen by 2026.	x		x		x			x	

	understanding communities' risks from climate change and adapting to them.										

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
14. Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026	14.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence.	Increase % of people who walk as one mode of travel by 10% by 2023.	x			x				x	
		Increase % of people who cycle as one mode of travel by 2% by 2023.	x			x				x	

Stretch outcome	Key Driver	Improvement project aim	Short term	Medium term	Long term	Whole population	Community focus	Individual focus	Upstream	Midstream	Downstream
15. Addressing the nature crisis by protecting and/ or managing 26% of Aberdeen's area for nature by 2026	15.1 Increasing the diversity, quality and use of the Aberdeen's green spaces by facilitating community participation in them to restore nature and increase people's satisfaction, health, and wellbeing.	Increase the number of community run green spaces by a minimum of 8 that are organised and self-managed for both people and nature by 2023	**x**				**x**		**x**		
		Increase community food growing in schools, communities and workplaces by 12 by 2023.	X				x			x	
	15.2 Increasing the area of public, private and community land managed for nature, in recognition of the nature	At least 23 organisations across all sectors in Aberdeen pledging to manage at least 10% of their land for nature by 2023 (23BY23) and at least 26% by 2026 (26BY26).	**x**		**x**		**x**		**x**		

	crisis and in alignment with global and national ambitions to protect 30% of land and 30% of water by 2030 (30-30-30).										

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	6 October 2021
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Integrated Locality Plans 2021-26: North, South and Central
REPORT NUMBER	CUS/21/227
DIRECTOR	Angela Scott, Chief Executive
CHIEF OFFICER	Martin Murchie, Data & Insights
REPORT AUTHOR	Michelle Cochlan, Community Planning Manager
TERMS OF REFERENCE	4.2

1. PURPOSE OF REPORT

1.1 This report presents the Locality Plans approved by the CPA Board on 7 July 2021, following approval by the CPA Board and IJB to the integration of Locality Planning for Community Planning Aberdeen and Aberdeen Health & Social Care Partnership. The plans underpin the refreshed Aberdeen City Local Outcome Improvement Plan, as well as individual partner plans, to cement a joint and coordinated approach between professionals and local communities to improve outcomes city wide and at a locality level.

2. RECOMMENDATIONS

That the Committee:

2.1 endorse the Locality Plans presented at Appendix 1, 2 and 3; and

2.2 consider the report in conjunction with the refreshed LOIP 16-26 (Item 11.2) to understand the connect with strategic priority issues.

3. BACKGROUND

3.1 In December 2020, the Community Planning Aberdeen Board and Aberdeen Integrated Joint Board agreed recommendations for the integration of Locality Planning between Community Planning Aberdeen and Aberdeen Health & Social Care Partnership. This saw the bringing together of two models for locality planning which had been established in response to separate legislation - the Public Bodies (Joint Working) (Scotland) Act 2014 and the Community Empowerment (Scotland) Act 2015. The new integrated model of locality planning has resulted in the following outcomes:

- **Shared Localities and Priority Neighbourhoods** - We have divided the city into three to identify three localities: North, South and Central. Priority neighbourhoods are those areas within the North, South and Central localities which experience poorer outcomes as a result of their socio-economic status, as identified by Scottish Index of Multiple Deprivation data. These include: for the North, Heathryfold, Middlefield, Northfield, Cummings Park and Mastrick; for the South, Torry and Kincorth; and for Central, Tillydrone, Seaton, Woodside, Ashgrove, Stockethill and George Street.

- **Shared Locality Empowerment Groups** - We have expanded the remit of the Locality Empowerment Groups (LEG) established last year by ACHSCP, to include collaboration on the full range of priority outcomes that the wider Community Planning Partnership is seeking to improve through the LOIP and underpinning Locality Plans. Priority Neighbourhood Partnerships (PNP), which were established by CPA in 2017, continue to operate and complement the work of the Locality Empowerment Groups. The Locality Empowerment Groups are open to any member of the public living in the locality whilst the Priority Neighbourhood Partnerships are for people living in the priority neighbourhood area. A member of a PNP can, and often is, also be a member of the LEG.

- **Shared Leadership and Partnership Working** - We have brought together the locality planning teams of the ACHSCP and Aberdeen City Council to join forces in working with communities to identify local priorities and agree action, making the connections with work which is already going on at a city wide level. ACHSCP Public Health Coordinators and ACC Locality Inclusion Managers have worked closely together to develop the Locality Empowerment Groups, ensure effective links with the work of Priority Neighbourhood Partnerships and jointly lead the co-production of locality plans with communities.

- **Shared Locality Plans** - Locality Plans have been developed for the North, South and Central localities of the City. This sees every neighbourhood in Aberdeen covered by a Locality Plan. The plans incorporate improvement activity for the whole locality and/or are targeted at specific neighbourhoods – in most cases priority neighbourhoods. However, as the plans evolve and we learn more about local needs and assets, the plans may target other areas which demonstrate particular strengths or need.

4. LOCALITY PLANS 2021-26

4.1 The Locality Plans presented in Appendix 1, 2 and 3 to this report were approved by the CPA Board on 7 July 2021.

4.2 The Locality Plans are the product of work which started in January 2021 with community members involved in the Locality Empowerment Groups and Priority Neighbourhood Partnerships. Through the LEGs and PNPs we heard from communities what is important to them and what their priorities for improvement are. In all cases, there is a link between the aspirations of communities to the improvement aims within the Aberdeen City Local Outcome Improvement Plan (LOIP). The locality plans have been designed to show these connects with the city wide LOIP. This is essential to ensure that professionals and communities are listening to each other, taking on board each other's ideas and, essentially, are working together to test and implement change.

4.3 The Locality Plans will help facilitate and encourage a two-way dialogue between partners on the city wide Outcome Improvement Groups delivering the LOIP and members of the Locality Empowerment Groups/ Priority Neighbourhood Partnerships delivering the Locality Plans. They cement a joint and coordinated approach between professionals and local communities to improve outcomes city wide and at a locality level.

E.g. Central Locality Plan

Central Locality Priority: Maximise use of spaces in communities to create opportunities for people to connect and increase physical activity

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Increase the number of community run green spaces that are organised and self-managed for both people and nature by a minimum of 8, of which at least 4 will in priority neighbourhoods by 2023.	ACC, Sustainable City Group	Develop green and food growing spaces	Central locality	Fersands and Fountain Community Project

4.4 The Locality Plans make the link between the ideas for improvement which have been identified by communities to the improvement projects within the LOIP, where relevant. See extract of the Central Locality Plan above. Across the three localities there was no instance where a community idea for improvement did not link in some way to a LOIP improvement project aim. Acknowledging this link within the locality plans has the following benefits:

- Removes the risk of silo working, confusion and duplication of effort between the city wide Outcome Improvement Groups (OIG) and Locality Empowerment Groups (LEG)/ Priority Neighbourhood Partnerships (PNP)
- Raises awareness of the OIGs and LEGs/PNPs of what is going on city wide and locally and encourages greater collaboration

- Communities are empowered to test their change ideas on their own locally and/ or work with professionals involved in OIGs
- Communities can focus on setting up tests of change and monitoring results rather than having to create project charters which are being developed by OIGs
- Capacity building for communities can be tailored appropriately and focussed on using the Plan, Do, Study, Act cycle to test ideas and gather evidence for scaling up and spreading proven initiatives
- Provides a mechanism for communities to share results and seek support from partners for support with scale up and spread

4.5 The current Locality Plans are a starting point for unifying and strengthening community collaboration in improving outcomes. It is expected that they will evolve over time as the Locality Empowerment Groups and Priority Neighbourhood Partnerships continue to develop and mature and communities become more confident to drive the development process themselves. Part of the evolution of the Locality Plans will be developing the place themes within the plans to incorporate 'Local Place Plans'. The Scottish Government's proposals for regulations on Local Place Plans make clear the opportunity to link LPPs with wider Locality Plans that are in place as a result of the Community Empowerment (Scotland) Act 2015.

5. FINANCIAL IMPLICATIONS

5.1 There are no immediate financial implications involved in the delivery of the Locality Plans. Any financial implications from investment in scale up and spread of improvement activity will be included with future proposals.

6. LEGAL IMPLICATIONS

6.1 The Locality Plans have been refreshed in line with the requirements of the Community Empowerment (Scotland) Act 2015.

7. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	There is a risk of the delivery of the community ideas for improvement.	L	Community Planning Team continue to work with the Joint Locality Planning Team and Place Planning Team to ensure congruence between the LOIP, evolving Locality Plans and Local Place Plans. This has involved putting in place arrangements for ongoing collaboration, communication and reporting between the

			Outcome Improvement Groups and Community Groups.
Compliance	Compliance with the Community Empowerment (Scotland) Act 2015	L	The Locality Plans have been developed in compliance with the requirements of the Act.
Operational	Communities and staff have the skills and knowledge of improvement methodology to undertake the improvement projects within the LOIP	L	The revised CLD plan confirms shared plans for asset based community development for the next three years. This includes capacity building in quality improvement through a programme tailored for communities, in particular the use of the Plan, Do, Study, Act (PDSA) cycle to test ideas for improvement. It is hoped that this will help further build community confidence to participate in improvement projects and feel empowered to test their own change ideas.
Financial	The Council alone is unable to resource the improvement activity required to deliver the outcomes within the LOIP/Locality Plans.	H	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
Reputational	That the Locality Plans priorities do not cover all areas of potential improvement which may have a negative impact on the public's perception of the Council and Partnership working.	L	The Locality Plans identified priorities for each locality working based on the needs of the population, customer and community insight and professional opinion of experts across the Community Planning Partnership.
Environment / Climate	N/A		

8. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Council Policy Statement	The Locality Plans are a key source of evidence to understand the key priorities for the Localities.
Aberdeen City Local Outcome Improvement Plan	
Prosperous Economy Stretch Outcomes	The Locality Plans underpin the refreshed LOIP and identifies priorities and community ideas for improvement aligned to the LOIP Prosperous Economy Stretch Outcomes and improvement projects to support achievement of these.
Prosperous People Stretch Outcomes	The Locality Plans underpin the refreshed LOIP and identifies priorities and community ideas for improvement aligned to the LOIP Prosperous People Stretch Outcomes and improvement projects to support achievement of these.
Prosperous Place Stretch Outcomes	The Locality Plans underpin the refreshed LOIP and identifies priorities and community ideas for improvement aligned to the LOIP Prosperous Place Stretch Outcomes and improvement projects to support achievement of these.
Regional and City Strategies	The Locality Plans are a key source of evidence to understand the key priorities for the Localities.
UK and Scottish Legislative and Policy Programmes	The report sets out the three Locality Plans, which fulfils the requirements placed upon the Partnership by the Community Empowerment (Scotland) Act 2015 ("CEA").

9. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Full impact assessment undertaken.
Data Protection Impact Assessment	Not required

10. BACKGROUND PAPERS

Final Draft Integrated Locality Plans 2021-2026 - CPA Board, 7 July 2021

Integration of Locality Planning and Community Empowerment Models for Community Planning Aberdeen and Aberdeen City Health & Social Care Partnership – CPA Board, 3 December 2020

11. APPENDICES

Appendix 1 – North Locality Plan
Appendix 2 – South Locality Plan
Appendix 3 – Central Locality Plan

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Aberdeen City - North

Locality Plan 2021-26

Community Planning
Aberdeen

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FOREWORD

We are delighted to share the first North Locality Plan. The plan has been developed by exploring local data but, more importantly, has been shaped by listening to the people living and working across the locality to understand what would make the greatest difference to them. This has taken place through the establishment of the North Locality Empowerment Group and discussions with various stakeholders, including community members.

We recognise that within the North locality there are some neighbourhoods which face challenges requiring targeted support. The Northfield Priority Neighbourhood Partnership continues to follow the work of the former Northfield Locality Board (and earlier Northfield Total Place) to build on the partnership work within these areas – *Northfield, Mastrick, Cummings Park, Middlefield and Heathryfold.*

The Covid 19 pandemic has had a significant impact on all our lives. Communities have demonstrated how responsive and willing they can be in meeting the range of challenges that their members have faced.

The next steps are to continue to build on what is strong across North locality and strengthen our collective vision to ensure that North locality is a place where all can prosper. This plan should be seen as a living document and will be shaped by the community as we continue to understand the needs and opportunities in the area.

Anna Gale
Public Health Co-ordinator
Aberdeen City Health and Social Care Partnership

Martin Smith
Locality Inclusion Manager
Aberdeen City Council

Development of Plan

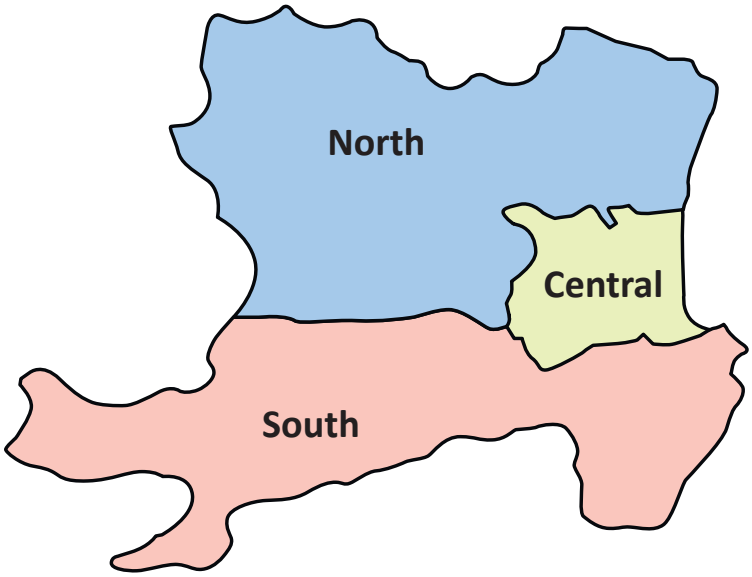
The development of this plan has taken place during a global pandemic which has meant many of the traditional ways of engaging with communities and staff, including meeting face to face and canvasing opinions in neighbourhoods across North locality has not been possible. Instead most engagement has taken place on-line and through virtual mechanisms to ensure that views have been captured. In an attempt to ensure citizens and staff living and working in North locality were involved in the process the following engagement opportunities took place:

- During February four workshops were facilitated on the themes of the Local Outcome Improvement Plan (LOIP); people (adults), people (children and young people), place and economy where locality data was shared and citizens were asked what the priorities should be and potential ideas for action, the workshops were attended by 45 people from North locality.
- During March staff workshops were held for each locality where locality data was shared along with feedback from community sessions to seek feedback from frontline staff on what the priorities should be and suggested ideas for actions, the North workshop was attended by 21 members of staff.
- For staff unable to attend the workshop (it was recognised these workshops were taking place during the highest level of civil contingency in response to COVID therefore making it challenging for frontline staff to attend) a survey was developed based on the themes of the workshop, 26 members of staff shared their views.
- An additional survey was tailored to capture views of children and young people and sent to all schools for completion, 130 children and young people completed the form.
- A session was facilitated with the youth council to capture views on priorities and suggested actions.
- An online simulator was developed to enable citizens to express what was important and of value to them and their community and this was open from 1-30 March 2021. The simulator was completed by 713 people in North. Full results are available here CP Simulator Summary results and Appendix (2).pdf The top five priorities identified in the simulator were shared with members of the Locality Empowerment Groups (LEGs) and incorporated in discussions to identify the six overarching themes for the North locality plan. The results were also incorporated within the plans.
- The Health and Social Care Alliance Scotland (the ALLIANCE) provided support with the process by facilitating a number of workshops throughout April including; a visioning session, an evening session and workshops for each of the three localities, the purpose of these workshops were to turn the ideas into actions, the sessions were attended by 17 people in North.
- A workshop providing an overview on Community Planning Aberdeen and consultation on the locality plan template was held in April, this was attended by 14 people.
- LEG and Priority Neighbourhood Partnership Meetings took place throughout January – April to check in with the process and gain feedback to inform the development of the plans.
- On-going actions from Locality Recovery Plans have been incorporated within this plan.
- During this process the findings from the People at the Centre Engagement which took place nationally in late 2020 have also been considered and incorporated as appropriate.

LIVING IN THE NORTH

Central Locality is made up of 14 neighbourhoods including:

1. Dyce
2. Danestone
3. Oldmachar
4. Denmore
5. Balgownie & Donmouth
6. Bucksburn
7. Heathryfold
8. Middlefield
9. Kingswells
10. Northfield
11. Cummings Park
12. Sheddocksley
13. Mastrick
14. Summerhill



Based on analysis from the Scottish Index of Multiple Deprivation (SIMD), we have identified some of these neighbourhoods to be priority neighbourhoods. That means they need additional support to benefit from the same opportunities to thrive and succeed as other neighbourhoods within the North Locality. Our priority neighbourhoods include: Heathryfold, Middlefield, Northfield, Cummings Park and Mastrick.

The North area of the City covers a large area of the city from suburban areas bordering Aberdeenshire to more populated urban housing estates. Many of these neighbourhoods run alongside the River Don. Aberdeen airport lies within North locality resulting in people regularly travelling to the area for employment and recreation purposes. The oil boom in the 1980s gave way for a number of new housing developments as well as a number of oil and gas companies establishing bases within the area. Within the area, there are many green spaces, a community Hub, Aberdeen Treasure Hub, community centres, schools and places of worship providing a range of opportunities. New additions to the area include the P&J Live – a multipurpose indoor arena as well as the connecting Aberdeen Western Peripheral Route.

This is how people living in North described the community they live in:

VISION FOR NORTH

The Vision for Aberdeen City is a **'Place where all people can prosper'**.

We asked communities in the North Locality to break this down into what this means for them.

During one of the workshops participants were then asked to vote on what was most important to them and this is what they said (the words in largest font were voted for the most with the words in smaller font receiving the least votes):

Using a combination of data as well as insight from community members and front-line staff, six priorities were identified to ensure that all people living in North locality, including those people living in our most disadvantaged communities, have an equal chance to prosper. These include:

Locality Priorities	Link with city wide LOIP Priority Themes
Reduce the number of people living in poverty through the creation of local employment, training and apprenticeship opportunities, and create solutions to tackle food poverty	Economy
Increase digital access and skills across the locality	
Improve the physical health and wellbeing of people	People
Support local volunteering opportunities beyond the pandemic	
Early intervention approach targeted at those who are involved in, or at risk in offending behaviour (domestic abuse, substance misuse, anti-social behaviour	
Maximise use of disused outdoor space to increase food growing opportunities	Place

Above and throughout this document we have made the links between our priorities and the work of the wider Community Planning Aberdeen Partnership being delivered through the city wide LOIP. This is essential to ensure we are working collaboratively on common priorities, supporting each other by sharing knowledge and experience and testing out our ideas together to ensure they have the best chance of success, scalability and sustainable results.

THE NORTH ECONOMY

What we know about the North

From what the data tells us:

Earnings In 2017, median annual household income ranged from £18,596 in Middlefield to £59,162 in Kingswells. 7 of the datazones in the North locality are in the 20% most income deprived areas in Scotland, with 3 in both Mastrick and Middlefield and 1 in Northfield.

Universal Credit 30.1% of people in Aberdeen on universal credit live within the North Locality. Numbers are highest in Bucksburn (783), Heathryfold & Middlefield (766), Northfield (628) and Mastrick (538) and lowest in Danestone (129).

Covid Impact There was a 124% increase in people on universal credit and 145% increase in claimants between March and November due to Covid.

Food Poverty In 2020, when asked about food security, 3.6% of respondents from the North Locality to the City Voice reported being worried they wouldn't have enough food to eat; 5.5% reporting they were hungry but didn't eat and 1.8% going without eating for a day. As at 12 December 2020, 13% of calls to the crisis line requiring food assistance were from Cummings Park, Heathryfold, Mastrick, Middlefield, Northfield.

Digital Connectivity In 2020, 75% of respondents from the North Locality (95.5%) to the City Voice reported having basic digital skills (based on answering 'yes' to questions about foundation skills),this is lower compared to respondents from the South and Central Localities.

From what you have told us:

The link between all areas is poverty – it connects to everything. There is lots of stigma around poverty.'

'Job losses in the oil industry and impact of Covid means more people are claiming benefits and needing support than ever before but there is stigma and shame associated with taking support when needed.'

'Covid has had a significant impact on people with disabilities – accessing benefits, training and future employment opportunities.'

'There is an increase in use of food banks and more demand for emergency food provision. Food & Fun continues in the locality so food poverty remains a challenge.'

'More apprentices and opportunities for people of all ages to seek new skills regardless of their qualifications.'

'Digital connectivity is extremely important for people. Being isolated is a big issue facing many vulnerable people currently.'

Our priorities for partnership working

There is already a wide range of activity already taking place by community groups and organisations across the locality and within our priority neighbourhood partnerships to tackle the issues highlighted above.

This Locality Plan includes the areas where we can bring added value by working more collaboratively - communities, public, private and third sector organisations working together in partnership to test new ideas which we believe will improve outcomes.

The table below includes the two priorities we have identified for partnership working in the North Locality which can be linked to the Community Planning Partnership theme of Economy.

North Priorities	Link with city wide LOIP Stretch Outcomes (SO)
Reduce the number of people living in poverty through the creation of local employment, training and apprenticeship opportunities, and create solutions to tackle food poverty	SO1 - Poverty SO2 – Employability
Increase digital access and skills across the locality	SO3 – Upskill/Reskill

The following tables set out the improvement projects that we believe can help us achieve our priorities.

Our Improvement Plan

Reduce the number of people living in poverty through the creation of local employment, training and apprenticeship opportunities, and create solutions to tackle food poverty.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Income and Employment				
Increase employer sign up to the Real Living Wage by 5% year on year to 2023 to achieve Real Living Wage City Status by 2026.	Aberdeen City Council, Aberdeen Prospers Group	• Encourage employers in the locality to sign up to the Real Living Wage.	Locality wide	Shmu
Support 50 people into sustained, good quality employment by 2023, and 100 by 2026, with a particular focus on; those from priority neighbourhoods and people over 50.	Aberdeen City Council, Aberdeen Prospers Group	• Develop locally designed services that reflect needs of the community. • Promote information available on ABZ works. • Develop volunteering pathways to lead into local employment. • Promote job opportunities through new Northfield/ Cummings Park nursery as well as childcare options to support local families. • Encourage opportunities to reskill local people into new employment sectors • Ensure linkage to low-cost childcare options in the area. • Promote and offer employability workshops delivered by Farrans. • Promote the kickstart programme as well as seek opportunities to support individuals beyond kickstart.	Heathryfold, Middlefield, Northfield, Cummings Park & Mastrick	Shmu Farrans Middlefield Community Project ACVO
Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.	Aberdeen City Council, Aberdeen Prospers Group	• Explore opportunities and provide ongoing support to grow and sustain local social enterprises which contribute to building communities; local relationships and reducing isolation.	Locality wide	

Support 15 care experienced young people progress to employment through public sector funded employability programmes by 2023.	Aberdeen City Council, Aberdeen Prospers Group	• Support and develop employment opportunities for young people by giving them placements and support on how to do interviews.	Middlefield	Middlefield Community Project Shmu
Increase to 30 in total, the no. of individuals who are on a custodial sentence, Community Payback Order with a Supervision Requirement, on Unpaid Work Orders, on Remand or who have been Diverted from Prosecution who are being supported to make progress on the Employability Pipeline by 2022.	Skills Development Scotland, Community Justice Group	• Build on learning from Community Payback Order project in Aberdeenshire and test in North. • Auchmill golf course to offer local apprenticeships.	Cummings Park Mastrick Middlefield	Shmu Auchmill golf course
Training and Apprenticeships				
80% of young people successfully complete their Modern Apprenticeship programme by 2023.	North East Scotland College, Aberdeen Prospers Group	• Encourage young people into a range of local apprenticeship opportunities, i.e., Police Scotland; Housing; Bon Accord Care etc. • Build on pilot with Hazlehead Academy and Mastrick Community Centre offering young people progression to employment within childcare sector. • Promote apprenticeship opportunities at Auchmill Golf Course. • Foundation apprenticeships offered by Shmu.	Locality wide	Mastrick Community Centre Bon Accord Care Auchmill golf course Shmu
Increase the number of Modern and Graduate Apprenticeships by 5% by 2022.	North East Scotland College, Aberdeen Prospers Group	• Promote housing modern apprentice and graduate trainee schemes. • Share positive stories from local young people and employers that have benefitted from apprenticeships.		Aberdeen City Council Shmu
Improve the overall impact of partnership wide community benefits by increasing the number of projects which involve community co-design activities from 0 to 5 by December 2023.	Aberdeen City Council, Aberdeen Prospers Group	• Strengthen and build on relationships with local businesses as part of their Corporate Social Responsibility – e.g., Farrans – Haudagain. Build on projects such as STEM ambassadors at Northfield Academy. • Work with local oil companies in Bridge of Don/ Dyce offering volunteering time. • Work with local academies to increase uptake of virtual work experience scheme with Farrans.	Locality wide	Farrans

Increase the number of vulnerable learners entering a positive and sustained destination by 7% by 2023.	Aberdeen City Council, Children's Services Board	• Map what is already going on to support vulnerable learners into positive and sustained destinations, e.g., Northfield Academy cycle maintenance, Training Academy (Shmu). • Build on Men's shed model – develop an approach which is suitable for young people and linked to a local school. • Build on learning from projects such as AMPED which is based around trail bike maintenance. • Build on test with Hazlehead Academy and Mastrick Community Centre offering young people progression to employment within childcare sector.	Locality wide	Mastrick Community Centre Shmu
Poverty				
Increase the number of people using community pantries by 20% by 2023.	CFine, Anti-Poverty Group	• Ensure that services are more joined up and wrap around the whole family/person. • Increase volunteer involvement in community pantries. • Support families beyond crisis support, i.e., budgeting; cooking skills, etc. • Use community pantries to break down barriers around poverty and stigma. • Learn from Best Start in Life pantry – opportunity to test in North.	Locality wide	Family Learning Team - North Fit Like Hub
Increase the uptake of unclaimed benefit across Aberdeen City by 2023 (TBC).	Department for Work & Pensions, Anti-Poverty Group	• Ensure that services are more joined up and wrap around the whole family/person. • Roll out benefits awareness/financial literacy training to community members; volunteers and staff to avoid people reaching out only at crisis point. • Support families who experience language barriers to navigate support and benefits available. • Need to explore bold approaches to tackling poverty, i.e., buying debt. • Support families in poverty who are on low income or on furlough to access appropriate support.	Locality wide	Community Pantry (the Cubby) North Fit Like Hub Shmu

Decrease the number of households in extreme fuel poverty in Aberdeen by 54% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 108% by 2023.	Scarf, Anti-Poverty Group	• Raise awareness of support available, e.g., Scarf. • Encouraging volunteers to be trained to support local households with insulation advice.	Locality wide	Local volunteers
Increase support for those who have been most disadvantaged through the pandemic.	Aberdeen City Council, Anti-Poverty Group	• Ensure that support is available for families that do not qualify for benefit assistance. • More support for people with disabilities – including better access; tackling discrimination/hate crime and better opportunities for disabled people to participate. • Increased support for individuals wellbeing beyond the pandemic. • Raise awareness of poverty across the locality to break down the barriers around poverty and stigma. • Share learning from pop-up TSB services at Danestone. • Promote Pathways employability programme.	Locality wide	Danestone Community Centre

Increase digital access and skills across the locality.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
By December 2022, increase by 10% the number of people in Aberdeen who: • Have digital access; and • Feel comfortable using digital tools.	Aberdeen City Council, Aberdeen Prospers Group	• Ensure that sheltered housing complexes have wifi to allow digital connection. • Increase support available for digital champions as part of Connecting Scotland programme. • Promote Connecting Scotland programme and distributing devices amongst new parents to connect to social support. • Promote places where people can access digital devices and support, e.g., community centres and libraries. Could people lend out a laptop? • Ensure Wifi is available in community centres and libraries so that people can take their own devices and access free data. • Promote digital inclusion course via Farrans and Shmu. • Improve wellbeing with a group of individuals at Dominies Court through digital support.	Locality wide	Farrans Shmu Libraries Aberdeen Health and Social Care Sport Aberdeen Bon Accord Care Middlefield Community Project

THE NORTH PEOPLE

What we know about the North

From what the data tells us:

Child Health Child Health The % of primary ones with no obvious tooth decay varies across the Locality, being highest in Oldmachar (89%) and lowest in Heathryfold/ Middlefield (58%), compared to the city rate of 69.7%. Balgownie and Donmouth West have the highest proportion of children at P1 with a healthy weight in the Locality 92%. The lowest proportion of P1s with a healthy weight in the locality is Heathryfold/ Middlefield at 72%.

Positive Destinations In 2018/19, positive destinations varied across the Locality, being highest in the North Locality at Dyce Academy at 95% and lowest in Northfield Academy at 81%.

Mental Health The rate of probable suicide (2014-2018) in the North Locality increased to 13.3 from 11.7; similar to the city rate of 13.8; 18.9% of people were prescribed drugs for anxiety, depression or psychosis (2019/20)

Life Expectancy Heathryfold/Middlefield has both the lowest life expectancy (F:76.9/M: 71.8) and highest death rates in the Locality (1,446), more than double the lowest rate in the Locality of 692 in Kingswells.

Drugs and Alcohol The rate of alcohol related deaths is lowest in the North Locality at 16.9 per 100,000 in 2014/18, compared to the city (19.9). Heathryfold & Middlefield has the highest rate (1,348) of alcohol related hospital admissions (19/20) in the Locality, nearly double the city rate (710.6) and more than 6 times the rate of the lowest neighbourhood of Balgownie and Donmouth West (281). The rate of drug related hospital admissions in the North Locality increased to 168 per 100,000 population in 2016/17-2018/19, from 156. This is lower than the city rate (182) and the Central Locality (222), but higher than in the South Locality (147).

From what you have told us:

'Concerned that the lack of social activities and social development during Covid will have a lasting impact on all children and their parents.'

'We are particularly worried about the impact of Covid on the transition from P7 to S1 in our priority neighbourhoods.'

'There's been an increase in people exercising indoors and outdoors. But a decline in those shielding and people feeling anxious to go out.'

'People are eating more but more people are also cooking from scratch.'

'Social isolation continues to be a contributing factor to mental health issues.'

'We need more facilities such as skate parks in each community, youth clubs, evening classes etc. Classes to meet and engage with likeminded people will help with mental health and feelings of loneliness.'

Health & Wellbeing In 2019, 89% of respondents from the North Locality to the Health & Social Care users Survey agreed that support helps them live as independently as possible, similar to responses from South (91%) and Central (90%) Localities. 59% said it was hard for them to get motivated to look after their own health, lower compared to the city response (68%) and South (73%) and Central (71%).

Crime In 2019, crime rate per 1,000 population in the North Locality is 22.9, lower than the city rate of 35.3, the rate for the South (23.5) and Central (57.6) Localities. Crime rates vary across the Locality with a high of 56 in Cummings Park, compared to a low of 4.8 in Denmore. The 3 highest rates are all priority neighbourhoods and all higher than the city rate of 35.3. The majority (12 of 16) of neighbourhoods in the North locality have a lower crime rate than the city.

'Encouraging people to use the outdoors and to exercise by providing the environment to make this easier for them to do so safely will do more for public health than any health initiative telling them what to do.'

'There is a link to the increase in alcohol use and isolation.'

'We are concerned about harm due to drugs in the locality, both the causes and consequences.'

'Shop lifting and petty crime is on the increase.'

'Increase in domestic abuse – raised through Northfield Partnership Forum from schools.'

Our priorities for partnership working

The table below includes the three priorities we have identified for partnership working in the North Locality which can be linked to the Community Planning Partnership theme of People.

North Priorities	Link with city wide LOIP Stretch Outcomes (SO)
Improve the physical health and wellbeing of people	SO 5 – Child Mental Health SO8 – Child Friendly City SO 11 – Healthy Life SO 14 – Sustainable Travel
Support local volunteering opportunities beyond the pandemic	SO 11 – Healthy Life SO13 – Climate Change
Early intervention approach targeted at those who are involved in, or at risk in offending behaviour (domestic abuse, substance misuse, anti-social behaviour	SO 10 – Community Justice SO12 – Alcohol & Drugs SO13 – Climate Change

The following tables set out the improvement projects that we believe can help us achieve our priorities.

Our Improvement Plan

Improve the physical health and wellbeing of people.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Physical Health				
Increase % of people who walk as one mode of travel by 10% by 2023.	Nestrans, Sustainable City Group	• Build on interest in cyclinglearning during lockdown – cycle classes; bike storage; adaptable bikesencourage more "walk and talks" encouraging others from across the locality to adopt a similar approach. • Encourage more buggy walks and similar approaches across generations. • Promote facilities on walking routes, i.e., accessible for wheelchairs; toilets on route, etc in local area. • Promote and upgrade local path networkpaths, e.g. Whitestripes Avenue., Northfield to Bucksburn. • Work together to promote all the walking/jogging groups in the local area. • Promote Aberdeen bike hire scheme once in placenew walking routes around Haudagain development. • Promote local walks in community magazines. • Development of Heathryfold woodland area. • Offer Paths for all training to build on network of Health Walks. • Work together to promote all the walking/jogging groups in the local area. (Health Walks/Over 50s network) • Develop a 'Park Walk' for those not keen on the Park Run.	Locality wide	Farrans Shmu Heathryfold Woodland Paths for All Stay Well, Stay Connected NESTRANS Health and Social Care Partnership Middlefield Community Project
Increase % of people who cycle as one mode of travel toby 2% by 2023.	Nestrans, Sustainable City Group	• Build on interest in cycling during lockdown – cycle classes; bike storage; adaptable bikes. • Promote and upgrade local path network, e.g., Whitestripes Avenue. • Promote Aberdeen bike hire scheme once in place. • Ensure community involvement in Kingswells to Westhill development. • Promote new cycling routes around Haudagain development.	Locality wide	Farrans Shmu Paths for All NESTRANS MIddlefield Community Project

Refer 20% of people living with COPD or other respiratory conditions into specific PR physical activity and other support programmes delivered in community settings by 2023.	NHS Grampian, Resilient, Included and Supported	• More health and social care services to be available within community centres. • Expand sites providing specialist support activities for long-term conditions. • Promote referral to online and face to face condition specific classes at Sheddocksley, Jesmond, Alex Collie and the Beacon Sports Centres. • Build a network of volunteers to deliver strength and balance classes – both indoor and outdoor across the locality. • Expand use of physical activity exercise cards at Fairley Den and Len Ironside Centre.	Locality wide	Sport Aberdeen Bon Accord Care Local volunteers Aberdeen Health and Social Care Partnership
Reduce tobacco smoking by 5% overall by 2023.	Aberdeen City Council, Resilient, Included and Supported	• Create a smoke-free generation where young people smoking, vaping or using e-cigarettes is not culturally acceptable.	Middlefield	
Wellbeing				
Increase to 80%, the number of staff who feel confident about how to directly support, or refer a child for support, and signpost to appropriate services by 2022.	Aberdeen City Council, Children's Services Board	• Training for staff in understanding ASD and how to support families. • Training to support anxiety in young people. • Identify who would benefit from training locally and advertise widely, i.e., uniformed organisations, community centres, volunteers, youth clubs, etc. • Ensure information is readily available to support parents. • Provide support to ensure that people understand the process for referral and who to contact. • Youth hub to support young people to develop life skills and confidence in their ability and deal with any issues affecting their wellbeing. • Share practice amongst organisations about being a Trauma-Informa workplace. • Promote MindU mental health recovery support programme aimed at ages 12-25.	Locality wide	North fit like hub Local Schools Local community groups Mastrick Community Centre Middlefield Community project Shmu

Increase by 80% the use of digital wellbeing resources for children and young people's mental health and wellbeing by 2022.	NHS Grampian, Children's Services Board	• Promote and increase a range of online wellbeing sessions for children and young people. • Use community media platforms as a way for young people to share their views on mental health and wellbeing.	Locality wide	North fit like hubs Shmu
100% of children and young people have increased free access to physical activity which improves mental health and wellbeing by 2022.	Aberdeen City Council/ Sport Aberdeen, Children's Services Board	• Encourage outdoor play using green spaces across the locality. Promote local community groups and activities run by Play Forum and rangers. • Use reach of community planning partners to promote and market local organisations.	Locality wide	Community-based organisations – uniformed org, etc.
Reduce the rolling 3-year average number of suicides in Aberdeen to below 26 (2019) by 2023.	Police Scotland, Resilient, Included and Supported	• Develop buddy scheme to support people out of lockdown. • Roll out of suicide prevention training/promote suicide prevention app.	Middlefield Locality wide	SAMH
Increase the number of unpaid carers feeling supported by 10% by 2023.	Aberdeen Health and Social Care Partnership, Resilient, Included and Supported	• Increase the number of informal opportunities for unpaid carers across the locality. • Co-design local unpaid carers resources and support. • Explore opportunities to support unpaid carers with their wellbeing post lockdown. • Increase support for dementia sufferers and their carers.	Locality wide	Quarriers
Support 100 people to feel confident to promote wellbeing and good health choices by 2023.	Aberdeen City Council/ Aberdeen Health and Social Care Partnership, Resilient, Included and Supported	• Have local noticeboards (near parks) with information about what's available in the local area. • Use local Facebook pages (e.g., community councils) to get key messages out to the local community. • Test approach with Bon Accord Care signposting individuals to local community opportunities through use of iPads.	Locality wide	LEG members Bon Accord Care

To support 50 low income families in priority neighbourhood to improve eating behaviours and adopt positive lifestyle choices to help towards a healthy weight by 2023.	NHS Grampian, Resilient, Included and Supported	• Support breastfeeding peer supporter locally. • Promote Best Start/Healthy Start vitamins. • Improve access to fresh food locally. • Support families to cook and prepare food from scratch on a budget. • Establish outdoor gym equipment for adults to encourage physical activity, improved wellbeing and to bring the community together. • Ensure playparks are accessible for all. • Adapt exercise cards developed for people in sheltered housing to be used for families to ensure that finance is not a barrier to being active. • Improve safety in parks e.g., lighting. • Influence local shops to provide affordable healthy produce.	Heathryfold, Middlefield, Northfield, Cummings Park & Mastrick	Local businesses Sport Aberdeen Aberdeen City Council - Education
Build social connections across North locality.		• Focus on building social connections – develop links locally - what is on in the local area, i.e., community centres; libraries; green spaces; church halls, etc. • Develop community hub model beyond priority neighbourhoods. • Improve awareness of local services from Aberdeen and refer people to this. • Spread awareness of what is available locally via ALISS. • Revisit Total Learning Offer information. • Revisit asset mapping process. • Host a series of 'Getting to know you' sessions – with local community groups and front-line staff. • Ensure that there is a conduit between community planning partners and local communities and continuation when staff move on. Build on neighbourhood lead model in place during pandemic. • Utilise community media outlets to promote what is on in the local area.	Locality wide	Shmu LEG members Neighbourhood Leads

Support local volunteering opportunities beyond the pandemic.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Increase opportunities for people to increase their contribution to communities by 10% by 2023.	Aberdeen City Council, Resilient, Included and Supported	• Explore different ways to develop intergenerational working post-lockdown. • Encourage people to continue volunteering beyond pandemic. • Explore how community assets can be used as community resources, e.g., churches, care homes, etc. • Involve more young people in volunteering leading to career opportunities, e.g. Bon Accord Care; Police Scotland. Opportunity to build connections with local schools. • Promote Saltire Awards with young people. • Provide incentives to business and organisations to provide volunteering or internships. • Develop a similar model to men's shed for women or young people. • Identify time-banking opportunities in conjunction with Farrans. • Encourage volunteers to get involved in Friends of Heathryfold Park/Auchmill Community Woodland Group.	Locality wide	Shmu ACVO Community Councils in North. Farrans Friends of Heathryfold Park Auchmill community woodland group Middlefield Community Project
Community led resilience plans in place for areas most vulnerable to flooding by 2023, leading to resilience plans in place across all areas of Aberdeen by 2026.	Scottish Fire and Rescue Service, Sustainable City	• Build on learning from pandemic - continue to develop community connections–build on community spirit. Has to be local and led by local people. • Continue to develop the Heathryfold flood alleviation scheme.	Locality wide	Shmu

Early intervention approach targeted at those who are involved in, or at risk in offending behaviour (domestic abuse, substance misuse, anti-social behaviour

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Reduce instances of public space youth anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2022.	Police Scotland, Children's Services Board	• Increase priority family interventions. • Develop diversionary activities which lead to job skills development. • Build a network of volunteers trained by youth work team.	Heathryfold, Middlefield, Northfield, Cummings Park & Mastrick Summerhill	Police Scotland
Increase by 50% the number of 10 to 16 year olds in target areas of the city who access youth community activity by 2023.	Aberdeen City Council, Children's Services Board	• Develop a process where police can signpost young people to other activities in the community as opposed to criminalising? e.g Streetsports; project at Tescos Lang Stracht. • Have a safe place for teenagers to come and go during the week and also on a Friday and Saturday night • Develop skate park/BMX track in Dyce • Co-produce a range of activities available for young people across the locality. Young people to be actively involved in the development. • Build on learning from projects such as AMPED which is based around trail bike maintenance. • Development of outdoor forest programme.	Locality wide	Police Scotland Young people Middlefield Community Project Street Sport AFC Community Trust
Increase number of young people who need support in relation to trauma and bereavement having access to such support by 50% by 2023.	Aberdeen City Council, Children's Services Board	• Roll out evidence-based resilience training to community members; staff and volunteers across the locality.		
Decrease number of incidents of domestic abuse reported to the Police by 15% by 2023.	Aberdeen City Council, Community Justice Group	• Increase support for families where English is not the first language to protect children and to ensure that families can access appropriate support. • Northfield ASG project – Promotion of new domestic abuse policy and signposting information.	Northfield Partnership Forum	Aberdeen City Council Shmu

Substance Misuse				
Increase % of the population who feel informed about using alcohol responsibly and increase by 10% the percentage of adults in Aberdeen City who are non drinkers or drink alcohol in a low risk way by 2023.	Aberdeen Health and Social Care Partnership, Alcohol and Drugs Partnership	• Promote more non-alcoholic products and alcohol-free social options.	Heathryfold, Middlefield, Northfield, Cummings Park & Mastrick	
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 2023.	Aberdeen Health and Social Care Partnership, Alcohol and Drugs Partnership	• Restart outreach services (Northfield/Mastrick) paused by pandemic. • Work with those with lived experience to share positive messages about their journeys, including how local services have played a role in their recovery – leading to a greater awareness of alcohol services locally.	Heathryfold, Middlefield, Northfield, Cummings Park & Mastrick	LEG member Alcohol and Drug Action Shmu
Increase uptake of drug treatment and specifically within Locality Areas by 10% each year by 2023.	Aberdeen Health and Social Care Partnership, Alcohol and Drugs Partnership	• Substance misuse Youth Worker to work with individuals and families.	Heathryfold, Middlefield, Northfield, Cummings Park & Mastrick	Middlefield Community Project
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 2023.	Aberdeen Health and Social Care Partnership, Alcohol and Drugs Partnership	• Support recovery through physical activity, music, film and other creative experiences. • Support recovery through peer support and developing media skills.	Cummings Park	Aberdeen City Council, Community, Learning and Development. Byron Boxing Club Auchmill Golf Club AiR Shmu

THE NORTH PLACE

What we know about the North

From what the data tells us:

Priority Neighbourhoods Aberdeen has 29 datazones in the 20% most deprived areas in Scotland. 8 of these are in the North locality with 3 in both Mastrick and Middlefield, 1 in both Heathryfold and Northfield. Based on SIMD, our priority neighbourhoods in the North Locality are: Mastrick, Middlefield, Northfield, Cummings Park and Heathryfold.

Place Standard In March 2020, when asked about different aspects of their neighbourhood, respondents from the North Locality scored availability of green space (5.3) and feeling safe in your neighbourhood (5.3) as the highest. Lowest scoring areas were economy and access to jobs (2.5) and the ability to participate in decisions and help change things for the better (3.2).

Community Safety In 2018/19, the rate (per 100,000 population) of accidental dwelling fires in the North Locality ranges from a low of 0 in Kingswells, Bucksburn South, Dyce, Balgownie & Donmouth East and Denmore, to a high of 234 in Summerhill (more than double the city rate of 115.10). The rates for Heathryfold and Middlefield, Cummings Park and Mastrick have all increased substantially in 2018/19.

Active Travel In 2020, respondents from the North Locality to the City Voice reported using the following modes of transport at least once a week to travel into the city – car (59.6%), bus (41.3%), walk (23.9%) and cycle (6%).

From what you have told us:

'Locality Empowerment Groups and Priority Neighbourhood Partnerships have a vital role here.'

'More green spaces, community gardens and allotments for citizens.'

'The redevelopment of Haudagain offers greenspace.'

'Demand for food growing initiatives is increasing so requires support.'

'Lighting in parks would be an asset and make it safer to use.'

'Community facilities and Housing Office has been impacted by Covid.'

'Flood alleviation scheme in place at Heathryfold.'

'Increased trend on shopping crime.'

'Home fire safety campaigns have been disrupted by the pandemic.'

Our priorities for partnership working

The table below includes the last priority we have identified for partnership working in the North Locality which can be linked to the Community Planning Partnership theme of Place.

North Priorities	Link with city wide LOIP Stretch Outcomes (SO)
Maximise use of disused outdoor space to increase food growing opportunities	SO 13 – Climate Change SO15 - Nature

The following tables set out the improvement projects that we believe can help us achieve our priorities.

Our Improvement Plan

Maximise use of disused outdoor space to increase food growing opportunities.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Increase community food growing in schools, communities and workplaces by 12 by 2023.	Aberdeen City Council, Sustainable City Group	• Promote train the trainer for food growing within communities. • Share learning from other food growing projects across the locality, i.e. One Seed Forward, Dyce community Garden & Orchard run by Dyce Gardening Club. • Grow vegetables at community gardens and sell at local schools. • Work with young people at Northfield Academy to develop community growing space/creative area. • Share how people can apply to the council for the establishment of allotments. Make growing spaces easier and more accessible for the community. • Develop lifelong habits by encouraging young people to get involved in outdoor nurseries. • Define and clarify process for individuals/organisations - requesting a piece of land – Aberdeen City Council to share with communities.	Heathryfold, Middlefield, Northfield, Cummings Park & Mastrick Locality wide	Farrans Danestone Community Centre Dyce Community Garden and Orchard
Increase the number of community run green spaces that are organised and self-managed for both people and nature by a minimum of 8, of which at least 4 will in priority neighbourhoods, by 2023, particularly in priority neighbourhoods where the diversity, quality and satisfaction of green spaces and health and wellbeing outcomes tend to be lower.	Aberdeen City Council, Sustainable City Group	• Share learning across Aberdeen of similar initiatives, e.g. Bonnymuir Community Garden. • Identify unused pieces of land to develop food growing/ community green space. • Potential connections to be made between the land at Granitehill with the community hub; Sheddocksley, Middlefield triangle and Cummings Park garden.	Heathryfold, Middlefield, Northfield, Cummings Park & Mastrick Locality wide	Danestone Community Centre.

HOW COMMUNITIES CAN GET INVOLVED

What resources are currently available?

- Churches
- Community Centres
- Community hub
- Community organisations
- GP practices, pharmacists, link practitioners
- Parks
- Libraries
- Schools and nurseries
- Transport connections
- Local businesses

What do we already have?

- Bridge of Don Community Council and Friends of Westfield Park. Getting together with other groups (scouts, brownies etc) – hoping to restart following Covid
- Park generates lots of people of all areas for park clear up and gardening **(volunteering and green spaces)**
- Danestone Community Centre – busy because that's what the community wants
- Middlefield Hub – Middlefield Community Project and Healthy Hoose
- Mastrick Community Centre
- Cummings Park Community Centre – "The Cubby"
- Northfield Community Centre
- Manor Park Learning Centre – Fit Like Hub
- Outreach programme in sheltered housing – volunteers are older – it'll be like starting again, how will people want to get back to programmes after Covid – more work to be done
- Dyce & Stoneywood Community Association (based in Dyce Community Centre) which runs an extensive programme of groups mainly for Older People to meet the needs and wishes of the high proportion of Older People living in Dyce and including Dyce Men's Shed within its programme.
- Sheddocksley Baptist Church – Wellbeing cafe
- **Reducing poverty** – established holiday hunger programme in place (Food & Fun)
- **Digital Inclusion** – Connecting Scotland – staff currently delivering digital support to households
- **Green Space** – successful projects well underway with community groups at the forefront
- Scotland's Service Directory – people don't know what is out there – grassroots people need this at their fingertips – how to get this info and how is it kept up to date
- Council looking at expanding wifi accessibility for sheltered complexes – silver surfers in partnership **(digital inclusion)**
- Battalion of **volunteers** – how to make best use of that resource
- Holiday hunger aimed at children – parents involved in cookery prep – and then parents became members of management committees **(reducing poverty)**

Get Involved

Locality Empowerment Groups

Locality Empowerment Groups (LEGs) are made up of local people interested in improving outcomes with Aberdeen City. LEGs members will use their knowledge and experiences to influence priorities and help determine solutions. There are groups for Central, North and South of Aberdeen, however they also focus on needs that may be Citywide e.g. sharing your experience as a person living with a disability.

The role of a LEG member is intended to be as flexible as possible. People can contribute in several ways including; getting involved in activities to improve your community; attending LEG sessions; through participation in surveys or on-line forums. There are no set time commitments expected and involvement can be as little or as much as suits people's circumstances.

We are currently recruiting members to ensure we have a wide representation of communities across Aberdeen. We have a range of opportunities available for people to get involved. If you would like more information please visit our website **www.aberdeencityhscp.scot/our-delivery/locality-empowerment-groups**
or email **LocalityPlanning@aberdeencity.gov.uk**

Cummings Park, Heathryfold, Northfield, Mastrick and Middlefield

Priority Neighbourhood Partnership

Northfield Partnership Board is a well-established and well supported partnership group within the CPA structure. We work together to achieve improvements for the area around the themes of people, place, technology and economy and to ensure it is a place where all people can prosper.

Membership

- 4 Community Representatives
- 2 Community Council Representatives
- 1 Community Project Representative
- 1 Community Centre Representative
- 1 Aberdeen City Council
- 1 AHSCP Representative
- 2 Police Scotland Representatives
- 1 ACVO / Third Sector Representative
- 1 Deputy Head Teacher
- 2 Elected Members

To find out more about how you can get involved, please email **localityplanning@aberdeencity.gov.uk**

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Aberdeen City - South

Locality Plan 2021-26

Community Planning
Aberdeen

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FOREWORD

It is our pleasure and privilege to introduce the South Locality Plan.

The locality plan is the link between an understanding of needs and opportunities for people in the South of the city. We recognise there are some neighbourhoods, Torry and Kincorth, which face particular challenges and would require targeted support. This plan will inform, encourage and challenge our collective action across the South locality.

A two-year review has allowed us to see how far we have come and what remains to be done. Covid19 has highlighted the need to be sensitive and responsive to the challenges of changing circumstances.

This locality plan has been developed through discussions, involving community members and various stakeholders. It is a first step to designing and delivering services with communities to meet their needs through partnership working. The plan should be regarded as a living document which is flexible and grows over time as shaped by communities.

The next steps are to sustain and grow these relationships to support each other to achieve our shared outcomes. Our greatest asset is our community, the South locality, with ambition for best possible life outcomes for all.

We hope you see this plan as yours and for those you care and the neighbourhood you live or work in..

Shamini Omnes
Public Health Co-ordinator
Aberdeen City Health and Social Care Partnership

Colin Wright
Development Manager
Aberdeen City Council

Development of Plan

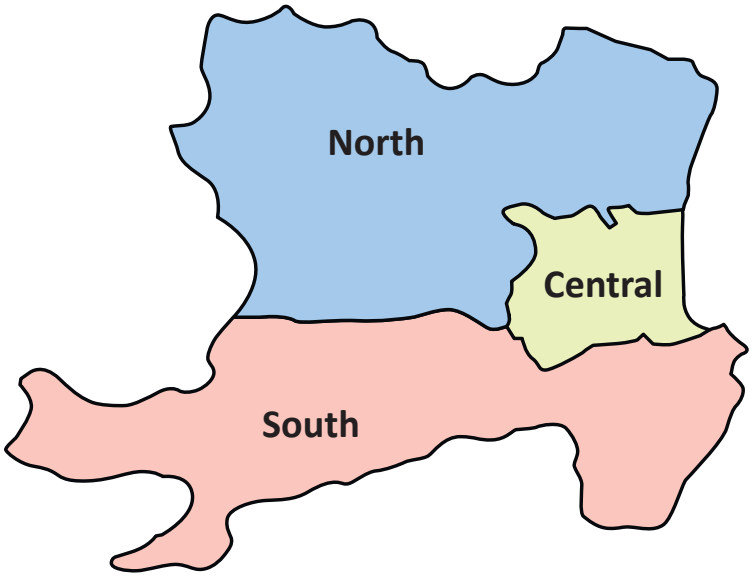
The development of this plan has taken place during a global pandemic which has meant many of the traditional ways of engaging with communities and staff, including meeting face to face and canvasing opinions in neighbourhoods across South locality has not been possible. Instead most engagement has taken place on-line and through virtual mechanisms to ensure that views have been captured. In an attempt to ensure citizens and staff living and working in South locality were involved in the process the following engagement opportunities took place:

- During February four workshops were facilitated on the themes of the LOIP; people (adults), people (children and young people), place and economy where locality data was shared and people were asked what the priorities should be and potential ideas for action, the workshops were attended by 69 people from the South locality.
- During March staff workshops were held for each locality where locality data was shared along with feedback from community sessions to seek feedback from frontline staff on what the priorities should be and suggested ideas for actions, the South workshop was attended by 18 members of staff.
- For staff unable to attend the workshop (it was recognised these workshops were taking place during the highest level of civil contingency in response to Covid therefore making it challenging for frontline staff to attend) a Microsoft Form was developed based on the themes of the workshop.
- A Google Form was developed to capture views of children and young people and sent to all schools for completion.
- A session was facilitated with the youth council to capture views on priorities and suggested actions.
- An online simulator was developed to enable citizens to express what was important and of value to them and their community and this was open from 1-30 March 2021. The simulator was completed by 782 people in South, full results are available here CP Simulator Summary results and Appendix (2).pdf The top five priorities identified in the simulator were shared with members of the LEGs and incorporated in discussions to identify the six overarching themes for the south locality plan. The results were also incorporated within the plans.
- The Health and Social Care Alliance Scotland (the ALLIANCE) provided support with the process by facilitating a number of workshops throughout April including; a visioning session, an evening session and workshops for each of the three localities, the purpose of these workshops were to turn the ideas into actions, the sessions were attended by 51 people in South.
- A workshop providing an overview on Community Planning Aberdeen and consultation on the locality plan template was held in April, this was attended by 14 people.
- LEG and Priority Neighbourhood Partnership Meetings took place throughout January – April to check in with the process and gain feedback to inform the development of the plans.
- On-going actions from locality recovery plans have been incorporated within this plan.
- During this process the findings from the People at the Centre Engagement which took place nationally in late 2020 have also been considered and incorporated as appropriate.

LIVING IN THE SOUTH

The South Locality is made up of 9 neighbourhoods including:

1. Culter
2. Cults, Bieldside, Milltimber & Countesswells
3. Hazlehead
4. Braeside, Mannofield, Broomhill & Seafield
5. Garthdee
6. Ferryhill
7. Kincorth, Leggart & Nigg
8. Torry
9. Cove



The South locality is largely urban and shares a boundary with central locality as well as Aberdeenshire. Whilst the local economy has traditionally been based on fishing and agriculture, companies relating to the oil and gas and fishing industries as well as retail services dominate across the locality.

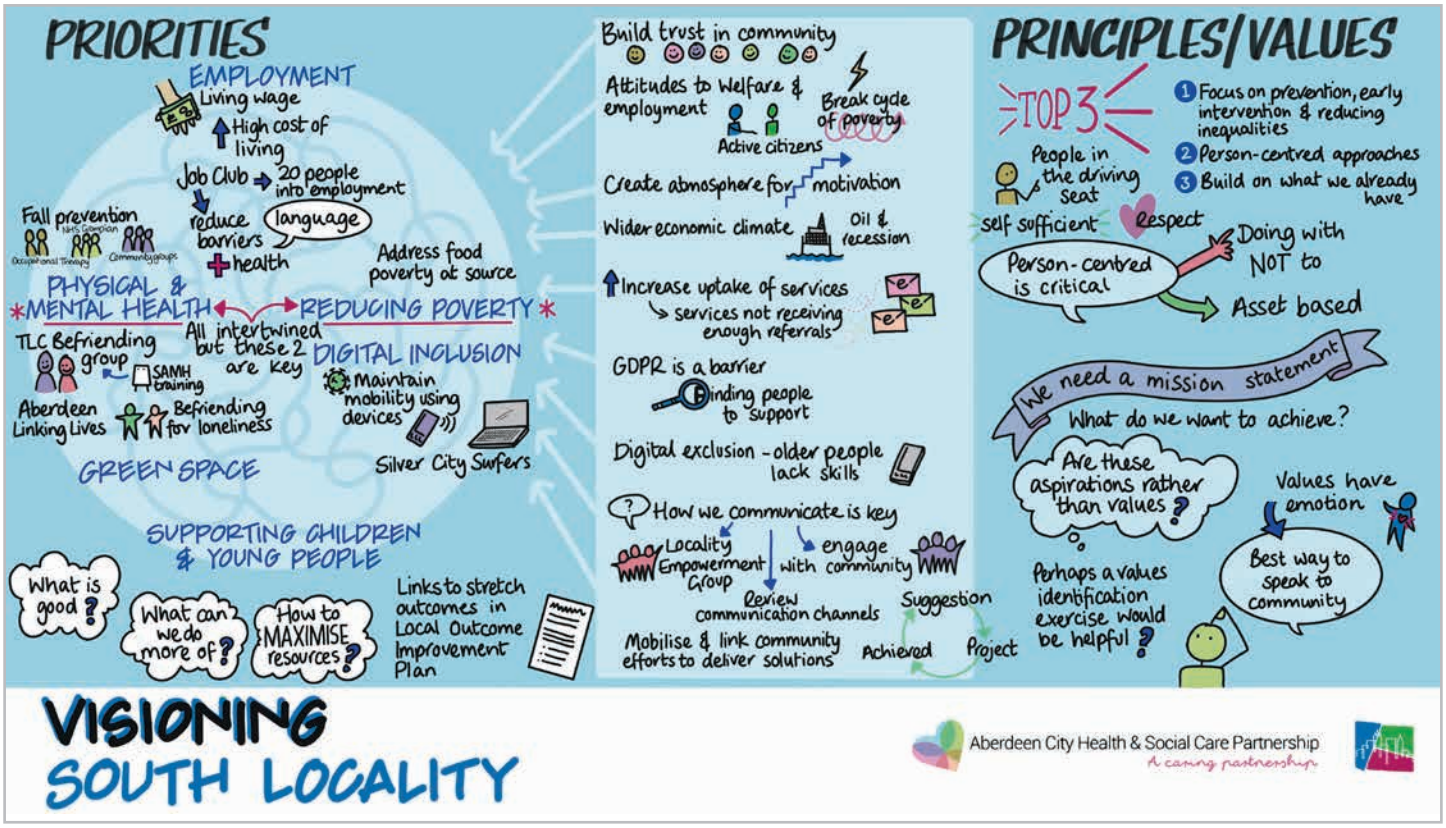
Many of the areas retain a village feel about them and a strong sense of identity despite being situated only a few miles of the city centre. There are many scenic attributes including distinctive granite buildings and popular green spaces such as Hazlehead Park, Deeside Golf Club and the Deeside Line.

Based on analysis from the Scottish Index of Multiple Deprivation (SIMD), we have identified some of these neighbourhoods to be priority neighbourhoods. That means they need additional support to benefit from the same opportunities to thrive and succeed as other neighbourhoods within the South Locality. Our priority neighbourhoods now include: Kincorth and Torry.

VISION FOR CENTRAL

The Vision for Aberdeen City is a **'Place where all people can prosper'**.

We asked communities in the South Locality to break this down into what this means for them.



They identified six locality priorities which will ensure all people living in South locality, including those people living in our most disadvantaged communities, have an equal chance to prosper. These include:

Locality Priorities	Link with city wide LOIP Priority Themes
Improve and create employment; employability opportunities. Develop Skills, training and support for young people and business.	Economy
Reduce number of people living in poverty. Address food poverty; fuel poverty by identifying and using local assets (for example community cafés; Community Kitchens).	
Identify and embed opportunities to mitigate digital exclusion; improve access to online assessments and referrals.	
Support children and young people to achieve their maximum potential.	People
Focus on early intervention, prevention and re-enablement actions to reduce inequalities and improve physical and mental wellbeing outcomes.	
Identify and maximise use of green space; Community food growing and community garden access (inter-generational community gardens).	Place

Above and throughout this document we have made the links between our priorities and the work of the wider Community Planning Aberdeen Partnership being delivered through the city wide Local Outcome Improvement Plan. This is essential to ensure we are working together on common priorities, supporting each other by sharing knowledge and experience and testing out our ideas together to ensure they have the best chance of success, scalability and sustainable results.

THE SOUTH ECONOMY

What we know about the South

From what the data tells us:

Earnings In 2017, median annual household income ranged from £21,231 in Torry to £61,570 in Cults, Bieldside & Milltimber. 5 of the datazones in the South locality are in the 20% most income deprived areas in Scotland, with all 5 being in Torry.

Universal Credit 27.6% of those on Universal Credit (UC) are within the South locality. The number on UC varies across the Locality, being highest in Torry (1,559) and Kincorth (780) and lowest in Culter (214).

Covid Impact There was a 131% increase in people on universal credit and 144% increase in claimants between March and November due to Covid.

Food Poverty In 2020, when asked about food security, 3.7% of respondents from the South Locality to the City Voice reported being worried they would not have enough food to eat, with 4.9% reporting they were hungry but did not eat and 1.9% going without eating for a whole day. As at 12 December 2020, 13% of calls to the crisis line requiring food assistance were from Torry.

Digital Connectivity In 2020, 80% of respondents from the South Locality to the City Voice reported having basic digital skills (based on answering 'yes' to questions about foundation skills), higher compared to respondents from the North and South Localities.

From what you have told us:

'The impact of Covid can be observed across the whole of the locality and the City.'

'Keeping people out of poverty and in employment helps all of society.'

'Increased unemployment may lead to reduced earnings.'

'Furlough may be masking redundancy figures.'

'Our young workforce is most severely impacted by loss of employment – fewer jobs.'

'People need help with debt and knowing what benefits they are entitled to.'

'There are areas which have not previously suffered from food which are now observing need.'

'Everyone needs access to a digital device to keep connected post Covid.'

Our priorities for partnership working

There is already a wide range of activity already taking place by community groups and organisations across the locality and within our priority neighbourhood partnerships to tackle the issues highlighted above.

This Locality Plan includes the areas where we can bring added value by working more collaboratively - communities, public, private and third sector organisations working together in partnership to test new ideas which we believe will improve outcomes.

The table below includes the three priorities we have identified for partnership working in the South Locality which can be linked to the Community Planning Partnership theme of Economy.

South Priorities	Link with city wide LOIP Stretch Outcomes (SO)
Reduce number of people living in poverty. Address food poverty; fuel poverty by identifying and using local assets (community cafés; Community Kitchens).	SO1 - Poverty
Improve and create employment; employability opportunities. Develop Skills, training and support for young people and business	SO2 - Employability
Identify and embed opportunities to mitigate digital exclusion; improve access to online assessments and referrals	SO3 – Upskill/Reskill

The following tables set out the improvement projects that we believe can help us achieve our priorities.

Our Improvement Plan

Reduce number of people living in poverty. Address food poverty; fuel poverty by identifying and using local assets (eg community café; growing spaces).

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Increase the number of people using community pantries by 20% by 2023.	CFine, Anti-Poverty Group	• Sustain and develop Torry Food pantry. • Support the provision of mobile food pantries with a possibility to extend to other areas of the locality.	Torry & Kincorth Locality Wide	CFine Torry Recovery Group
Increase the uptake of unclaimed benefit across Aberdeen City by 2023.	Department for Work & Pensions, Anti-Poverty Group	• Develop plans to prepare people for end of Furlough (Sept) and uplift in Universal Credit. • Proactively seek opportunities for communities and partners to promote increased uptake of benefits. • Roll out benefits awareness/financial literacy training to community members; volunteers and staff to avoid people reaching out only at crisis point. • Raise awareness of Crisis grants. Promote access to Financial Inclusion team to mitigate any delays.	Torry & Kincorth Locality Wide	Torry Partnership Kincorth Network
Decrease the number of households in extreme fuel poverty in Aberdeen by 4% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 8% by 2023.	Scarf, Anti-Poverty Group	• Take forward opportunities to reduce fuel cost through actions such as expansion of combined heat and power provision and promotion of improved household insulation. • Raise awareness of support available, e.g. Scarf.	Torry Locality Wide	TBC
Reduce by 50% the number of homes with an EPC rating of F&G by 2023, leading to 100% by 2026.	Aberdeen City Council, Anti-Poverty Group	• Promote relevant grants to householders.	Locality wide	TBC

Increase support for those who have been most disadvantaged through the pandemic.	Aberdeen City Council, Anti-Poverty Group	• Ensure the efforts of community groups and partners are co-ordinated and enabled at local level to avoid duplication and target those most in need. • Local sessions to support people losing their jobs (help to apply for benefits, job seeking, CV writing) PACE. • Support and signposting to find the right scheme for specific needs. • Develop and promote training kitchen in Torry community hub development to tackle food poverty and develop skills for employment. • Support community kitchen development with Bon Accord sheltered home complexes to increase social activity, tackle food poverty and develop skills and confidence.	Torry & Kincorth	Torry Recovery Group Kincorth Network

Improve and create employment; employability opportunities. Develop Skills, training and support for young people and business.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Income and Employment				
Support 50 people into sustained, good quality employment by 2023, and 100 by 2026, with a particular focus on; those from priority neighbourhoods and people over 50.	Aberdeen City Council, Aberdeen Prospers Group	• Map and identify those most in need so there is effective targeting defined by LEG. • Support those most in need with free access through the e-bike scheme across Torry and Kincorth as well as wider locality. • Promote information available from ABZ works and 3rd sector partners. • Develop volunteering pathways to lead into local employment.	Torry & Kincorth Locality wide	

Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.	Aberdeen City Council, Aberdeen Prospers Group	• Promote, encourage and support development of community owned enterprise – building resilience and creating jobs in the local area. • Raise awareness of the potential to support the development of social enterprises, work with community to identify potential social enterprises and share good practice from elsewhere. • Support for green jobs and small businesses. Early awareness raising of green job career opportunities. • Investigate opportunities for job creation linked to developing leisure potential (cafes, restaurants) of harbour mouth at Torry and creating links to Beach area developments.	Locality wide	
Increase employer sign up to the Real Living Wage by 5% year on year to 2023 to achieve Real Living Wage City Status by 2026.	Aberdeen City Council, Aberdeen Prospers Group	• Encourage employers in the locality to sign up to the Real Living Wage.	Locality wide	TBC Torry Partnership Kincorth Network
Training and Apprenticeships				
80% of young people successfully complete their Modern Apprenticeship programme by 2023.	North East Scotland College, Aberdeen Prospers Group	• Encourage, identify and promote apprenticeships working with partners and LEGs e.g. SSE programme. • Raise awareness of career opportunities in green jobs among young people. • Increase and encourage SVQ opportunities.	Locality wide	Partnership Forums
Improve the overall impact of partnership wide community benefits by increasing the number of projects which involve community co-design activities from 0 to 5 by December 2023.	Aberdeen City Council, Aberdeen Prospers Group	• Create opportunities for co-location of community use of space with those delivering public services. • Maximise range of activities catering for all with access to community facilities. • Support community groups to work with partners to understand community health and wellbeing using tools such as Place Standard. • Strengthen relationships with local businesses as part of their Corporate Social Responsibility and seek to maximise community benefits, including training and employment, from any developments around Torry.	Locality wide Torry	Locality Inclusion Manager Torry Partnership

Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.	Aberdeen City Council, Children's Services Board	• Review engagement activities to support children with positive destination.	Locality wide	Partnership Forums

Identify and embed opportunities to mitigate digital exclusion; improve access to online assessments and referrals.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
By December 2022, increase by 10% the number of people in Aberdeen who: • Have digital access; and • Feel comfortable using digital tools	Aberdeen City Council, Aberdeen Prospers Group	• Increase opportunities for learning and support for people to embrace digital use. • Work with communities to increase support available through digital champions linked to Connecting Scotland programme and similar schemes. • Consider alternatives to go alongside digital resource.	Locality wide	Communities Team

THE SOUTH PEOPLE

What we know about the South

From what the data tells us:

Child Health North Cove has the lowest breastfeeding rates in locality at 26.4% compared to the city average of 39.2%, the highest rate in the locality is in the east of Cults, Bieldside & Milltimber were the rate is at 68.2%, the highest rate in the city. The % of P1 with no obvious tooth decay varies across the neighbourhoods within the Locality, being highest in Cults, Bieldside and Milltimber East (85%) and lowest in Torry East (46%). Culter has the highest proportion of children at P1 with a healthy weight in the Locality at 96%. The lowest proportion in the locality is in Torry West at 68%.

Positive Destinations In 2018/19, positive destinations varied across the Locality, being highest in Cults Academy at 100% and lowest in Lochside Academy at 89%.

Mental Health The rate of probable suicide (2014-2018) in the South Locality is 10.9, lower than the city rate of 13.8 and the rates in the Central (18.7), and North (13.3) Localities. 15.6% of people were prescribed drugs for anxiety, depression or psychosis (2019/20), lower than the City (16.6%), whilst the rate of psychiatric patient hospitalisations has slightly increased to 241; lower than the city.

Life Expectancy In 2015-19, estimated life expectancy varies across the South Locality with lowest expectancy in Torry, below the city average (17-19). In 2019, death rate in the Locality is 1142, lower compared to the city rate (1,164). The majority of the neighbourhoods in the locality have lower rates than the city.

Drugs and Alcohol the rate of drug related hospital admissions in the South Locality increased to 147 per 100,000 population in 2015/16-2017/18, from 143. This is lower than the city rate (182). Torry has the highest rates of alcohol related hospital admissions (per 100,000 in 2019/20) in the Locality, higher than the city at 710.6.

From what you have told us:

'There are differences between children reaching their development milestones depending on where in the locality they live.'

'Childhood obesity and inactivity has been made worse by the pandemic.'

'Higher risk of domestic abuse, neglect and drugs during Covid.'

'Looked after children and children living in deprived areas are less likely to reach a positive destination.'

'Anti-social behaviour has increased.'

'There's been an increase in mental health issues across all age groups. Social isolation continues to be an issue.'

'Covid related deaths have been higher in areas of high disadvantage.'

Health & Wellbeing In 2019, 51% of respondents from the South Locality to the Health & Social Care users Survey said they don't take part in any community activities, lower compared to the city wide response of 53%, as well as the North Locality (57%). 91% of respondents agreed that support helps them live as independently as possible, similar to the rest of the City. 73% said it was hard for them to get motivated to look after their own health, higher compared to the city response of 68%.

Crime In 2019, crime rate per 1,000 population is highest in the Central Locality at 57.6, compared to the city rate (35.3), and North (22.9) and South (23.5) Localities. Rates vary across the Locality with a low of 17.9 in West End South to a high of 247 in City Centre East and 201 in City Centre West (both substantially higher than the city rate of 35.3). The crime rates in each of the priority neighbourhoods in the locality are higher than the city.

'We need to address mental and physical health and wellbeing for people living with disabilities.'

'Less physical activity due to leisure centres being closed but also not knowing what is available in the area to access physical activity.'

'Increase in alcohol intake due to the pandemic and link to social isolation.'

'Support to minor offenders, prevent them becoming repeat offenders.'

'Need to help those most in need and stop re-offending behaviour.'

Our priorities for partnership working

The table below includes the two priorities we have identified for partnership working in the South Locality which can be linked to the Community Planning Partnership theme of People.

South Priorities	Link with city wide LOIP Stretch Outcomes (SO)
Support children and young people to achieve their maximum potential	SO4 – Best Start SO5 – Child Mental Health SO7 – Positive Destinations SO8 – Child Friendly City SO9 – Fewer Offences
Focus on early intervention, prevention and re-enablement actions to reduce inequalities and improve physical and mental wellbeing outcomes	SO 5 – Child Mental Health SO 11 – Healthy Life

The following tables set out the improvement projects that we believe can help us achieve our priorities.

Our Improvement Plan

Support children and young people to achieve their maximum potential.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Increase uptake of parenting and family support by 10% by 2022.	Aberdeen City Council, Children's Services Board	• Supporting the development of Fit-like hubs and family (learning) support in schools.	Torry & Kincorth	South Fit Like Hub team
Increase to 80%, the number of staff who feel confident about how to directly support, or refer a child for support, and signpost to appropriate services by 2022.	Aberdeen City Council, Children's Services Board	• Promote and embed MEOC /Teachback with staff and services supporting children and families.	Locality wide	Partnership Forums
100% of children and young people have increased free access to physical activity which improves mental health and wellbeing by 2022.	Aberdeen City Council/ Sport Aberdeen, Children's Services Board	• Identify volunteers to support Active Schools programme for all young people. • Increase access to coaching courses for community volunteers (including working with children and young people with additional needs). • Encourage outdoor play using green spaces across the locality. • Support the three 'south of the river communities to work with partners to create opportunities for young people in the Lochside catchment.	Locality wide Torry, Kincorth, Cove/ Altens	Torry Youth Action Group Kincorth Network Cove/Altens CC
Increase the number of accredited courses directly associated with growth areas by 7% by 2023.	Aberdeen City Council, Children's Services Board	• Identify and match workplace apprenticeships with accredited courses. • Identify demand for short term skills course. • Raise awareness and support people during transition to new employment opportunities.	Locality wide	TBC
Increase by 50% the number of 10 to 16 year olds in target areas of the city who access youth community activity by 2023.	Aberdeen City Council, Children's Services Board	• Progress proposal for pump track in Torry. • Increase activities for young people across the Locality by working together to create new opportunities. • Identify facilities and places for sustainable activities for young people.	Locality wide	Torry Youth Action Group
Reduce instances of public space youth anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2022.	Police Scotland, Children's Services Board	• Work together with the community and partners, including Police Scotland, ACC/HSCP and 3rdsector partners to increase and promote diversionary activities for young people.	Torry & Kincorth	Torry Youth Action Group Kincorth Network

Achieve Child Friendly City UNICEF badges.	Children's Services Board	• Work together with the community and partners to deliver actions at local level which contribute to achieving the badges. • Support organisations in Torry to embrace child friendly practices (possible Test of Change).	Locality wide Torry	 Torry Partnership
Increase the number of vulnerable learners entering a positive and sustained destination by 7% by 2023.	Children's Services Board	• Pilot programme with vulnerable young people at Camphill. • Identify and develop actions to address the mental wellbeing (and practical) needs of those young people whose transition from school has been adversely affected by the pandemic.	Locality wide Torry and Kincorth	Camphill

Focus on early intervention, prevention and re-enablement actions to reduce inequalities and improve physical and mental wellbeing outcomes.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Physical and Mental Health and Wellbeing				
To support 50 low income families in priority neighbourhood to improve eating behaviours and adopt positive lifestyle choices to help towards a healthy weight by 2023.	NHS Grampian, Resilient, Included and Supported	• Develop project focussed on changing attitudes to sugar and food choices. • Promote Best Start/Healthy Start vitamins.	Torry & Kincorth	TBC
Reduce the rolling 3-year average number of suicides in Aberdeen to below 26 (2019) by 2023.	Police Scotland, Resilient, Included and Supported	• Support the development of schemes such as Men's Shed and Befriending programmes to address social isolation. • Ensure people in the community know how to identify people who are most vulnerable and can sign-post them to appropriate resources. • Roll out suicide prevention training /app.	Locality wide	Culter Men's Shed Altens Men's Shed TBC
Increase the number of unpaid carers feeling supported by 10% by 2023.	Aberdeen Health and Social Care Partnership, Resilient, Included and Supported	• Identify early intervention and prevention support for unpaid carers in the community with a view to addressing gaps and support.	Locality wide	TBC

Increase % of people who cycle as one mode of travel to 2% by 2023.	Nestrans, Sustainable City Group	• Build on interest in cycling during lockdown – cycle classes; bike storage; adaptable bikes. • Promote and upgrade local cycle path networks. • Promote Aberdeen bike hire scheme once in place.	Locality wide	TBC Shmu
Support 100 people to feel confident to promote wellbeing and good health choices by 2023.	Aberdeen City Council/ Aberdeen Health and Social Care Partnership, Resilient, Included and Supported	• Promote respective community Facebook pages with health and wellbeing projects. • Identify what and where fitness zones are for people to be confident to promote wellbeing. • Greater encouragement and promotion of physical activity to promote wellbeing to support delivery of other priorities.	Locality wide	
Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2022.		• Continue development of a multi-agency project, led by Police Scotland, to improve access to naloxone by recruiting and training family and friends of heroin users to administer naloxone when a user overdoses to reduce the number of deaths.	Torry & Kincorth	Torry Partnership Kincorth Network
Capacity and capability building		• Develop and deliver courses or starter packs/ resources to help people create and manage their own community groups/ associations e.g. how to access funding, code of conduct, available support. • Increase opportunities for networking within and between communities to share good practice in managing issues or activities in their area. Consider development of online platform.	Locality wide	Communities Team ACVO

THE SOUTH PLACE

What we know about the South

From what the data tells us:

Priority Neighbourhoods Aberdeen has 29 datazones in the 20% most deprived areas in Scotland. 9 of these are in the South locality with 8 being in Torry and 1 in Kincorth. A further 12 datazones are in the 20-40% most deprived areas. Based on SIMD, our priority neighbourhoods in the South Locality are: Torry and Kincorth.

Place Standard In March 2020, when asked about different aspects of their neighbourhood, respondents from the South Locality scored feeling safe in your neighbourhood (5.4) and availability of green space (5.2) as the highest. Lowest scoring areas were economy and access to jobs (3.0) and as well as the ability to participate in decisions and help change things for the better (3.3)

Community Safety In 2018/19, the rate (per 100,000 population) of accidental dwelling fires varies across the South Locality being highest in Braeside, Mannofield, Broomhill and Seafield South (226), substantially higher than the city rate of 115.10 and lowest in Culter at 21. The rate in Torry East has declined from 306 in 2017/18 to 187 in 2018/19, whilst the rate in Torry West has increased In 2016-2018 the road traffic accident casualty rates per 100,000 population varies across the South Locality from a low of 20 in Braeside, Mannofield and Seafield South to a high of 124 in Torry West (more than double the city rate of 61.7), 71 in Kincorth, Leggart and Nigg North and 68 in Torry East. Rates in Torry have increased since 2015-17 with the rate in Torry West more than doubling from 55 to 124.

Active Travel In 2020, respondents from the South Locality to the City Voice reported using the following modes of transport at least once a week to travel into the city – car (66.9%), bus (44.6%), walk (42%) and cycle (2.9%).

From what you have told us:

'Most of the deprivation is within Torry and Kincorth but there are also areas in Garthdee.'

'People want to be involved in decision making so they can help change things and make them better.'

'During the first Covid lockdown some people were asked about access to their green spaces for the first time – we need to keep the conversation going. How are your local green spaces working for you?'

'Deeside area is a flood risk but we have a strong resilience group in Culter.'

'We want to maintain the increase in walking and cycling that we have seen during the pandemic.'

'Please lets have more cycling paths, cycle storage and vehicle free streets.'

Our priorities for partnership working

The table below includes the last priority we have identified for partnership working in the South Locality which can be linked to the Community Planning Partnership theme of Place.

South Priorities	Link with city wide LOIP Stretch Outcomes (SO)
Identify and maximise use of green space; Community food growing and community garden access	SO13 – Climate Change

The following tables set out the improvement projects that we believe can help us achieve our priorities.

Our Improvement Plan

Identify and maximise use of green space; Community food growing and community garden access

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Increase community food growing in schools, communities and workplaces by 2023.	Aberdeen City Council, Sustainable City Group	• Refresh and support engagement with food growing initiatives in sheltered housing complexes working with Bon Accord Care. • Develop a range of vegetable plots/growing spaces in neglected spaces owned by community or public bodies to promote mental health, combat isolation and food poverty. • Identify and establish space for allotments and other community food growing spaces (to support/targeting mental health activities). • Encourage the use of social prescribing to green spaces.	Locality wide	
Increase the number of community run green spaces that are organised and self-managed for both people and nature by a minimum of 8, of which at least 4 will in priority neighbourhoods, by 2023, particularly in priority neighbourhoods where the diversity, quality and satisfaction of green spaces and health and wellbeing outcomes tend to be lower.	Aberdeen City Council, Sustainable City Group	• Strengthen the capacity of communities to develop community food growing and community garden initiatives. • Develop opportunities for established community groups to support those starting off. • Provide the tools and resources for community members to look after public spaces. • Seek opportunities to promote and encourage use of the natural environment around our communities.	Locality wide Torry & Kincorth	TBC Nether Loirston Growers Tullos Community Garden St Fittick's Garden Torry Partnership Kincorth Network
At least 23 organisations across all sectors in Aberdeen pledging to manage at least 10% of their land for nature by 2023 (23BY23) and at least 26% by 2026 (26BY26).	Aberdeen City Council, Sustainable City Group	• Set up footpath groups and publish maps of the routes on community website / Facebook page. • Develop (family) learning projects which encourage people to enjoy and appreciate the nature around them.	Locality wide	TBC Family Learning Team

WHAT'S WORKING WELL AND HOW COMMUNITIES CAN GET INVOLVED

What resources are currently available?

- Our community as a resource itself
- Active community groups including community councils acting as a catalyst for community action
- Short-term skills courses delivered by universities and colleges
- Small businesses and local employers

What do we already have?

Physical and mental wellbeing

- A lot of open space. Nature reserves, parks, beach and golf courses. Schools. Local Medical practices. Libraries. Dentist. Hotels. Hub around the church with range of classes. Community councils. Being near community centre.
- Community centres used a fair amount
- Growing communities with new people moving in
- Coastal community. Walking routes. Outdoor spaces maintained by the community. Woodlands and coastal walks.
- Community allotments owned and run by community
- Sports and leisure facilities. Excellent resource to enable people to live well and be more independent. Good for physical, mental and social aspect. Hugely missed in the past year
- Before Covid, Torry community centre. Go Green café, classes in community centre "Hadn't realised how much social interaction meant to me
- Green space in area under threat
- Library also missed during lockdown
- Skatepark in Torry highly used.
- Opening of new community garden. Things going on, which is exciting.
- Community groups do a lot with limited resources
- Befriending scheme supporting people housebound with mental health problems
- Great work done together by organisations, volunteers and community councils
- Very rich heritage celebrated and appreciated by communities
- Active and engaging community councils in some areas
- High levels of volunteering across the locality

Reduce number of people living in poverty. Address food poverty; fuel poverty by identifying and using local assets (community café; Community Kitchens)

- Torry will have a brand new community hub on the site of the old Academy which will create a multi-agency resource where a range of partners will work together to tackle poverty and related issues. There will be a primary school, community facilities, community café, library area, training kitchen and it's across the road from community growing garden.

Identify and embed opportunities to mitigate digital exclusion; improve access to online assessments and referrals.

- Community centre and libraries have great facilities for computers but sometimes under used. This may require a project worker to support the learners and at set times.
- Connecting Scotland roll out of digital devices and learning support for those most in need across our communities.
- Community magazines (online and offline) available and accessible in communities which list the many activities and initiatives in the area delivered by vibrant community organisations and groups.

Identifying and maximising the use of green space; Community food growing and community garden access (inter-generational community gardens)

- Friends of St Fittick's Park promoting the value of our greenspace
- Edible garden project with interest from community to take part as well as access to outdoor space and fresh air.
- Backyard Allotments
- Walking and footpath groups to get people walking in the area promoting routes on websites and through other means. If any safety problem with paths they discuss it with the owners and get solutions.
- People who volunteer to organise hanging baskets and planters in some areas with 'Bloom Groups' who maintain them during the year

How to get involved

South Locality Empowerment Group

Local Empowerment Groups (LEGs) are made up of local people interested in improving outcomes with Aberdeen City. LEGs members will use their knowledge and experiences to influence priorities and help determine solutions. There are groups for Central, North and South of Aberdeen, however they also focus on needs that may be Citywide e.g. sharing your experience as a person living with a disability.

The role of a LEG member is intended to be as flexible as possible. People can contribute in several ways including; getting involved in activities to improve your community; attending LEG sessions; through participation in surveys or on-line forums. There are no set time commitments expected and involvement can be as little or as much as suits people's circumstances.

We are currently recruiting members to ensure we have a wide representation of communities across Aberdeen. We have a range of opportunities available for people to get involved. If you would like more information please visit our website www.aberdeencityhscp.scot/our-delivery/locality-empowerment-groups
or email LocalityPlanning@aberdeencity.gov.uk

Priority Neighbourhood Partnership

Torry Partnership (formerly the Locality Partnership) is a well-established and well supported partnership group within the CPA structure. We work together to achieve improvements for the area around the themes of people, place, technology and economy and to ensure it is a place where all people can prosper.

Over 50% of membership is drawn from community representatives who, along with four local Councillors, work in partnership with representatives from:-

- Local schools (Tullos, Walker Road and Lochside Academy
- The Health and Social Care Partnership and Torry Medical Practice
- Scottish Fire and Rescue Service and Police Scotland
- ACVO
- Big Noise Torry
- Aberdeen City Council
- GREC
- SHMU

The Partnership welcome interest from potential community representatives who wish to work in partnership to improve Torry.

To find out more about how you can get involved, please email **localityplanning@aberdeencity.gov.uk TorryCommunities@aberdeencity.gov.uk**

Aberdeen City - Central

Locality Plan 2021-26

Community Planning
Aberdeen

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FOREWORD

It is our pleasure to present the first plan for the Central area from the Locality Empowerment Group.

The plan has been drafted through discussions involving community members and staff living and working in Central locality. The plan should be regarded as a working document which is flexible and will be developed over time as shaped by communities. It is based on what is already happening and building on positive partnerships which have been developed over time. The plan links to the re-fresh of the City's Local Outcome Improvement Plan (LOIP) which highlights the breadth of work taking place and aims to utilise our assets to their full potential by working together.

Following a review of locality planning within Aberdeen, it was agreed in December 2020 to align locality planning arrangements. This has resulted in a shared description of localities and agreement to develop a single shared locality plan with a focus on priority neighbourhoods which experience socio-economic disadvantage. For Central locality, the priority neighbourhoods include Tillydrone, Seaton and Woodside, as well as Ashgrove, Stockethill and George Street.

The Tillydrone, Woodside and Seaton Priority Neighbourhood (formerly Locality) Partnership has been established for some time and has been responsible for taking forward numerous areas of work to improve those communities. The Locality Empowerment Groups (LEG) were established by Aberdeen City Health and Social Care Partnership in 2020 as community-led groups to improve health and wellbeing, and as a result of the review of locality planning, were given a broader remit to improve all outcomes for people living in Aberdeen. The Central LEG has been instrumental in the development of this plan along with the support of the Priority Neighbourhood Partnership.

Covid has had a significant impact on all our lives and this plan is intended to be flexible in adapting to the needs which arise as the full impact of the pandemic is realised on citizens of Central locality. It has been no mean feat that during these challenging times communities have responded remarkably to supporting the most vulnerable and have come together virtually to agree priorities and ideas which will further improve the lives of people living in central locality.

The next steps are to sustain and grow these partnerships and develop and implement the improvement ideas that have been suggested. The greatest asset is the people who live and work in Central locality and we hope you see this plan as yours, along with those who work in the locality, to improve the lives of everyone.

Elaine McConnachie
Public Health Co-ordinator
Aberdeen City Health and Social Care Partnership

Paul Tytler
Locality Inclusion Manager
Aberdeen City Council

Development of Plan

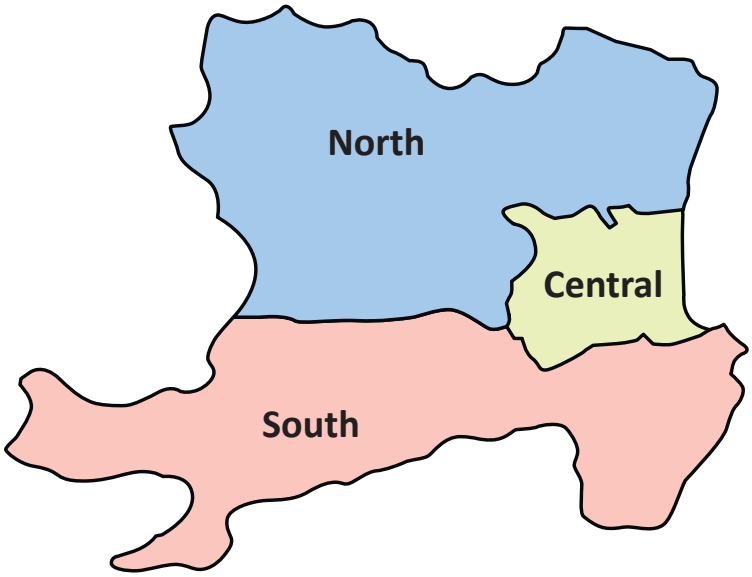
The development of this plan has taken place during a global pandemic which has meant many of the traditional ways of engaging with communities and staff, including meeting face to face and canvasing opinions in neighbourhoods has not been possible. We have instead had to rely on on-line and virtual mechanisms to capture views. In an attempt to ensure citizens and staff living and working in Central locality were involved in the process we undertook the following engagement opportunities:

- During February four workshops were facilitated on the themes of the LOIP; people (adults), people (children and young people), place and economy where locality data was shared and people were asked what the priorities should be and potential ideas for action, the workshops were attended by 38 people from central locality.
- During March staff workshops were held for each locality where locality data was shared along with feedback from community sessions to seek feedback from frontline staff on what the priorities should be and suggested ideas for actions, the central workshop was attended by 12 members of staff.
- For staff unable to attend the workshop (it was recognised these workshops were taking place during the highest level of civil contingency in response to Covid therefore making it challenging for frontline staff to attend) a Microsoft Form was developed based on the themes of the workshop, 26 members of staff completed the form.
- A Google Form was developed to capture views of children and young people and sent to all schools for completion, 130 children and young people completed the form.
- A session was facilitated with the youth council to capture views on priorities and suggested actions.
- An online simulator was developed to enable citizens to express what was important and of value to them and their community and this was open from 1-30 March 2021. The simulator was completed by 977 people in central, full results are available here CP Simulator Summary results and Appendix (2).pdf The top five priorities identified in the simulator were shared with members of the LEGs and incorporated in discussions to identify the six overarching themes for the central locality plan. The results were also incorporated within the plans.
- The Health and Social Care Alliance Scotland (the ALLIANCE) provided support with the process by facilitating a number of workshops throughout April including: a visioning session, an evening session and workshops for each of the three localities, the purpose of these workshops were to turn the ideas into actions, the sessions were attended by 40 people in central.
- A workshop providing an overview on Community Planning Aberdeen and consultation on the locality plan template was held in April, this was attended by 14 people.
- LEG and Priority Neighbourhood Partnership Meetings took place throughout January – April to check in with the process and gain feedback to inform the development of the plans.
- On-going actions from locality recovery plans have been incorporated within this plan.
- During this process the findings from the People at the Centre Engagement which took place nationally in late 2020 have also been considered and incorporated as appropriate.

LIVING IN CENTRAL

Central Locality is made up of 14 neighbourhoods including:

1. Tillydrone
2. Old Aberdeen
3. Seaton
4. Woodside
5. Hilton
6. Stockethill
7. Ashgrove
8. George Street
9. Froghall, Powis & Sunnybank
10. Midstocket
11. Rosemount
12. City Centre
13. Hanover
14. West End



Based on analysis from the Scottish Index of Multiple Deprivation (SIMD), we have identified some of these neighbourhoods to be priority neighbourhoods. That means they need additional support to benefit from the same opportunities to thrive and succeed as other neighbourhoods within Central Locality. Our priority neighbourhoods include: Tillydrone, Seaton, Woodside, Stockethill, Ashgrove and George Street.

Central locality is mainly urban yet retains multiple areas of green space including local allotments, several parks and Aberdeen beach. The locality encompasses multiple distinct neighbourhood areas each with their own sense of identity. Many families have lived in local areas over a number of generations and can offer extensive local knowledge.

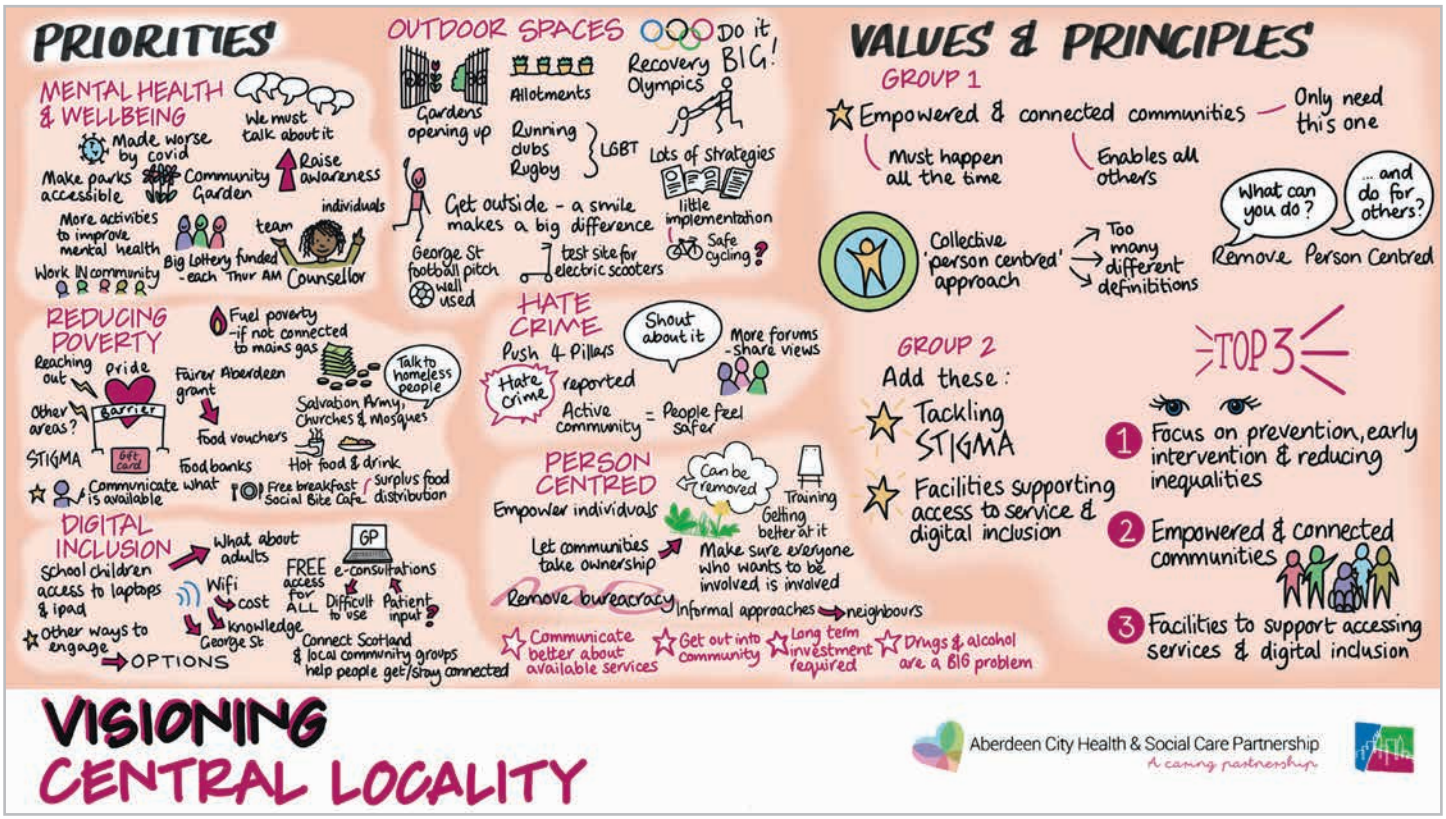
This is how people living in Central described the community they live in:

As well as its people, Central locality contains a number of physical assets including His Majesty's Theatre, Marischal College, Transition Extreme and Aberdeen University which is surrounded by distinctive cobbled streets and historic buildings. Aberdeen Sports Village, the premier sports and exercise facility in Scotland, and Aberdeen Football Club's Pittodrie Stadium also sit within the locality boundary. Use of these resources by people experiencing financial difficulty is often reported to be low. Many residents in Central locality also report poor transport links, particularly for journeys within and across the locality. Central locality is serviced by a number of amenities including retail outlets, community and sports centres, places of worship and GP practices which are spread throughout the locality. Central also contains a diverse population with a wide range of skills and experiences contributing to community life, a significant number of people also volunteer on a regular basis helping improve outcomes for the population.

VISION FOR CENTRAL

The Vision for Aberdeen City is a **'Place where all people can prosper'**.

We asked communities in the Central Locality to break this down into what this means for them.



During one of the workshops participants were then asked to vote on what was most important to them and this is what they said (the words in largest font were voted for the most with the words in smaller font receiving the least votes):

Using a combination of data, community and front-line staff priorities the locality identified six priorities which will ensure all people living in Central locality, including those people living in our most disadvantaged communities, have an equal chance to prosper. These include:

Locality Priorities	Link with city wide LOIP Priority Themes
Reduce the number of people living in poverty through creation of opportunities for employment and development of skills, and create solutions to tackle food and fuel poverty	Economy
Ensure people have the digital means to ensure they don't miss out on opportunities	
Improve mental health & wellbeing of the population	People
Ensure people can access services timely through a person centred approach where the needs of the whole population are considered	
Create safe and resilient communities where hate crime will not be tolerated and develop initiatives which reduce the impact of substance misuse and anti-social behaviour	
Maximise use of spaces in communities to create opportunities for people to connect and increase physical activity	Place

Above and throughout this document we have made the links between our priorities and the work of the wider Community Planning Aberdeen Partnership being delivered through the city wide Local Outcome Improvement Plan. This is essential to ensure we are working collaboratively on common priorities, supporting each other by sharing knowledge and experience and testing out our ideas together to ensure they have the best chance of success, scalability and sustainable results.

CENTRAL ECONOMY

What we know about Central

From what the data tells us:

Earnings In 2017, median annual household income ranged from £19,209 in Seaton to £50,609 in Midstocket. 11 of the datazones in the Central locality are in the 20% most income deprived areas in Scotland, with 4 in Woodside, 3 in Seaton, 2 in Tillydrone and 1 in both George Street and Stockethill.

Universal Credit 42.3% of people on Universal Credit (UC) in Aberdeen live within the Central locality. Numbers are highest in Tillydrone (921), City Centre (802) and George Street (787) and lowest in Midstocket.

Covid Impact There was a 120% increase in people on universal credit and 107% increase in claimants between March and November due to Covid.

Food Poverty In 2020, when asked about food security, 9.6% of respondents from the Central Locality to the City Voice reported being worried they would not have enough food to eat, with 7.5% reporting they were hungry but did not eat and 4.5% going without eating for a whole day. As at 12 December 2020, 16% of calls to the crisis line requiring food assistance were from Seaton, Tillydrone, Woodside.

Digital Connectivity In 2020, 78.7% of respondents from the Central Locality to the City Voice reported having basic digital skills. 94.2% of respondents reported owning or having easy access to a digital device.

From what you have told us:

'Covid resulted in significant calls to support line for emotional support, financial assistance and support with food.'

'Impact of lack of employment opportunities'.

'Encouraging new businesses and supporting existing businesses and looking for inward investments are all equally important.'

'Levels of digital exclusion remain high.'

'Demand for emergency food provision remains high. Food pantries are supporting people to be less reliant on emergency food.'

'Poverty levels are increasing.'

'Covid has had a significant impact on the tourism industry and linked employment e.g. taxi drivers.'

'There are high costs of fuel in the City Centre high rises due to the prevalence of storage heaters.'

'Connectivity is a major issue for people who are lonely and isolated.'

Our priorities for partnership working

There is already a wide range of activity already taking place by community groups and organisations across the locality and within our priority neighbourhood partnerships to tackle the issues highlighted above.

This Locality Plan includes the areas where we can bring added value by working more collaboratively - communities, public, private and third sector organisations working together in partnership to test new ideas which we believe will improve outcomes.

The table below includes the two priorities we have identified for partnership working in the Central Locality which can be linked to the Community Planning Partnership theme of Economy.

Central Priorities	Link with city wide LOIP Stretch Outcomes (SO)
Reduce the number of people living in poverty through creation of opportunities for employment and development of skills, and create solutions to tackle food and fuel poverty	SO1 - Poverty SO2 - Employability
Ensure people have the digital means to ensure they don't miss out on opportunities	SO3 – Upskill/Reskill

The following tables set out the improvement projects that we believe can help us achieve our priorities.

Our Improvement Plan

Reduce the number of people living in poverty through creation of opportunities for employment and development of skills, and create solutions to tackle food and fuel poverty.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Income and Employment				
Increase employer sign up the Real Living Wage by 5% year on year to 2023 to achieve Real Living Wage City Status by 2026.	Aberdeen City Council, Aberdeen Prospers Group	• Encourage employers in the locality to provide the living wage.	Tillydrone, Seaton and Woodside, Ashgrove, Stockethill & George Street	Locality Manager
Support 50 people into sustained, good quality employment by 2023, and 100 by 2026, with a particular focus on; those from priority neighbourhoods; and people over 50.	Aberdeen City Council, Aberdeen Prospers Group	• Increase opportunities to develop skills in locality and link to community enterprises. • Focus efforts of activity for people who may be a distance from employment e.g. people living with a learning disability. • Lobby for employers and jobs in central locality e.g. 20 min neighbourhoods. • Speed dating/jobs fair for people from different sectors in different roles to enable people to find out more about what is available.	Tillydrone, Seaton and Woodside, Ashgrove, Stockethill & George Street	Locality Manager
		• Utilise Tillydrone Community Campus to provide space for people to come in for a cup of tea and then make introductions to employability officer.	Tillydrone	
		• Delivery of after-school club, supporting parents in work (Locality Recovery Plan).	Woodside	Fersands and Fountain Community Project
		• Third sector coming together to influence – targeted commissioning approach.		SHMU
		• Local ESOL (English as a second on other language) delivered in communities.	Locality wide	

Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.	Aberdeen City Council, Aberdeen Prospers Group	• Create a community owned enterprise – to support development of myriad of food growing spaces in neglected spaces owned by community to promote mental health, combat isolation and food poverty. • Utilise empty premises to encourage new business.	Tilllydrone George Street Woodside	TBC
Skills				
Increase the number of Modern and Graduate Apprenticeships by 5% by 2022.	North East Scotland College, Aberdeen Prospers Group	• Promote traineeships for young people, making it easier for local employers to access and encourage employers to get involved by raising awareness and providing information to employers.	Locality wide	TBC
Improve the overall impact of partnership wide community benefits by increasing the number of projects which involve community co-design activities from 0 to 5 by December 2023.	Aberdeen City Council, Aberdeen Prospers Group	• Test community input with new Riverbank School to realise community benefits.	Tillydrone	City Growth
Poverty				
Increase the number of people using community pantries by 20% by 2023.	CFine, Anti-Poverty Group	• Create sustainable food provision through use of community pantries. • Delivery of 'The Pantry' with Cfine model. • Lighthouse Foodbank.	Locality wide Woodside Tillydrone	 Fersands and Fountain Community Project Lighthouse
Increase the uptake of unclaimed benefit across Aberdeen City by 2023.	Department for Work & Pensions, Anti-Poverty Group	• Develop plans to prepare people for end of Furlough (Sept) and uplift in Universal Credit, increase awareness of where people can access help to avoid delays. • Join up working between projects – food, benefits, confidence building pulled together to make the biggest difference for individuals.	Locality wide	TBC

Decrease the number of households in extreme fuel poverty in Aberdeen by 4% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 8% by 2023.	Scarf, Anti-Poverty Group	• Local advice and information provision on fuel poverty. • Low carbon affordable heating and insulation.	Locality wide Tillydrone	TBC Earth and Worms

Ensure people have the digital means to ensure they don't miss out on opportunities.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
By December 2022, increase by 10% the number of people in Aberdeen who: • Have digital access; and • Feel comfortable using digital tools.	Aberdeen City Council, Aberdeen Prospers Group City Digital Group	• Improve digital access in community centres and sheltered housing through improved digital skills, access to internet and devices. • Silver Surfers training course for older people, to help people use the internet and smart phones. • Utilise library computers, council digital resources, and universities providing access to digital. Establish a lending service to enable people have access to digital equipment. • Improve accessibility to healthcare through improvements to e-consult/ nearme system and consultation with patients.	Locality wide	TBC
		• Improve internet coverage in George Street. • Connecting Aberdeen – deliver digital connectivity and literacy work. • Deliver digital champion training in communities.	George Street Woodside	Fersands and Fountain Community Project

CENTRAL PEOPLE

What we know about Central

From what the data tells us:

Child Health The rates of smoking during pregnancy in the Central Locality is 13.2%, with the highest rate being in woodside at 27% second is Tillydrone at 26%. Woodside has the second lowest breastfeeding rate in the city 19.8% compared to the city average of 39.2%, the highest rate is in north of the West End (the second highest rate in the city) at 67.7%.

Positive Destinations In 2018/19, positive destinations varies across the Central Locality, being highest in Aberdeen Grammar School at 97% and lowest in St Machar Academy at 87%.

Mental Health The rate of probable suicide (2014-2018) is highest in the Central Locality at 18.7, compared to the city rate of 13.8 and the North (13.3) and South (10.9) Localities. 15.6% of people were prescribed drugs for anxiety, depression or psychosis (2019/20), lower than the City (16.6%), whilst the rate of psychiatric patient hospitalisations is 349; lower than the city rate.

Life Expectancy In 2015-19, estimated life expectancy varies across the Central Locality with lowest expectancy for Females in Woodside (72.3) and for Males in Seaton (69.2), both lower than the city average. The life expectancy for Males in each of the priority neighbourhoods are lower than the city average (17-19) (77.1).

Drugs and Alcohol The rate of drug related hospital admissions in the Central Locality increased to 222 per 100,000 population from 204, higher than the city rate of 182. The rate of alcohol related deaths is highest in the Central Locality at 27.2 per 100,000 in 2014/18, compared to 19.9 for the city. Tillydrone has the highest rate (1,348) of alcohol related hospital admissions (19/20) in the Locality, nearly double the city rate (710.6) and more than 3 times the rate of the lowest neighbourhood of Midstocket.

From what you have told us:

'Lack of social interaction.'

"There has been an Increase in suicidal thoughts and mental health issues across all age groups.'

'Whatever the cause if you improve the mental health of children now, they will grow into adults who have less mental health problems in the future.'

'Covid has had an impact on people feeling isolated and anxious about going out.'

'Deaths due to Covid are higher in areas of disadvantage.'

'There's been an increase in people exercising indoors and outdoors. But a decline in those shielding and people feeling anxious to go out.'

'People are eating more due to stress and boredom. Adding to issues with food poverty.'

Health & Wellbeing In 2019, 49% of respondents from the Central Locality to the Health & Social Care users Survey said they don't take part in any community activities, lower than the city wide response of 53%, as well as the North (57%) and South (51%) Localities. 90% of respondents agreed that support helps them live as independently as possible, similar to the rest of the City. 71% said it was hard for them to get motivated to look after their own health, higher compared to the city response of 68% and the North Locality (59%).

Crime In 2019, crime rate per 1,000 population is highest in the Central Locality at 57.6, compared to the city rate (35.3), and North (22.9) and South (23.5) Localities. Rates vary across the Locality with a low of 17.9 in West End South to a high of 247 in City Centre East and 201 in City Centre West (both substantially higher than the city rate of 35.3). The crime rates in each of the priority neighbourhoods in the locality are higher than the city.

'Poorer sleeping patterns since Covid and difficulty accessing help to support your health and wellbeing.'

'People with a disability are reporting poorer access to health care, prescriptions, food, etc.'

'High alcohol use as a way of self medicating.'

'High levels of petty crime to fund illegal drug use.' (Tillydrone)

Our priorities for partnership working

The table below includes the three priorities we have identified for partnership working in the Central Locality which can be linked to the Community Planning Partnership theme of People.

Central Priorities	Link with city wide LOIP Stretch Outcomes (SO)
Improve mental health & wellbeing of the population	SO 5 – Child Mental Health SO 11 – Healthy Life
Ensure people can access services timely through a person centred approach where the needs of the whole population are considered	SO 4 – Best Start SO 8 – Child Friendly City SO 10 – Community Justice SO12 – Alcohol & Drugs
Create safe and resilient communities where hate crime will not be tolerated and develop initiatives which reduce the impact of substance misuse and anti-social behaviour	SO 9 – Youth Offending SO 10 – Community Justice SO12 – Alcohol & Drugs SO13 – Climate Change

The following tables set out the improvement projects that we believe can help us achieve our priorities.

Our Improvement Plan

Improve mental health & wellbeing of the population.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Increase to 80%, the number of staff who feel confident about how to directly support, or refer a child for support, and signpost to appropriate services by 2022.	TBCAberdeen City Council, Children's Services Board	• Ensure staff are aware at a local level of services available to support young people's mental wellbeing. • Explore counselling in communities. • Raise awareness of counselling support from 3rd sector. • Increase awareness/confidence in professionals signposting people – MEOC approach.	St Machar ASG area	St Machar Partnership Forum – Mental health sub group St Machar Parent Support Project ACVO
Increase by 80% use of digital wellbeing resources for children and young people's mental health and wellbeing by 2022.	NHS Grampian, Children's Services Board	• Increase in awareness of digital resources to support mental wellbeing.	St Machar ASG area	St Machar Partnership Forum – Mental health sub group
100% of children and young people have increased free access to physical activity which improves mental health and wellbeing by 2022.	Aberdeen City Council/ Sport Aberdeen, Children's Services Board	• Raise awareness of benefit of green space and potential to work with young people to improve mental health. • Explore option of access to activities for young people at reduced cost through holiday periods to promote physical activity and support metal wellbeing. • Delivery of early years provision in Woodside.	Central Woodside	TBC Fersands and Fountain Community Project
Refer 20% of people living with COPD or other respiratory conditions into specific PR physical activity and other support programmes delivered in community settings by 2023.	TBC, Resilient, Included and Supported	• Lived experience embedded in pathways, to enable people to be directed to a support group when they have a diagnosis. • Increase signposting for people with health conditions to participate in physical activity.	City Centre East	TBC

Reduce the rolling 3-year average number of suicides in Aberdeen to below 26 (2019) by 2023.	Police Scotland, Included and Supported	• Develop an on-line space to access free classes e.g. counselling and mentoring. Trained local volunteers enabling people who have perhaps been furloughed to provide support. • Promote United Against Suicide. • Develop and deliver activities to support people's mental health through creating opportunities to bring people together (not badged as mental health) whether it be knitting groups, exercise class etc. • Raise awareness and talk openly about mental health and make sure everyone knows they are safe to talk about mental health.	Locality wide	TBC
Increase opportunities for people to increase their contribution to communities by 10% by 2023.	Aberdeen City Council, Resilient, Included and Supported	• Capitalise on civic responsibility and increase in volunteering through making it easier for people to get involved. • Support community capacity building through community councils and community groups .	Old Aberdeen and Tillydrone	TBC
Support 100 people to feel confident to promote wellbeing and good health choices by 2023.	Aberdeen City Council/ Aberdeen Health and Social Care Partnership, Resilient, Included and Supported	• Identify members of Central LEG confident to promote wellbeing and good health choices.	Locality Wide	TBC
To support 50 low income families in priority neighbourhood to improve eating behaviours and adopt positive lifestyle choices to help towards a healthy weight by 2023.	NHS Grampian, Resilient, Included and Supported	• Deliver weight management support to test online resources, with Connecting Aberdeen in Tillydrone. • Improve exclusive breastfeeding in Tillydrone. • Encourage independent vendors to set up healthy option takeaways near schools and gyms. • Delivery of new Cruyff Court. • Deliver outdoor learning.	Tillydrone, Seaton and Woodside, Ashgrove, Stockethill & George Street Family Learning Team Locality Manager	Health Improvement Officer
Reduce tobacco smoking by 5% overall by 2023.	Aberdeen City Council, Resilient, Included and Supported	• Test use of on-line tobacco training to raise issue of second hand smoke and smoking in pregnancy with parents. • Test use of smoking cessation app.	Tillydrone, Seaton and Woodside, Ashgrove, Stockethill & George Street	Public Health Co-ordinator / Health Improvement Officer

Improve social connections across locality to reduce social isolation		• Increase activities to tackle social isolation e.g. book bug for older people to tackle social isolation. • Improve digital skills and access to devices for older people to address isolation. • As a test establish support group for young parents in Tillydrone. • Create opportunities to meet in local communities using community assets e.g. libraries.	Locality Wide Tillydrone	TBC

Ensure people can access services timely through a person centred approach where the needs of the whole population are considered.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Increase uptake of parenting and family support by 10% by 2022.	Health and Social Care Partnership, Children's Services Board	• Test approaches through Fit Like Hub. • Test approaches through Creating the Conditions (MDT) work in Tillydrone.	Tillydrone	Fit Like Hub Team Public Health Co-ordinator/Locality Manager
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 2023.	Health and Social Care Partnership, Alcohol and Drugs Partnership	• Create opportunities for people with lived experience to have their voice heard.	Locality wide	TBC
Increase opportunities for individuals who have been at risk of Blood Borne Viruses, being tested and accessing treatment by 2023.	Health and Social Care Partnership, Alcohol and Drugs Partnership	• Increase awareness and opportunities for testing (link Fast Track Cities).	Locality wide	Public Health Co-ordinator
Increase by 15% victims of domestic abuse receiving support by 2022.	Aberdeen City Council, Community Justice Group	• Pilot scheme in Tillydrone to refer people experiencing domestic abuse for support to be replicated in Seaton.	Tillydrone and Seaton	Police Scotland
Increase by 50% the number of communications which are accessible to children and young people by 2023.	Aberdeen City Council, Children's Services Board	• Engage with young people via their platforms and encourage participation e.g. through LEGs, PNPs.	Locality wide	TBC

Create safe and resilient communities where hate crime will not be tolerated and develop initiatives which reduce the impact of substance use and anti-social behaviour.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Safe and Resilient Communities				
Community led resilience plans in place for areas most vulnerable to flooding by 2023, leading to resilience plans in place across all areas of Aberdeen by 2026.	SFRS, Sustainable City	• Develop flood and community resilience plans.	Grandholm Village and Donside Village	TBC
100% increase in hate crimes reported to police by 2023.	Aberdeen City Council, Community Justice Group	• Working with Police Scotland and other partners on educating perpetrators of hate crimes. • Partners to host police surgeries – to enable people to discuss matters important to them.	Locality wide	TBC
Reduce instances of public space youth anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2022.	Police Scotland, Children's Services Board	• Increase youth provision and develop youth charter.	Locality wide	TBC
Increase by 50% the number of 10 to 16 year olds in target areas of the city who access youth community activity by 2023.	Aberdeen City Council, Children's Services Board	• Ensure awareness and sufficient provision across locality. • Liaise with staff at Aberdeen University in the form of guidance and support following return of students. • Deliver support for local businesses impacted by shoplifting. • Home Fire Safety Visits to all communities. • Operational intelligence audits on all High-Rise buildings.	Locality wide Woodside, Seaton Tillydrone, Seaton and Woodside, Ashgrove, Stockethill & George Street Locality wide Locality wide	TBC Police Scotland SFRS SFRS

Substance Misuse				
Increase uptake of drug treatment and specifically within Locality Areas by 10% each year by 2023.	Health and Social Care Partnership, Alcohol and Drugs Partnership	• Increase awareness and improve access to support.	Locality wide	TBC
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 2023.	Health and Social Care Partnership, Alcohol and Drugs Partnership	• Investigate idea of Recovery Olympics for those with lived experience.	Locality wide	TBC

CENTRAL PLACE

What we know about Central

From what the data tells us:

Priority Neighbourhoods Aberdeen has 29 datazones in the 20% most deprived areas in Scotland. 12 of these are in the Central locality with 3 in both Tillydrone and Seaton, 2 in both Stockethill and Woodside and 1 in both Ashgrove and George Street. Based on SIMD, our priority neighbourhoods in the Central Locality are: Seaton, Tillydrone, Woodside, Stockethill, George Street and Ashgrove.

Place Standard In March 2020, when asked about different aspects of their neighbourhood, respondents from the Central Locality scored availability of green space (4.7) and access to services and amenities (4.5) as the highest. Lowest scoring areas were the ability to participate in decisions and help change things for the better (2.7) as well as the economy and access to jobs (2.8).

Community Safety In 2018/19, the rate (per 100,000 population) of accidental dwelling fires varies across the Central Locality from a low of 54.8 in West End North to a high of 434 in Hanover South. The rates in 4 of the 6 priority neighbourhoods have decreased since 2017/18 with an increase in Tillydrone (126 to 272) and Ashgrove (54 to 106). In 2016-18, road traffic accident casualty rate per 100,000 varies across the Central Locality, being highest in Tillydrone (150 – more than double the city rate), City Centre East (99), and George Street (98), all substantially higher than the city rate (61.7) and compared to the lowest rate of 12 in Hanover North.

Active Travel In 2020, respondents from the Central Locality to the City Voice reported using the following modes of transport at least once a week to travel into the city – walk (61.1%), bus (51.5%), car (51.2%), and cycle (3.5%). The % reported walking substantially higher than the responses from North and South respondents.

From what you have told us:

'Grandholm and Donside are flood risk zones'

'We need to encourage a sense of place'

'20 minute neighbourhoods is about living locally and giving people the ability to meet most of their daily needs within 20 minutes. That requires having access to safe cycling and local transport options'

'We have seen improvements in road safety due to community work with community in Tillydrone'

'More should be done to improve the quality of green space in Aberdeen and offer more opportunities for people to access and enjoy green spaces rather than having green areas where nobody wants to spend any time because there is no infrastructure (benches, playgrounds, installed sports equipment for working out).'

'A 'pedestrian' first viewpoint rather than always putting the car driver first. Support for clean public transport and improved links between airport and rail.'

Our priorities for partnership working

The table below includes the last priority we have identified for partnership working in the Central Locality which can be linked to the Community Planning Partnership theme of Place.

Central Priorities	Link with city wide LOIP Stretch Outcomes (SO)
Maximise use of spaces in communities to create opportunities for people to connect and increase physical activity	SO 13 – Climate Change SO 14 – Active Travel SO15 - Nature

The following tables set out the improvement projects that we believe can help us achieve our priorities. We also provide information on the developments within the central locality.

Our Improvement Plan

Maximise use of spaces in communities to create opportunities for people to connect and increase physical activity.

Improvement Project Aim	Project Lead	Community Ideas for Improvement we might test	Where we might test them	Community Connector
Connected Community				
Increase the number of community run green spaces that are organised and self-managed for both people and nature by a minimum of 8, of which at least 4 will in priority neighbourhoods, by 2023, particularly in priority neighbourhoods where the diversity, quality and satisfaction of green spaces and health and wellbeing outcomes tend to be lower.	Aberdeen City Council, Sustainable City Group	• Utilise greenspaces – positive impact on mental health including Countryside rangers, Branching Out and community gardens. Replicate developments like Errol Place. • Raise awareness of what exists, good maintenance of play parks and green spaces, lighting of green spaces to encourage people to feel safe while exercising. • Consider establishing another Park Run for locality (one already at beach). • Create a map of green spaces, outdoor gyms etc so that people can find and use green spaces. • Increase use of CCTV to help provide reassurance for those using green spaces. • Use example of community of skaters at Westburn park to encourage people to come out and make park feel safer. • Develop Uptown baths. • Develop green and food growing spaces.	Locality wide	TBC Fersands and Fountain Community Project
Increase community food growing in schools, communities and workplaces by 12 by 2023.	Aberdeen City Council, Sustainable City Group	• Create sustainable access to fresh food e.g. community fridges. • Joined up approach to provision of hot meals in City. • Realising potential of community kitchens to increase social activity and tackle food poverty and create employment.	Tillydrone, Woodside Locality wide	Tillydrone Community Garden, TBC Fersands and Fountain Community Project Bonnymuir Trust

Physical Activity				
Increase % of people who cycle as one mode of travel by 2% by 2023.	Nestrans, Sustainable City Group	• Improve and maintain core paths and ensure they are appropriately signposted. • Increase number of safe cycle lanes across locality. • Investigate possibility of alternative means of travel.	Locality wide	TBC
Increase % of people who walk as one mode of travel by 10% by 2023.	Nestrans, Sustainable City Group	• Increase prevalence of benches to enable people to sit outside and rest whilst walking. • Raise awareness of various walking groups and connect people into them. • Encourage pedestrian first policy. • Street Design – delivery of improved safety at the underpass.	Locality wide Midstocket and Old Aberdeen (identified in simulator)	TBC
Reduce the generation of waste in Aberdeen by 8% by 2023	Aberdeen City Council, Sustainable City Group	• Increase awareness and prevalence of recycling options and secure recycling and litter bins. • Reduce flytipping.	Tillydrone	Locality wide

Printfield 10
The Denis Law Legacy Trust has developed the Printfield 10 Project with the aim of motivating, inspiring, and engaging the Printfield community, whilst also celebrating Denis Law and promoting the opening of the Hall of Heroes in Provost Skene's House. The Printfield 10 Project proposal includes three public artworks. The first is a mural which depicts a timeline of Denis Law and his sporting achievements. The second represents Denis Law and his iconic goal celebration and the third depicts Denis Law in his Scotland kit.

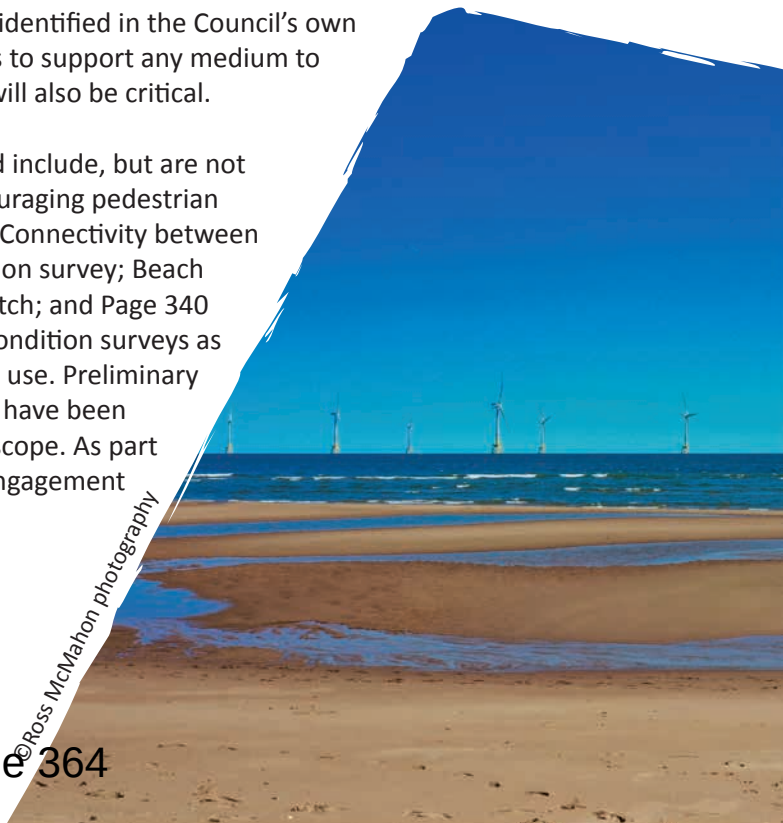
City Centre Masterplan
Within Central Locality, but impacting city-wide, the City Centre Masterplan is being reviewed to integrate further "smart city thinking" into the medium-term plans to develop the city centre. An engagement exercise with the public, all appropriate partners and stakeholders will be undertaken to seek views on the City Centre Review, what it would take to attract people back to the city centre in the short-term, how the changed travel patterns and reductions in travel experienced throughout the pandemic can be embedded and how best the city can be a leader in the digital economy. The contribution of the City Centre Masterplan review and the Local Development Plan will be considered to ensure that the ambition to secure sustainable inclusive economic growth by attracting businesses operating in energy transition or low carbon sectors to the city is realised.

Beach Masterplan
The one mile long Aberdeen beach is in the heart of the city running from Fittie to Donmouth Nature Reserve, and also acts as a gateway to other beaches to the north. In practical economic terms, the beach waterfront is a tourism priority in its own right. What it offers to visitors is likely to be more in demand in a post-Covid-19 and recovery phase – as consumers seek safe, outdoor, wildlife and active experiences.

The beach area is also an intrinsic component of the Aberdeen Coastal Trail, and the wide variety of tourism offer that includes nature, golf, maritime history or dolphin watching. The area received the Resort Seaside Award in 2013 and given its location a short distance from Aberdeen city centre, it provides an opportunity to attract new footfall to the city. As such it is actively promoted by both VisitScotland and VisitAberdeenshire for its popular recreational and sports area, and the Beach Leisure Centre, Linx Ice Area, a range of cafes, restaurants and a family fun fair. It is therefore a component of the VisitAberdeenshire destination planning and contributes to wider development work on the North East of Scotland adventure tourism. In terms of wider economic recovery of cities, the beach area is an opportunity and tourism asset. As it is located almost in the city centre, it provides Aberdeen with a distinct and unique advantage to generate new visits and spend over other UK destinations. Common themes that underly each of the physical areas of review are property, legal, planning, streets, utilities, roads and transportation, maintenance, landscape and sustainability.

The review will focus on the key principles of placemaking as identified in the Council's own masterplanning process, whilst examining potential measures to support any medium to long term economic recovery. Accessibility for all and safety will also be critical.

The amenities and assets within this beach area review would include, but are not limited to: Beach Boulevard: Grand procession to beach encouraging pedestrian friendly active travel and developing activity along the route: Connectivity between Beach and City Centre; Queens Links; Beach Ballroom: condition survey; Beach Leisure Centre/Ice rink: condition survey; Broadhill; Cricket pitch; and Page 340 Coastal defence, ground conditions These will be subject to condition surveys as necessary, options appraisal and recommendations for future use. Preliminary discussions with Sport Aberdeen and Aberdeen Football Club have been undertaken to understand the possible land that could be in scope. As part of further consultation with the public this will also include engagement with appropriate stakeholders in the area.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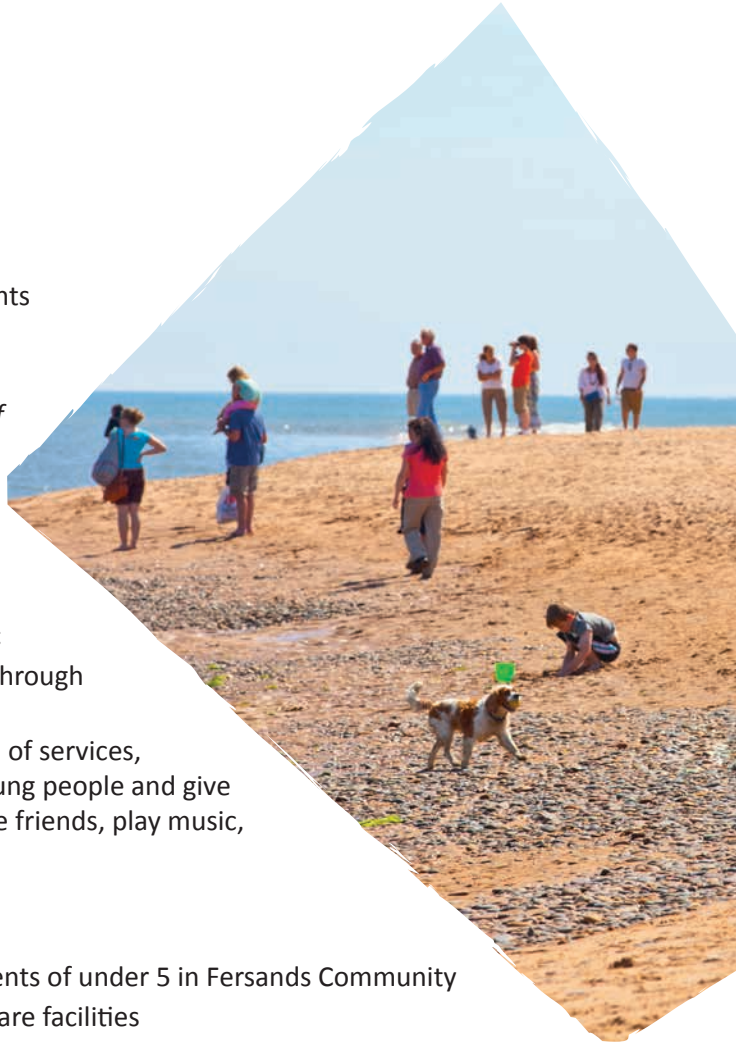
WHAT'S WORKING WELL AND HOW COMMUNITIES CAN GET INVOLVED

What resources are currently available?

Feedback from locality sessions included;

- Seaton, Tillydrone and Printfield Community flats
- Tillydrone Campus
- Maths club
- Churches
- Community Centres, outreach workers, food distribution centres
- Community organisations – Station House Media Unit (SHMU); St Machar Parent Support; Aberdeen Lads Club; Fersands and Fountain Community Project, Printfield Project
- GP practices, pharmacists, link practitioners
- Beach
- Parks
- Libraries
- Schools, university
- Transport connections
- Local businesses
- Tuck shop, Surf society, grassy spaces, dog training, allotments



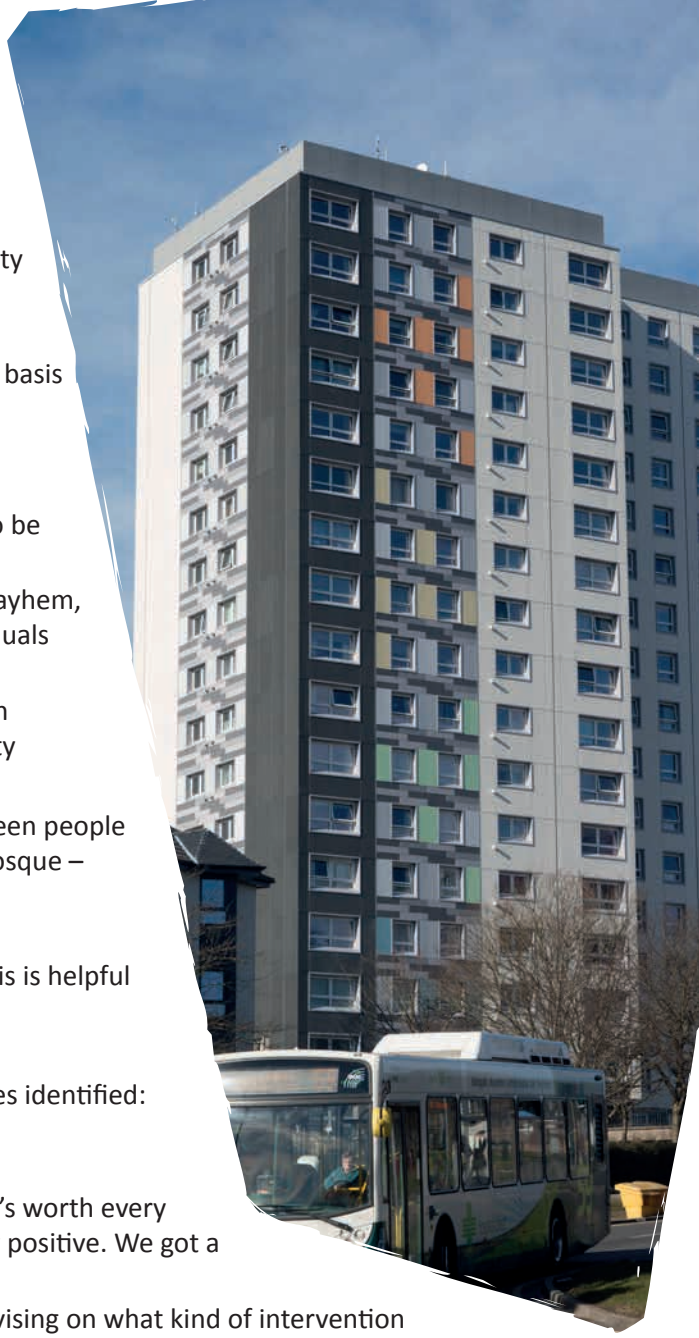
What do we already have?

Reduce the number of people living in poverty through creation of opportunities for employment and development of skills, and create solutions to tackle food and fuel poverty

- Support group for young mums, involved in city & guild qualification – building skills which help them to move on and is not always accessible in their community
- Provided food vouchers and food parcels through pandemic
- Linking up with pantry stock so people can sign up directly through hub and reduce stigma
- Fersands and Fountain Community Project run a wide range of services, groups, activities, residential experiences which support young people and give them avenues to express themselves, get out, keep fit, make friends, play music, develop skills and save money.
- Online youth activities
- Offer support to parents of teenagers
- Parent support service through Family Centre targeting parents of under 5 in Fersands Community
- Parent Workshops, Mother & Toddler activities Good Childcare facilities
- Woodside Adult Classes; Tai chi / Yoga / games session / Creative writing potential for more opportunity, potential for good social activity within centre.
- Bi-monthly Free Meal Events serving quality home cooked meals to 80 in the community.
- Quality Meals at Nursery & Me two's / Good quality Food snacks at Junior Clubs / Youth group
- Breakfast Club / After school club & promoting food education.

Maximise use of spaces in communities to create opportunities for people to connect and increase physical activity.

- LGBT Community hub
- Physical activity classes at Westburn centre
- Open spaces in the university – Cruickshank gardens, community growing projects with student groups
- Community councils making links
- Local police officers, locality officers out in community on daily basis engaging with community members – also attend community council meeting where possible and produce monthly report
- Police initiatives to reduce impact of substance use
- Antisocial behaviour – officers around to deter those looking to be antisocial
- M26 group – addresses over 25s hanging about and causing mayhem, alternative activities, fishing, gardening, great impact as individuals were able to turn their lives around
- Student experience team trying to create community champion campaign to get students to be more involved in the community
- Lot of work done in community tackling discrimination
- Lots of places where there are community conversations between people who otherwise may not meet e.g. church shares space with mosque – valuable conversations
- Naloxone training available
- Police happy to come out and speak to community groups if this is helpful



What is currently working well?

Can you share any good examples or highlights based on the priorities identified:

Mental Health and Wellbeing

- We have a Counsellor who works every Thursday morning. She's worth every penny, coping strategies, gets you to think. This has been really positive. We got a big lottery grant for this which lasted a year.
- Support counsellor provides for the team is also important, advising on what kind of intervention would be appropriate for a parent or a client. Would be good to be able to discuss with a counsellor what kind of intervention would be the most appropriate.
- Working in the community is most effective, rather than centralised meetings in city centres. If it is done in the community this helps them get used to the same setting with the same people. Also aids mental health.
- Recently we have been building closer links with Mental Health Aberdeen with Lockdown Mural/ Health Wellbeing Hampers/ Youth Work Training /1-1 counselling.

Reducing Poverty

- The Salvation Army offer hot drinks and hot food multiple times a week. Churches and mosques are involved with this support. They walk up and down Union Street every day to speak to homeless people on the street. Social Bite Café have started doing free breakfasts.
- Organisation picks up surplus food from supermarkets for people they support.
- There are lots of foodbanks in central. They continue to do a great job but that is one single angle. Poverty is not always about food.
- Organisations providing food vouchers for those encountering hardship. This is an initiative we set up just for our community, however, other communities coming forward.
- Developing pantry service saving 100 customers £20 per week on grocery bill. 8 regular volunteers.

Digital Inclusion

- Connecting Scotland work to get devices to people, help disabled people, older people to remain connected. Local community groups are also essential with helping people to get connected. Online access to services can save people money on transport (in one example, it saved someone £30 on a taxi. In another, it saved someone getting two buses to hospital).
- A pledge that all school children be given a laptop or tablet.

Person Centred Approaches

- We're getting better and better at this, with it being incorporated into training.
- Also informal person centred approaches within communities. Have seen neighbours helping one another during Covid-19.

Outdoor Space/Physical Health

- Cryuff Court has opened on George Street, this has been extremely well used since it was opened.
- Gardens being done up; green space is the thing for smaller communities. It's not about gardening for all, but running clubs for e.g., one dedicated to LGBT people in Central. Rugby club dedicated in Central too.
- Its giving people space to get out. A smile means a lot to people. Even engaging with a facial gesture is important, it means people feel part of it rather than isolated.

Get Involved

LEGs

Local Empowerment Groups (LEGs) are made up of local people interested in improving outcomes with Aberdeen City. LEG members will use their knowledge and experiences to influence priorities and help determine solutions. There are groups for Central, North and South of Aberdeen, however they also focus on needs that may be Citywide e.g. sharing your experience as a person living with a disability.

The role of a LEG member is intended to be as flexible as possible. People can contribute in several ways including: getting involved in activities to improve your community; attending LEG sessions; through participation in surveys or on-line forums. There are no set time commitments expected and involvement can be as little or as much as suits people's circumstances.

We are currently recruiting members to ensure we have a wide representation of communities across Aberdeen.
We have a range of opportunities available for people to get involved. If you would like more information please visit our website **www.aberdeencityhscp.scot/our-delivery/locality-empowerment-groups**
or email **LocalityPlanning@aberdeencity.gov.uk**

Priority Neighbourhood Partnership

Woodside, Tillydrone and Seaton Partnership (formerly the Locality Partnership) is a well-established and well supported partnership group within the CPA structure. We work together to achieve improvements for the area around the themes of people, place, technology and economy and to ensure it is a place where all people can prosper.

Membership

- 8 Community Representatives
- 2 Community Council Representatives
- 4 Community Project Representatives
- 1 ACVO / Third Sector Representative
- 6 Elected Members
- 2 Aberdeen City Council
- 1 AHSCP Representative
- 3 Police Scotland, SFRS Representatives

To find out more about how you can get involved, please email **localityplanning@aberdeencity.gov.uk**

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	06 October 2021
EXEMPT	Not exempt: – Covering Report – Appendix 1 – Workplan Public – Appendix 3 – Summary of 3.10 Memos – Appendix 4 – Summary of 4.1.3 Forms Exempt: Yes – Paragraph 8 – Appendix 2 – Workplan Private – Appendix 5 – 7 Business Cases The exempt appendices refer to the amount of expenditure proposed to be incurred by the authority under contract for the supply of goods or provision of services, disclosure to the public of the amount there referred to would be likely to give an advantage to a person or organisation entering, or seeking to enter, a contract with the Council.
CONFIDENTIAL	No
REPORT TITLE	Work Plan & Business Cases – Revenue
REPORT NUMBER	COM/21/228
DIRECTOR	Gale Beattie
CHIEF OFFICER	Craig Innes
REPORT AUTHOR	Melanie Mackenzie
TERMS OF REFERENCE	3.1.1

1. PURPOSE OF REPORT

1.1 The purpose of this report is to present procurement workplans where expenditure is included for the Customer and Resources Functions to committee for review and to seek approval of the total estimated expenditure for the proposed contracts as contained in the Procurement Business Cases appended to the report.

2. RECOMMENDATIONS

It is recommended that the Committee: -

2.1 reviews the workplans as detailed in the Appendices;
2.2 approves the procurement business cases, including the total estimated expenditure for the proposed contracts; and
2.3 notes the content of Appendix 3 – Summary of 3.10 Memos (Contract Awards due to Urgency) and Appendix 4 – Summary of 4.1.3 Forms (Technical Exemption).

3. BACKGROUND

3.1 The ACC Procurement Regulations 2021 require that authority to incur expenditure must be sought prior to any invitation to tender or contract entered into. The method of authorising depends upon the contract value, with contracts above £50,000 (supplies/services) or £250,000 (works) to be listed on a workplan with an associated Procurement Business Case and submitted by the relevant Chief Officer to the Strategic Commissioning Committee (Revenue budget only), and/or to City Growth and Resources Committee (Capital and Capital with Revenue implications). The approval of the applicable Committee is required prior to the procurement being undertaken.

3.2 The ACC Procurement Regulations 2021 also require that if aggregated expenditure via framework agreements will exceed £50,000 (supplies/services) or £250,000 (works), then the authority of the Strategic Commissioning Committee to incur the expenditure must be obtained in advance of the applicable thresholds being exceeded. Aggregate expenditure via framework agreements will be reported annually by the Commercial & Procurement Shared Service where expenditure is recurring, though expenditure will be cross council in many cases.

3.3 Committee is asked to review the Customer and Resources Function work plans and to approve the expenditure detailed in the Procurement Business Cases appended to the report.

4. FINANCIAL IMPLICATIONS

4.1 The indicative value of the proposed contracts is shown within the workplan in the Appendices. The ability to have an overview of contract expenditure is aligned to Core Outcomes of the LOIP and the whole systems commissioning cycle approach. The refreshed approach to governance ensures that all contracts are aligned to the approved budget provision for each financial year with controls in place for flexibility if required. This also assists the Council in meetings its statutory duty to keep a Contracts Register.

5. LEGAL IMPLICATIONS

5.1 The contracts shall be procured in accordance with procurement legislation and the Commercial Legal Team within C&PS shall provide legal advice where necessary.

6. MANAGEMENT OF RISK

Category	Risk	Low (L) Medium (M) High (H)	Mitigation
Strategic Risk	Contract expectations not being monitored/managed	M	Employees involved in Procurement Activity are required to complete online training modules in Contract Management.
Compliance	Failure to comply with internal procurement regulations and procurement legislation	L	Engagement with the Commercial Legal Team within the Commissioning Function.
Operational	Unable to control demand	M	Ongoing focus on demand reduction strategies, contract terms developed to be more flexible
Financial	Escalation of costs Differing market conditions depending on commodity/service	L M	A strong focus on value for money in all commissioning activities. Use of Business Intelligence to help predict market changes and trends.
Reputational	Insufficient information provided by officers, lack of transparency	M	A scrutiny process has been established to ensure sufficient/relevant information is provided.
Environment/Climate	Failure to consider sustainable options.	L	Ensure all contracts consider environmental considerations.

7. OUTCOMES

COUNCIL DELIVERY PLAN	
	Impact of Report
Aberdeen City Council Policy Statement	The ability to have an overview of contract expenditure is aligned to Core Outcomes of the LOIP and the whole systems commissioning cycle approach.
Aberdeen City Local Outcome Improvement Plan	
Stretch Outcomes (Prosperous Economy/People/Place)	Community Benefits requirements are incorporated into all ACC Procurement Activity, consideration is given to the Stretch Outcomes within the LOIP at the development phase.
Regional and City Strategies	The proposals within the business cases appended to this report support Key Regional and City Strategies, details of anticipated outcomes are contained within each the business cases.
UK and Scottish Legislative and Policy Programmes	Each of the business cases appended to the report contains details of the legislative and policy programmes to be complied with.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Impact Assessment	Not required
Data Protection Impact Assessment	Not required

9. BACKGROUND PAPERS

None.

10. APPENDICES

Public

Appendix 1 – Workplan Public
Appendix 3 – Summary of 3.10 Memo's
Appendix 4 – Summary of 4.1.3 Forms

Private

Appendix 2 – Workplan Private
Appendix 5 – SCC Business Case Community Hosting
Appendix 6 – SCC Business Case Domestic Abuse Service
Appendix 7 – SCC Business Case Utilities Audit

11. REPORT AUTHOR CONTACT DETAILS

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Customer Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 06 October 2021

Reference	Function	Cluster	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Contract (Including extension)	Summary
000-ECYK9627	Customer	Early Intervention & Community Empowerment	Community Hosting	Revenue	01/04/2022	31/03/2024	12	31/03/2025	Community Hosting is a service for young people aged 16-25 who may be at risk of rough sleeping or homelessness. Community Hosting involves a trained and vetted Hosting Volunteer providing: •A clean, safe, dry, warm room •Access to laundry and bathroom/showering facilities •Access to food storage, preparation and cooking facilities •A friendly, safe environment
000-FHKY4312	Customer	Early Intervention & Community Empowerment	Domestic Abuse Service	Revenue	01/04/2022	31/03/2025	24	31/03/2027	Contract for the provision of Domestic Abuse services, including a core block of flats and outreach housing support which will ensure the Council can meet its statutory duty to provide housing support to those who are threatened with or experiencing homelessness.

Resources Procurement Work Plan	Committee: Strategic Commissioning Committee	Date of Committee: 06 October 2021

Reference	Function	Cluster	Description of Requirement	Type of Budget	Estimated Start date of Contract or Extension	Estimated End date of Contract (Excluding extension)	Maximum Extension Period (months)	Estimated End date of Contract (Including extension)	Total Estimated Contract Value (including any extension period)
000-HHPR3268	Resources	Corporate Landlord	Retrospective audit and analysis of Utilities (Electricity and Natural Gas)	Revenue	01/12/2021	30/11/2023	12	30/11/2024	Contract for the provision of retrospective audit and analysis of core spend and transactions (invoices and payments) relating to Electricity and Natural Gas. From this analysis they identify and recover any overpayments, overcharges and missed opportunities (such as discounts or rebates)

Function	Cluster	Description of Contract	Estimated Start date of Contract or Extension	Estimated End date of Contract	Total Estimated Contract Value £	SUMMARY OF EXPLANATION OF WHY THE CONTRACT WAS URGENTLY REQUIRED TO MEET THE EXIGENICES OF THE SERVICE AND THEREFORE JUSTIFYING THE SUSPENSION OF PROCUREMENT REGULATIONS, IN WHOLE OR IN PART:
Governance	Governance	Agreement for Connect Webcasting & Audio Visual (AV) Maintenance. a. Webcasting via fixed FX800 Encoder within the Council Chamber including:- i. Tablet Control ii. Just in Time (JiT) slides iii. Digital backup recorder b. Sony H100 HD Cameras c. Up to 60 hours of content per annum d. Indefinite archive period on all content e. Full support SLA on all leased webcasting hardware	01/06/2021	31/05/2023	30,375	In September 2020, additional money (circa £8,000) was spent in support of the contract on hardware and installation costs to enable hybrid Council and Committee meetings to be held and webcast in the midst of the Covid-19 pandemic. This had the full support of the Chief Officer – Governance and the Chief Officer – Finance, as well as the Chief Officer – Digital and Technology. As a result, all Full Council meetings and the majority of committee meetings have been webcast using hybrid technology, this has enabled elected members and officers to participate in meetings remotely should they so wish which has been fundamental in the Council's response to the Covid-19 pandemic. Whilst restrictions are easing the contract will still be required for a period of time to allow for Hybrid meeting, due to uncertainty around duration of restrictions and need for the contract an urgent need was identified to extend for a period of time.
Commissioning	Commercial and Procurement	Direct award of contract under the Scotland Excel Fresh Fruit & Veg Framework (as permitted under the terms of the SXL Framework) to TPS Fruit & Vegetable Ltd, a local supplier offering fresh produce grown in Aberdeenshire.	27/06/2021	26/06/2025	1,080,000	As a result of an administrative error the business case was not included on the workplan submitted to the meeting of the Strategic Commissioning Committee held on 16 June 2021. As the contract expiry date is imminent approval is required to issue the award letters urgently.
Commissioning	Commercial and Procurement	Early Learning and Childcare Transport for Nursery Meals	01/10/2021	26/06/2025	160,000	As a result of an administrative error the business case was not included on the workplan submitted to the meeting of the Strategic Commissioning Committee held on 16 June 2021. As the contract required start date is October, approval is required to undertake a competitive procurement process and issue the award letters before the next scheduled Strategic Commissioning Committee meeting.. If a contract is not in place for the delivery of nursery meals Aberdeen City Council will not be able to meet the requirement under 1140 hours to deliver meals and ensure eligible children are receiving a nutritious meal.
Resources	Capital	Building Design Consultancy Services	01/07/2021	31/05/2023	101,223	To enable the continuous delivery of the construction project to ensure the facility can be refurbished and extended by Spring 2022. The existing design team (Contract Administrator/Architect with sub consultants - Structural Engineer and Mechanical & Electrical Engineer) for the project were appointed by Sport Aberdeen in early 2021. The designs have already been paid for by Sport Aberdeen. As ACC are the contracting authority for the construction project, Capital require to obtain the rights to use the existing designs and this can only be done by engaging the existing design team directly hence the request for reasons of urgency. The consultant(s) will manage the project on behalf of ACC from contract award to completion of the construction contract.
Resources	Corporate Landlord	Contract is to provide NESPF with soft facilities management services following their move to Marischal Square.	01/08/2021	30/07/2023	69,386.40	These services need to be in place before NESPF can take full occupation of their office space. The merits of the works being undertaken by CBRE MS are outlined above. The costs that are being charged have been submitted as part of a tender exercise for undertaking similar services on the rest of Marischal Square and other office buildings. The pricing is therefore considered as best price available. It was explored and intended that the NESPF requirements would be added into this existing contract. However this is not possible due to the size and complexity of this contract that not only covers Marischal Square but other multi let office buildings in the country, a separate services agreement was identified at a late stage to be required hence the request for reasons of urgency.

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Function	Cluster	Description of Contract	Estimated Start date of Contract or Extension	Estimated End date of Contract	Total Estimated Contract Value £	**SUMMARY OF EXPLANATION OF WHY THE CONTRACT WAS URGENTLY REQUIRED TO MEET THE EXIGENICES OF THE SERVICE AND THEREFORE JUSTIFYING THE SUSPENSION OF PROCUREMENT REGULATIONS, IN WHOLE OR IN PART:**
Customer	Customer Experience	Civica URB System including Support and Maintenance	01/08/2021	31/07/2025	206,000	This relates to the system provided by a specific supplier where the Intellectual Property Rights are protected, there is therefore no other supplier able to provide this service Therefore, it is considered that direct award under the existing contract is justifiable in this case as due to the intellectual property considerations they are the only supplier capable of providing the support and maintenance updates for it.

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