

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Strategic Commissioning Committee
<b>DATE</b>	12 November 2020
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Aberdeen City Council Commissioning Intentions 2021/22
<b>REPORT NUMBER</b>	CUS/20/214
<b>DIRECTOR</b>	Andy McDonald
<b>CHIEF OFFICER</b>	Chief Officer, Data & Insights
<b>REPORT AUTHOR</b>	Chief Officer, Data & Insights
<b>TERMS OF REFERENCE</b>	2.2

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### 1. PURPOSE OF REPORT

- 1.1 This report presents proposed Aberdeen City Council commissioning intentions to provide direction to the design and delivery of services and the allocation of resources for 2021/22.

### 2. RECOMMENDATIONS

That the Committee:-

- 2.1 approve, in principle, the commissioning intentions at Appendix A;
- 2.2 note that, in the light of continuing uncertainty resulting from the ongoing pandemic, that the commissioning intentions will continue to be kept under review and will be represented with any necessary amendments to the Council budget meeting in 2021; and
- 2.3 instruct the Chief Officer - Finance to review the commissioning intentions and provide assurance that their implementation through the detailed commissioning activity described at paragraph 3.11 is consistent with the Council's Medium Term Financial Strategy.

### 3. BACKGROUND

- 3.1 The Committee ([COM 18/292](#)) initially approved the Council's approach to outcome based commissioning in November 2018. Building on this, the Committee subsequently ([COM/19/329](#)) reviewed the implementation of the approach and approved a joint strategic commissioning approach for both the Council and Aberdeen Integrated Joint Board at its meeting on 28<sup>th</sup> August, 2019. The approach is based on a commissioning cycle of Analyse; Plan; Do; Review as shown below.



Fig 1.

- 3.2 As the commissioning cycle was developed and implemented in 2019 and 2020, the Council received and considered annual commissioning intentions at its budget meeting as part of the Annual Council Delivery Plan. As the commissioning cycle has become more embedded, commissioning intentions for the year 2021/22 are presented to the Strategic Commissioning Committee in advance of the completion of the Council Delivery Plan. This allows the Committee to give direction to the Council's service design and resource allocation as these are developed prior to full consideration by the Council at its budget meeting in March 2021.

#### Commissioning Intentions

- 3.3 The Committee has previously 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, approval of Council Strategy Framework, approval of the outcome based Performance Management Framework, performance reports for the LOIP, Locality Plans, the Council Delivery Plan and the Council's ALEOs. Presenting the draft commissioning intentions to the Committee further completes its consideration of the commissioning cycle. See figure 2 below.

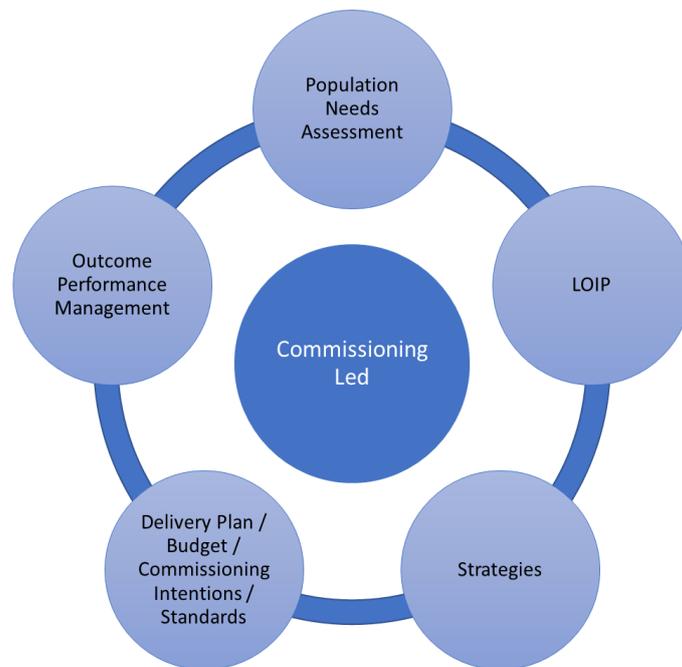


Fig 2.

- 3.4 Commissioning intentions define, annually, the contributions which the Council will make, through commissioned services, to the delivery of the outcomes set in the Local Outcome Improvement Plan and supporting strategies. The intentions do not, and cannot, describe every service and statutory obligation which a local authority delivers, rather, they highlight priority services which will be commissioned, both internally and externally, by the Council aligned to the stretch outcomes of the LOIP. The draft intentions presented in Appendix A also include key measures against which the effectiveness of these commissioned services will be measured.
- 3.5 Following the Committee’s approval of commissioning intentions, the detailed design of commissioned services, including the allocation of budget and annual service standards, which define the availability, responsiveness, quality and eligibility of services, will be further developed and presented to the Council budget meeting in March 2021.

## 2021/22

- 3.6 As part of the Commissioning Cycle, the Committee has been presented with annual performance reports for:-
- The Local Outcome Improvement Plan
  - The Council Delivery Plan
  - Locality Plans
  - Bon Accord Care
  - Sport Aberdeen
  - Aberdeen Performing Arts

Each of these provides an update on progress made in relation to the Council’s current commitments and provides context for the revision of the commissioning intentions attached to this report.

3.7 The Committee, at its meeting on 27<sup>th</sup> August 2020, instructed the Head of Commercial and Procurement Services:-

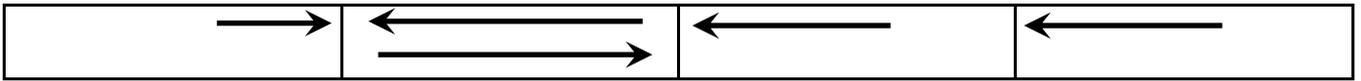
- i. in conjunction with the Chief Officer Health and Social Care, to produce a joint commissioning plan between Bon Accord Care and Sport Aberdeen taking into account their operational delivery models; and
- ii. in consultation with the Chief Officer, Finance, to present considerations for a wider scope of operational delivery models involving all the Council's Tier 1 ALEOs given the emerging operating environment for them.

In taking forward these instructions, full consideration will be given to the proposed delivery of the commissioning intentions attached to this report.

3.8 In response to the Covid-19 pandemic, officers conducted a review of all existing commitments, including commissioning intentions. This review was considered by the Council's Urgent Business Committee on 30<sup>th</sup> June 2020. Recommendations were made to amend commitments, where this was deemed necessary, in order to either directly support the City in its response to the pandemic or to strengthen the operational resilience of the Council. The attached commissioning intentions reflect this review and have further taken into account the ongoing and projected impact of the pandemic.

3.9 Notwithstanding the above, a high level of uncertainty remains over the course of the pandemic and how council services in 2021/22 will be affected. The most recent scenario planning is shown below. The proposed commissioning intentions reflect, as far as possible, the known impact of Covid-19, however, in light of this uncertainty, they will require to be reviewed and updated prior to the beginning of 2021/22. Accordingly the Committee is asked to approve the commissioning intentions in principle and note that they will be kept under review and will be presented with any necessary amendments to the Council budget meeting in 2021 within the broad context of the Council Delivery Plan.

1. Virus Suppressed					2. Virus recurrence - Responsive Restrictions					3. Virus recurrence – Planned Winter Restrictions					4. Pandemic escalation				
<i>Current restrictions are effective, restrictions are relaxed, and the Scottish Government Route Map implemented in full</i>					<i>Local restrictions continue to be modified regularly in response to multiple outbreaks</i>					<i>Risk assessment leads to planned proactive national restrictions over winter 2020/21 for a defined period</i>					<i>Full lockdown is reintroduced for an undetermined period due to consistently high infection rates</i>				
<p>Virus Suppressed</p>					<p>Ongoing Reoccurrence</p>					<p>Winter Spike</p>					<p>Virus Escalates</p>				
Potential Direction of Travel for Route Map Phases																			
0	1	2	3	4	0	1	2	3	4	0	1	2	3	4	0	1	2	3	4



3.10 The Council's City Growth & Resources Committee has recently approved a Medium Term Financial Strategy (MTFS). The MTFS sets out the Council's commitment to direct resources to support the achievement of the priorities of the Local Outcome Improvement Plan and Council Delivery Plan and, in doing so, to ensure the Council's financial standing is prudent, robust, stable and sustainable. The MTFS gives detailed analysis of the current and future financial environment for public services and provides scenario plans within which the Council's financial management is likely to be conducted. It is clear that significant budgetary restrictions should be anticipated and planned for.

3.11 The draft commissioning intentions, presented within this report, identify the services which the Council intends to commission to support the delivery of the priorities of the Council Delivery Plan. Within this strategic intent, the more detailed commissioning activity, including:-

- service design;
- specification of service standards;
- allocation of resources; and
- where required, procurement;

are subject to further governance within the joint commissioning approach described at 3.1 above. More specifically:

Service design - the Council's service areas conduct data led, redesign to support the efficient and effective delivery of commissioned services;

Service standards - The level of service which the Council commits to, in terms of availability; responsiveness; quality; and eligibility, will be presented to the Council's budget meeting in March 2021;

Allocation of resources - Influenced by both of the above, resource allocation will be reflected within the budget presented to Council in March 2021; and

Procurement - Procurement of services is subject to the Council's Scheme of Governance with non-delegated business cases presented for approval to the appropriate Committee, following a review to mitigate negative demand for services.

3.12 This report advises that the commissioning intentions will continue to be kept under review, for the remainder of 2020/21, and will be presented with any necessary amendments to the Council budget meeting in 2021. Further, it is recommended that the Chief Officer - Finance be instructed to review the commissioning intentions and provide assurance that their implementation,

through the detailed commissioning activity described above, is consistent with the Council's Medium Term Financial Strategy.  
Aberdeen City Health & Social Care Partnership

- 3.13 As stated above, in 2019 the Committee agreed a joint strategic commissioning approach by the Council and the Integrated Joint Board. The following section of this report updates the Committee on the implementation of the approach and the commissioning activity of the Aberdeen City Health & Social Care Partnership (ACH&SCP).

Activities in 2020

- 3.14 **Governance** - Early in 2020 the Partnership established a Demand Management Board, which encompassed both commissioning and early intervention and prevention. From March onwards, in the context of the Covid-19 pandemic, the Board was disestablished and the governance process for commissioning undertaken via the ACHSCP leadership team, executive programme board and integrated joint board. The Partnership is now in a position to re-establish a strategic commissioning board which will have oversight of all commissioning and procurement activity, linking into the executive programme board and integrated joint board.

3.15 **Commissioning activity**

Care at Home / Supported Living - New arrangements for the delivery of care at home and supported living will go live on the 1<sup>st</sup> November, 2020, following a successful procurement process. There are significant changes to the delivery of care at home, moving to three locality contracts and away from a time and task delivery model to an outcomes focussed model. The successful bidder is the Granite Care Consortium, a group with 10 local providers coming together to deliver care.

Carer Support services - New arrangements for the delivery of carer support services will go live on the 7<sup>th</sup> December, 2020, following a successful procurement process. There is a change in the model with 2 separate lots – one providing a similar service to the previous model, but charged with co-producing a carers brand for the city and co-producing and developing the content for a specific carers website in an attempt to help more people identify themselves as unpaid carers and also to support demand management and early intervention and prevention. The second lot will focus on more complex carers and, in particular, where there are associated mental health or substance misuse concerns.

Day Care and Respite - Redesign is ongoing to move to a model which focuses on early intervention and prevention. This will be fully aligned to the ACHSCP strategic plan, focussing on reconnecting people to their communities. It is planned that all activity will sit under the banner of staying well, staying connected, which is applicable not only to those providing a caring role, but also those people at risk of losing their emotional or physical resilience.

Provision of Sensory Services - Work is ongoing with the current provider and key stakeholders to revisit the requirements for the provision of sensory services for those with visual or auditory impairment. This will strengthen connections between this provision and statutory and third sector services to ensure smoother pathways and improved joint working. PIN notice anticipated November 2020 with procurement to follow.

Complex Care Framework - This is a joint venture between Aberdeen City and Aberdeenshire to make provision for people presenting with complex care needs.

### Plans for 2021

3.16 The work undertaken in 2021 has been significant and addressed some of the biggest commissioned services. The Partnership is building on, and learning from, the commissioning approach and activities conducted in 2020 and has shared their ambition to further develop and improve the planned approach to commissioning activity in 2021. Activity begun in 2020 will see the Partnership finalise the commission for the provision of a joint sensory service and continue with the redesign of day services. Additional options for 2021 are currently being considered, based upon the current contracts register and strategic developments. It is planned that agreed priorities will be identified and reflected in the Partnership's annual procurement report, linked to the financial plan, to the IJB in February, 2021.

## **4. FINANCIAL IMPLICATIONS**

4.1 The Committee is asked to approve the commissioning intentions in principle, with final agreement to be sought at the Council budget meeting in March 2021. In this context, therefore, there are no direct financial implications arising from this report. This report further explains that whilst the commissioning intentions frame the Council's contribution to delivering on priority outcomes, the detailed commissioning / procurement and design of internal and external services, including the level of service standard to be delivered and the resources to be allocated are subject to further governance including the budget process.

## **5. LEGAL IMPLICATIONS**

5.1 Throughout the commissioning cycle statutory duties, regulations and standards are identified and taken into account. New and revised statutory duties are reported within the Council Delivery Plan and inform the annual commissioning intentions.

## **6. MANAGEMENT OF RISK**

<b>Category</b>	<b>Risk</b>	<b>Low (L) Medium (M) High (H)</b>	<b>Mitigation</b>
<b>Strategic Risk</b>	The Council commissions services	L	The commissioning intentions are fully aligned

	which do not support priorities.		with the previously agreed priorities of the Council as described within the Local Outcome Improvement Plan and the Council Delivery Plan.
<b>Compliance</b>	The Council fails to comply with statutory duties.	L	The commissioning intentions have been developed, and will be presented to Council, in the context of an analysis of legislation and statutory duties.
<b>Operational</b>	None		
<b>Financial</b>	The financial resources of the Council are insufficient to deliver the proposed commissioning intentions.	L	The report indicates that the commissioning intentions have been prepared and will be further reviewed prior to Council approval in the context of the Medium Term Financial Strategy. Allocation of financial resources to the commissioning intentions is through the budget process.
<b>Reputational</b>	The Council fails to deliver on agreed priorities.	L	The commissioning intentions bring together, and are aligned to, the strategic priorities of the Council. They are presented in the context of the “drivers” of the Local Outcome Improvement Plan and will be included within the Council Delivery Plan.
<b>Environment / Climate</b>	The commissioning intentions have an insufficient or negative impact on the environment.	L	The LOIP and Council Delivery Plan include environmental priorities and the commissioning intentions reflect this is. In addition, a review of each intention has been conducted by officers to determine its contribution to the Council’s agreed priorities in relation to transition to net zero.

## 7. OUTCOMES

<u><a href="#">COUNCIL DELIVERY PLAN</a></u>	
<b>Impact of Report</b>	
<b>Aberdeen City Council Policy Statement</b>	The commissioning intentions will, ultimately, be included in, and form a significant element of, the Council Delivery Plan.
<b>Aberdeen City Local Outcome Improvement Plan</b>	
Prosperous Economy Stretch Outcomes	The commissioning intentions are specifically designed to frame the Council's contribution to the LOIP and are shown with respect to the identified "drivers" of the LOIP.
Prosperous People Stretch Outcomes	
Prosperous Place Stretch Outcomes	
<b>Regional and City Strategies</b>	The commissioning intentions have been developed to deliver the entirety of the Council's Strategy Framework, previously agreed by the Strategic Commissioning Committee. This includes Regional and City Strategies.
<b>UK and Scottish Legislative and Policy Programmes</b>	Throughout the commissioning cycle statutory duties, regulations and standards are identified and taken into account. New and revised statutory duties are reported within the Council Delivery Plan and inform the annual commissioning intentions.

## 8. IMPACT ASSESSMENTS

<b>Assessment</b>	<b>Outcome</b>
<b>Impact Assessment</b>	N/A – Programmes of work to implement the commissioning intentions, when final agreement is given at Council, may require EHRIA and will be completed as necessary.
<b>Data Protection Impact Assessment</b>	Not required.

## 9. BACKGROUND PAPERS

- Local Outcome Improvement Plan
- [Council Delivery Plan](#)
- COM 18/292
- [COM/19/329](#)
- Medium Term Financial Strategy

## 10. APPENDICES

Appendix A - 2021/22 Proposed Commissioning Intentions

## 11. REPORT AUTHOR CONTACT DETAILS

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## Appendix A

### Proposed Commissioning Intentions – 2020/21

LOIP stretch outcome 1 10% increase in employment across priority and volume growth sectors by 2026 (Economy LOIP theme)		
Key drivers	Commissioning Intentions	Key Measures
<p>1.1 Diversification of the economy into other growth sectors including wider energy related sectors; tourism; food and drink; life sciences; health and social care and construction.</p> <p><b>Lead:</b> <b>Richard Sweetnam</b></p>	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 archives and museums service and ACC supported venues in the city	<ul style="list-style-type: none"> <li>• Number employed in creative and cultural business enterprises</li> <li>• Annual visitors to the Art Gallery and museums</li> <li>• Total number of Events 365 events/ visitors</li> <li>• Number of ICA defined events in the City</li> </ul>
	Progress redevelopment of Union Terrace Gardens	<ul style="list-style-type: none"> <li>• Project delivery within time</li> </ul>
	Maximise income generation opportunities from the Council's Tourism, Archives and Events assets	<ul style="list-style-type: none"> <li>• £380k per annum</li> </ul>
	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	<ul style="list-style-type: none"> <li>• International Congress and Convention Association ranking worldwide</li> <li>• Number of tourists visiting Aberdeen annually</li> </ul>
	Prepare an up to date Local Development Plan to deliver development opportunities for Aberdeen	<ul style="list-style-type: none"> <li>• Number of development opportunities</li> <li>• Number of approved applications for development</li> </ul>
	Deliver decisions on planning, building standards and roads construction consent applications to enable growth in new sectors	<ul style="list-style-type: none"> <li>• Average time (weeks) to deliver commercial planning applications</li> <li>• % of traffic regulation orders processed within agreed timescale</li> <li>• % of building warrant applications processed within agreed timescale</li> </ul>

LOIP stretch outcome 1 10% increase in employment across priority and volume growth sectors by 2026 (Economy LOIP theme)		
Key drivers	Commissioning Intentions	Key Measures
	Work with partners to ensure that public and private sector development sites are delivered and monitored through the housing and employment land audits	<ul style="list-style-type: none"> <li>Number of development sites delivered</li> </ul>
	Deliver Invest Aberdeen to attract and maintain existing company locations; and secure financial investment to support economic development	<ul style="list-style-type: none"> <li>Conversion rate (%) of enquiries leading to investment</li> </ul>
	Deliver Hydrogen buses – phase 2 project	<ul style="list-style-type: none"> <li>Phase delivery within timescales</li> </ul>
	Develop energy transition investment projects within a new Strategic Infrastructure Plan which focuses on “net zero”.	<ul style="list-style-type: none"> <li>Plan will be developed, approved and projects agreed</li> </ul>
	Develop projects through the partnership framework with BP	<ul style="list-style-type: none"> <li>Number of interventions across themes of waste, housing, H2</li> </ul>
<p>1.2 Developing the talent and future workforce necessary to support diversification of businesses and economy.</p> <p><b>Leads:</b>  <b>Richard Sweetnam</b>  <b>Graeme Simpson</b>  <b>Eleanor Sheppard</b></p>	Commission new employability activity through No One Left Behind	<ul style="list-style-type: none"> <li>Number of people progressing positively through the employability pipeline</li> <li>Number of young people achieving positive destinations</li> <li>Number of jobs created as a result of wage incentives</li> <li>Number of people in low-skilled, low-paid and insecure employment</li> <li>% of unemployed people assisted into work from council operated employability programmes</li> <li>% of unemployed people progressing to the employability pipeline from council operated employability programmes</li> </ul>

LOIP stretch outcome 1 10% increase in employment across priority and volume growth sectors by 2026 (Economy LOIP theme)		
Key drivers	Commissioning Intentions	Key Measures
<p>1.3 Improving investment into Aberdeen and Aberdeen businesses.</p> <p><b>Leads:</b> <b>Richard Sweetnam</b> <b>Gale Beattie</b></p>	Provide an 'investor ready' pipeline of development opportunities in response to new enquires as a result of Council and City Region Deal supported investment	<ul style="list-style-type: none"> <li>• Number of new companies attracted to the city</li> <li>• Amount (£) of new investment attracted to the city</li> <li>• Number of business births</li> <li>• Number of business deaths</li> </ul>
	Support delivery of the Business Gateway contract and evaluate its impact.	<ul style="list-style-type: none"> <li>• Number of business gateway start-ups per 10,000 population</li> </ul>
	Support Aberdeen Harbour in its expansion	<ul style="list-style-type: none"> <li>• Green port credentials</li> <li>• Energy Transition Zone delivery in response to ScotWind licensing</li> </ul>
	Leverage external funding to deliver Council economic priorities	<ul style="list-style-type: none"> <li>• Leverage ration (%) – Council £ to External £</li> </ul>
	Support delivery of affordable housing in Aberdeen and support a balanced approach to funding to ensure a thriving registered social landlord sector and widen the availability of affordable homes for the citizens of Aberdeen	<ul style="list-style-type: none"> <li>• Amount of grant funding secured from Scottish Government</li> <li>• Number of affordable and council house units provided</li> </ul>

LOIP stretch outcome 2.  
90% of working people in Living Wage employment by 2026 (Economy LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>2.1 Promoting inclusive economic growth for our most disadvantaged communities</p> <p><b>Leads:</b>  <b>Richard Sweetnam</b>  <b>Craig Innes</b>  <b>Derek McGowan</b>  <b>Eleanor Sheppard</b></p>	<p>Commission new employability activity through No One Left Behind &amp; KickStart</p>	<ul style="list-style-type: none"> <li>• Number of people progressing positively through the employability pipeline</li> <li>• Number of young people achieving positive destinations</li> <li>• Number of jobs created as a result of wage incentives</li> <li>• Number of people in low-skilled, low-paid and insecure employment</li> <li>• Number apprenticeships available by growth sector</li> <li>• Number foundation, modern and graduate apprenticeship places offered by the Council and its ALEOs per year</li> <li>• Number of apprenticeship work placements offered across the Council</li> <li>• Number staff engaged in mentoring young people</li> <li>• Number internships offered to / successfully completed by care experienced young people</li> </ul>
	<p>Increase the value of the Council's community benefits programme through tendering processes</p>	<ul style="list-style-type: none"> <li>• Value of Council community benefits programme</li> <li>• Number of contracts which have community benefits programme attached</li> </ul>

	<p>Provide Community Learning and Development services that ensure:</p> <p>i) Young people are confident, resilient, and optimistic for the future (&amp; Young people's perspectives are broadened through new experiences and thinking)</p> <p>ii) Adult learners are confident, resilient and optimistic for the future (&amp; Adult learners critically reflect on their experiences and make positive life changes for themselves and their community)</p> <p>iii) Adult Learners apply their skills, knowledge and understanding across the four areas of life (&amp; Adult Learners participate equally, inclusive and effectively &amp; Adult Learners are equipped to meet key challenges and transitions in their lives)</p>	<ul style="list-style-type: none"> <li>• No of youth work interventions/ programmes in schools</li> <li>• No of under 12 volunteers</li> <li>• No of volunteers participating in training</li> <li>• No of work experience placements</li> <li>• No of young people achieving awards and types of awards</li> <li>• No of positive destinations</li> <li>• No of young people reporting they feel more confident, resilient and optimistic for the future</li> </ul> <ul style="list-style-type: none"> <li>• No of Adult Learning participants</li> <li>• No of Family Learning participants</li> <li>• No of learning opportunities</li> <li>• No volunteers delivering learning opportunities</li> <li>• No of employers providing positive feedback on the young people they've supported on work experience</li> </ul> <ul style="list-style-type: none"> <li>• No of learning opportunities</li> <li>• No of participants</li> <li>• Increase in funding</li> <li>• No of learners who engage in 80 hours or more learning</li> <li>• No learners from marginalised groups – for example, Criminal Justice, Travellers</li> <li>• No of SQAs</li> <li>• No of learners moving on to college</li> <li>• No of learners moving on to employment</li> <li>• % of learners who express increase in confidence</li> <li>• % of learners who have gained / improved skills</li> </ul>
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LOIP stretch outcome 2. 90% of working people in Living Wage employment by 2026 (Economy LOIP theme)		
Key drivers	Commissioning Intentions	Key Measures
	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	<ul style="list-style-type: none"> <li>• Number of after school club places</li> <li>• Number of breakfast club places</li> <li>• Number of childminder places</li> <li>• Number of day nursery places</li> </ul>
	Operate a policy of guaranteed interview scheme for care experienced and ex-offender applicants.	<ul style="list-style-type: none"> <li>• Number of care experienced and ex-offender applicants</li> <li>• Number of care experienced and ex-offender individuals employed</li> </ul>
2.2 Ensuring access for all employers to skilled labour  <b>Leads:</b> <b>Richard Sweetnam</b> <b>Graeme Simpson</b> <b>Eleanor Sheppard</b> <b>Derek McGowan</b> <b>John Wilson</b>	Increase the range and number of accredited courses being provided by schools and partners	<ul style="list-style-type: none"> <li>• No. of partners supporting delivery of the Senior Phase</li> <li>• No. of subjects covered by the curriculum</li> <li>• No. of accredited courses being provided by schools and partners</li> <li>• No. of young people completing a newly introduced course progressing onto a positive destination</li> <li>• No. of young people taking up places on the new courses</li> <li>• % of school websites sharing information on learning pathways</li> <li>• Complementary tariff points achieved by young people in SIMD 1&amp;2</li> <li>• Staying on rates</li> <li>• Increasing number of curricular opportunities directly feeding the local labour market</li> </ul>
	Increase the number of young people taking up foundation apprenticeships, including through the Council's ALEOs	<ul style="list-style-type: none"> <li>• Number of young people starting a Foundation Apprenticeship</li> <li>• Number of young people completing a Foundation Apprenticeship</li> <li>• Increase in number of young people able to complete work based elements of apprenticeships, subject to Covid-19 restrictions</li> <li>• % of young people with a Foundation Apprenticeship who have moved into a sustained positive destination</li> <li>• Number of schools participating in Foundation Apprenticeships</li> </ul>
	Build 2,000 new council homes for sustainable, modern living	<ul style="list-style-type: none"> <li>• Completion by 2022</li> </ul>

LOIP 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 (People children and young people LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>3.1 Ensuring that families receive the parenting and family support they need</p> <p><b>Leads:</b> <b>Graeme Simpson</b> <b>Eleanor Sheppard</b></p>	<p>Subject to reconfirmation of the statutory duty, ensure all parents who are keen to access 1140 hours of ELCC are able to do so, including expansion of the estate</p>	<ul style="list-style-type: none"> <li>• Number of Early Learning and Childcare places allocated to eligible 2s</li> <li>• % of eligible population allocated Council funded ante pre-school and pre-school nursery places in local authority and partner provider Early Learning and Childcare settings</li> </ul>
	<p>Support all early learning and childcare settings to deliver early learning and childcare provision in line with National Quality Standard</p>	<ul style="list-style-type: none"> <li>• Combined % of partner provider Early Learning and Childcare centre inspections receiving positive Care Inspectorate and Education Scotland reports per financial year</li> <li>• % 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</li> <li>• % of positive evaluations of quality reference indicators from Education Scotland and Care Inspectorate inspection reports of publicly funded Early Learning and Childcare</li> </ul>
	<p>Offer PEEP (Parents as Early Education Partners) universally across all Local Authority settings from January 2021 (dependant on lifting of Covid-19 restrictions)</p>	<ul style="list-style-type: none"> <li>• % of parents who can access PEEP in their local ELC setting</li> <li>• Families able to access socially distanced PEEP</li> </ul>

<p>3.2 Keeping young children safe</p> <p><b>Leads:</b>  <b>Graeme Simpson</b>  <b>Eleanor Sheppard</b></p>	<p>Improve the Council's recognition and response to indicators of cumulative neglect</p>	<ul style="list-style-type: none"> <li>• Number / rate of children on Child Protection Register under the category of neglect</li> <li>• Number / rate of recorded offences of cruelty, neglect and unnatural treatment of children</li> <li>• Number of emergency hospital admissions for unintentional injury to children under 5 years</li> </ul>
	<p>Improve the Council's recognition and response to the child protection implications of domestic abuse, coercive control, emotional abuse, FGM, Ethnicity, prevent, forced marriage and disability</p>	<ul style="list-style-type: none"> <li>• Number / rate of children, including unborn children, on the Child Protection Register by age and category</li> <li>• Children and young people subject to a Child Protection Order in a 12-month period</li> <li>• Number of Child Protection Investigations where Joint Investigative Interview took place in a 12-month period</li> <li>• Number of initial case conferences and conversion rate to registration</li> </ul>
	<p>Adopt a strength based and participatory approach to child protection practice</p>	<ul style="list-style-type: none"> <li>• Number of Child Protection Register case conferences which take a strength base approach</li> </ul>
<p>3.3 Supporting early speech, language and literacy</p> <p><b>Leads:</b>  <b>Eleanor Sheppard</b></p>	<p>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</p>	<ul style="list-style-type: none"> <li>• % of P1 pupils achieving Curriculum for Excellence levels by Scottish Indices of Multiple Deprivation Quintiles</li> </ul>
	<p>Agree and implement an approach to supporting early language acquisition and development</p>	

<p>3.4 Improving health and reducing inequalities</p> <p><b>Leads:</b>  <b>Graeme Simpson</b>  <b>Eleanor Sheppard</b>  <b>Stephen Booth</b></p>	<p>Through Sport Aberdeen and Aberdeen Sports Village, for children aged 0-5 and their families:-</p> <ul style="list-style-type: none"> <li>• identify and remove barriers to becoming and remaining active</li> <li>• Work with key groups &amp; networks to ensure continuous and appropriate engagement</li> <li>• Review current opportunities to ensure the diverse needs of the community are met</li> <li>• Develop opportunities to reflect local need and community engagement</li> <li>• Further develop targeted programmes to positively impact in health inequalities.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of inactive people in targeted groups</li> <li>• Numbers participating in activities and programmes</li> <li>• % of recorded maternal obesity between deprivation groups</li> <li>• Primary 1 BMI Distribution</li> </ul>
	<p>Utilize the council's estate and service delivery to promote and enable physical activity</p>	<ul style="list-style-type: none"> <li>• % of schools delivering 2 hours per week</li> <li>• % of school lets being utilised to support and promote wellbeing</li> <li>• % of schools utilising Scottish Attainment Challenge money to offer a wellbeing intervention</li> <li>• Number of young people undertaking Duke of Edinburgh Awards</li> <li>• Number of activities provided by, and number of children and young people participating in, Street Sport</li> <li>• Number of activities provided by, and number of children and young people participating in, "Food &amp; Fun" through AFC Community Trust</li> </ul>
	<p>Enable every child to have access to an outdoor environment with outdoor play area provision</p>	<ul style="list-style-type: none"> <li>• Local authority and community playgrounds per 1,000 children</li> <li>• Average National Playing Fields Association play value score of children's playgrounds</li> <li>• % of play area designs to meet different age groups' needs in comparison to recommendations from national Playing Fields Standards</li> </ul>

**LOIP stretch outcome 4.  
90% of children and young people will report that they feel mentally well by 2026 (People children and young people LOIP theme)**

Key drivers	Commissioning Intentions	Key Measures
<p>4.1 Improving the knowledge, understanding and skill of the universal workforce to recognise and respond to emerging mental wellbeing vulnerability</p> <p><b>Leads: Eleanor Sheppard</b></p>	<p>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</p>	<ul style="list-style-type: none"> <li>• Number of young people recorded as being bullied in SEEMiS module</li> <li>• Number of young people who report being able to recognise symptoms of poor mental health among their peers</li> <li>• Number of appropriate referrals to the school Nurse for targeted mental health support</li> </ul>
<p>4.2 Increasing children’s and parents’ knowledge and understanding of their own physical and mental wellbeing</p> <p><b>Leads: Graeme Simpson Eleanor Sheppard</b></p>	<p>Raise awareness of signs of positive wellbeing in parents, carers, children and young people</p> <p>Building on the establishment, during the Covid-19 response, of hubs to provide flexible and agile support to children and families with elevated levels of concern, commission a Family Wellbeing Service and the operation of 3 Family Wellbeing Hubs</p>	<ul style="list-style-type: none"> <li>• Number of school communities who can evidence their work to actively raise awareness following QI visit 3.1</li> <li>• Successful establishment of 3 Family Wellbeing Hibs</li> <li>• % of S2 and S4 pupils who report they feel mentally well</li> </ul>

<p>4.3 Early intervention and prevention of self harming behaviours through timely and effective support for those with mental health issues.</p> <p><b>Leads:</b> <b>Graeme Simpson</b> <b>Eleanor Sheppard</b></p>	<p>Establish a targeted positive response to mental health and emotional wellbeing for those children and young people with recognised needs and those adversely impacted by the period of school closure</p>	<ul style="list-style-type: none"><li>• Number of children and young people accessing a targeted support</li><li>• % of staff reporting increased confidence to recognising and responding to emerging mental health vulnerabilities</li><li>• % of children and young people with identified mental health needs receive a universal, targeted or specialist interventions within 2 weeks</li></ul>
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LOIP 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 (People children and young people LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>5.1 Improving education outcomes for care experienced children and young people</p> <p><b>Leads:</b> <b>Graeme Simpson</b> <b>Eleanor Sheppard</b></p>	<p>Increase capacity of all educational resource to support identified vulnerabilities</p> <p>Improve educational outcomes for care experienced children and young people</p>	<ul style="list-style-type: none"> <li>• Number of care experienced young people receiving a bespoke education support pathway</li> <li>• % attendance of Care Experienced children and young people</li> <li>• % of vulnerable 2-4 year olds accessing early years provision</li> <li>• % of care experienced young people (S4-6) who leave school and go to a sustained positive destination</li> <li>• % of care experienced school leavers attaining SCQF Level 3 in Literacy and Numeracy</li> <li>• % of care experience young people leaving school with 4 or more SCQF awards at Level 3</li> <li>• School exclusion rates (per 1,000 'looked after children')</li> <li>• % of care experienced pupil school attendance</li> <li>• % of care experienced pupils accessing the MCR Pathways programme.</li> </ul>
<p>5.2 Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity</p> <p><b>Leads:</b> <b>Graeme Simpson</b> <b>Eleanor Sheppard</b></p>	<p>Further develop an integrated approach to supporting children to remain in their community</p> <p>Increase the number of children and young people remaining in a placement between 16-18 years</p>	<ul style="list-style-type: none"> <li>• Increase % of children being looked after in the community either at home or in a kinship placement.</li> <li>• % of looked after children who experience 3 or more school moves whilst 'looked after'.</li> <li>• % of looked after children placed in an external foster placement</li> <li>• % / number of looked after children placed in external residential placements</li> <li>• Number of children and young people remaining in a placement between 16-18 years</li> </ul>

<p>5.3 Supporting children and young people to understand and access multiagency throughcare and aftercare services</p> <p><b>Leads:</b>  <b>Graeme Simpson</b>  <b>Eleanor Sheppard</b></p>	<p>Support children and young people to understand and access multiagency throughcare and aftercare services</p>	<ul style="list-style-type: none"> <li>• Number of 15-year-olds in care with a pathway plan</li> <li>• Number of care leavers who receive throughcare and aftercare support</li> <li>• Number of 16+ year-olds in care</li> <li>• Number of young people offered targeted support linked to tenancy sustainment</li> <li>• % of care leavers accessing their benefit entitlement</li> </ul>
<p>5.4 Improving physical and emotional health outcomes for care experienced young people</p> <p><b>Leads:</b>  <b>Graeme Simpson</b>  <b>Eleanor Sheppard</b></p>	<p>Increase the physical and emotional health outcomes for care experienced young people</p>	<ul style="list-style-type: none"> <li>• % of care experienced children and young people who report feeling mentally well</li> <li>• Number of children that report being happy in their care placement</li> </ul>
	<p>Provide, through Sport Aberdeen and other ALEOS, activities for care experienced children</p>	<ul style="list-style-type: none"> <li>• % of care experienced children with taking part in sport and physical activity</li> <li>• % of people reporting an improvement in their physical and / or mental health and well-being</li> </ul>

LOIP stretch outcome 6.

95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026 (People children and young people LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs)</p> <p><b>Leads:</b>  <b>Graeme Simpson</b>  <b>Eleanor Sheppard</b>  <b>Richard Sweetnam</b></p>	<p>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</p>	<ul style="list-style-type: none"> <li>• % difference between 30% most and least deprived for literacy and numeracy</li> <li>• Number of young people leaving school with no qualifications</li> <li>• % of S3-S5 pupils identified as 'at risk' of disengaging that stay on</li> <li>• Number of winter leavers with no positive destination</li> <li>• % of children and young people with additional support needs who have a transition plan to support transition from early years to primary, from primary to secondary and from secondary to post school</li> <li>• Number of Developing Young Workforce programmes available to young people with a disability or with additional support needs</li> </ul>
<p>6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school</p> <p><b>Leads:</b>  <b>Graeme Simpson</b>  <b>Eleanor Sheppard</b>  <b>Derek McGowan</b></p>	<p>Increase the capacity of parents and carers to support children and young people to achieve positive outcomes</p> <p>Continue to support and expand the Sistema "Big Noise Torry" project</p>	<ul style="list-style-type: none"> <li>• Number of city-wide engagement opportunities for children, young people, parents, carers and families</li> <li>• Number of local engagement opportunities for parents, carers and families</li> <li>• Number of children participating in the "Big Noise Torry" programme</li> <li>• Attendance levels in programme activities</li> <li>• Number of hours delivered</li> <li>• Rate of sustained involvement by children and young people in the programme</li> </ul>

<p>6.3 Ensuring children, young people and families understand the pathways available to them and skills required for future</p> <p><b>Leads:</b>  <b>Graeme Simpson</b>  <b>Eleanor Sheppard</b></p>	<p>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</p>	<ul style="list-style-type: none"> <li>• School staff reporting increased understanding of the world of work and routes into work to improve young people's life chances</li> <li>• % of schools offering a fuller range of vocational qualifications, in partnership with colleges and other training providers</li> </ul>
	<p>Increase the number of young people being supported into a positive destination through mentoring opportunities</p>	<ul style="list-style-type: none"> <li>• number of young people being supported into a positive destination through mentoring opportunities</li> <li>• Number of young people engaged in Career Ready</li> <li>• Number of young people accessing MCR Pathways</li> </ul>

LOIP stretch outcome 7.

Child Friendly City by 2026 (People children and young people LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>7.1 Secure required six UNICEF badges to gain Child Friendly City status Equality and Inclusiveness</p> <p><b>Leads:</b> <b>Graeme Simpson</b> <b>Eleanor Sheppard</b></p>	<p>Make Aberdeen child friendly where children feel safe, heard, nurtured and able to flourish</p>	<p>Achieve UNICEF Child Friendly Accreditation badges in: Participating; Child Friendly Services; Place; Culture; Co-operation and Leadership; and Communication</p>

LOIP stretch outcome 8.

25% fewer young people (under 18) charged with an offence by 2026 (People children and young people LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>8.1 Young people receive the right help at the right time through provision of a strong universal offer alongside availability of multi-disciplinary targeted interventions (using a trauma-informed approach) to improve outcomes for young people at risk of becoming involved in the Justice System</p> <p><b>Leads:</b> <b>Derek McGowan</b> <b>Graeme Simpson</b></p>	<p>Review and refresh the whole system approach to Youth Justice to better ensure effective and early support.</p> <p>Identify and engage with young people at risk of involvement in offending behaviour to ensure that they do not enter the criminal justice system</p>	<ul style="list-style-type: none"><li>• % of young people identified as at risk who are receiving a targeted intervention</li><li>• Number of young people charged with an offence</li><li>• Number of instances of antisocial behaviour reported to the i) the Police, ii) the Council</li><li>• Reconviction rates for 16 and 17 year olds</li></ul>

**LOIP stretch outcome 9.  
25% fewer people receiving a first ever Court conviction each year by 2026 (People adults LOIP theme)**

Key drivers	Commissioning Intentions	Key Measures
<p>9.1 Taking an effective, trauma-informed, problem-solving whole system approach to offending by 16 and 17 year olds</p> <p><b>Leads:</b> <b>Derek McGowan</b> <b>Graeme Simpson</b></p>	<p>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</p> <p>Provide appropriate support to young people who go to Court</p>	<ul style="list-style-type: none"> <li>• Number of young people ‘diverted’ to Children’s Social Work Services</li> <li>• Number of young people jointly reported to SCRA &amp; Procurator Fiscal</li> <li>• Number of 16/17 year olds subject to a Compulsory Supervision Order due to offending behaviours.</li> <li>• Number of 16/17 year olds in Youth Offender Institute</li> <li>• % of young people who go to court who receive a dedicated youth service</li> </ul>
<p>9.2 Tackling antisocial behaviour in problem areas with appropriate and effective interventions</p> <p><b>Leads:</b> <b>Derek McGowan</b> <b>Graeme Simpson</b></p>	<p>Deliver effective interventions in targeted areas to reduce instances of anti-social behaviour</p>	<ul style="list-style-type: none"> <li>• Number of offences committed by age group</li> <li>• Number of people involved in three or more Police Crime Files</li> <li>• Number of new cases</li> <li>• Number of repeat complaints</li> <li>• Overall cost of demand</li> <li>• Number of referrals to partners</li> <li>• Length of sustained engagement with support services Worker</li> <li>• Number of diversionary activities held</li> <li>• Number of different types of diversionary activity</li> <li>• Number of children and young people participating in diversionary activities</li> </ul>
<p>9.3 Ensuring a targeted approach to diverting over-18s from prosecution to effective interventions aimed at reducing the likelihood of reoffending, where appropriate</p>	<p>Deliver relevant support to people who:</p> <ul style="list-style-type: none"> <li>i) receive a Fiscal Work Order and</li> <li>ii) are diverted from prosecution and referred to Criminal Justice Social Work Service for supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Fiscal Work Orders commenced</li> <li>• Number of Fiscal Work Orders successfully completed</li> <li>• Number of over-18s diverted (by the Procurator Fiscal) to Social Work</li> <li>• Number of over 18’s receiving Fiscal Work Orders who also received diversion under 18</li> <li>• % of people reconvicted within a year of receiving a community or custodial sentence</li> </ul>

<b>Leads:</b> <b>Derek McGowan</b> <b>Sandra Ross</b>		
<p>9.4 Changing attitudes about domestic abuse in all its form</p> <b>Leads:</b> <b>Derek McGowan</b>	<p>Increase reporting of domestic abuse issues through frontline staff awareness training</p>	<ul style="list-style-type: none"> <li>• Number of awareness raising sessions and staff participating</li> <li>• Number of staff reporting confidence in tackling domestic abuse issues when they arise</li> <li>• Number of staff reporting domestic abuse</li> <li>• Number of secondary schools with mentors in violence prevention (MVP) scheme in place</li> <li>• Number of secondary pupils reporting they are confident to tackle and report domestic abuse issues</li> <li>• Number of reports of domestic abuse submitted by under 18 year olds</li> </ul>

LOIP stretch outcome 10.

2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026 (People adults LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>10.1 Taking targeted interventions aimed at specific offending</p> <p><b>Leads:</b> <b>Derek McGowan</b></p>	<p>Targeted and appropriate interventions to reduce repeat offences</p>	<ul style="list-style-type: none"> <li>• Reduction in number of under 18s reconvicted of an offence</li> <li>• Reduction in number of over 18s reconvicted of an offence</li> </ul>
<p>10.2 Ensuring people on community sentences and liberated from prison have better access to services</p> <p><b>Leads:</b> <b>Derek McGowan</b></p>	<p>People on community sentences and released from prison are supported to suitable accommodation</p>	<ul style="list-style-type: none"> <li>• % of people having suitable accommodation on release from prison</li> <li>• Number of liberated people enjoying the SHORE standard upon release</li> </ul>
	<p>People on community sentences and released from prison are supported towards employment</p>	<ul style="list-style-type: none"> <li>• Number of people progressing positively through the Employability Pipeline</li> <li>• Number of liberated people who secure employment</li> </ul>
<p>10.3 Ensuring people in the Justice System diagnosed with mental illness or suffering from mental ill health receive access to the right</p>	<p>Ensure that where individuals with mental health issues enter the Criminal Justice system they receive appropriate housing support</p>	<ul style="list-style-type: none"> <li>• % of people with a diagnosis having a multi-agency continuity of care plan in place community to custody to community</li> <li>• % of people with a diagnosis who are able to access housing</li> <li>• % of people with a diagnosis who sustain their tenancy for 12 months or more</li> <li>• % change in the uptake and retention of people in the Justice System with a diagnosed mental illness in specialist services</li> </ul>

<p>support at the right time</p> <p><b>Leads:</b></p> <p><b>Derek McGowan</b></p>		<ul style="list-style-type: none"><li>• % of people with a diagnosed / undiagnosed mental health issue referred for treatment</li></ul>
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LOIP stretch outcome 11.

Healthy life expectancy (time lived in good health) is five years longer by 2026 (People adults LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>11.1 Supporting vulnerable and disadvantaged people, families and groups</p> <p><b>Leads:</b> <b>Derek McGowan</b></p>	<p>Ensure that all homeless people and people at risk of homelessness are offered support to find a home</p>	<ul style="list-style-type: none"> <li>• Tenancy sustainment rates</li> <li>• Number of tenants in temporary accommodation who remain in that locality upon accessing permanent accommodation</li> <li>• Number of evictions from Council housing due to tenancy arrears</li> <li>• Number of homeless presentations which repeat within a 12-month period</li> <li>• Number of previously homeless households who do not sustain their tenancy for at least one year, unless for positive reasons</li> <li>• Length of homeless and support assessment periods</li> <li>• Use of hostel accommodation and temporary properties</li> <li>• Average homeless journey (days)</li> </ul>
	<p>Increase number of homeless people receiving health and wellbeing support</p>	<ul style="list-style-type: none"> <li>• Number of homeless people receiving support</li> <li>• Number of referrals to Substance Misuse support agencies</li> <li>• Length of sustained engagement with support agencies</li> </ul>

	<p>Support people to live, as far as is reasonably practicable, independently at home or in a homely setting in their community</p>	<ul style="list-style-type: none"> <li>• % of adults supported at home who agree that they are supported to live as independently as possible.</li> </ul>
	<p>Continue with the Priority Family approach to improve outcomes for families and reduce demand on CPP partners</p>	<ul style="list-style-type: none"> <li>• Number of families achieving 3 or more improved outcomes measures</li> <li>• Reduction in demand for social work services, police and court.</li> </ul>
	<p>Through Sport Aberdeen, Aberdeen Sports Village and Bon Accord Care: -</p> <ul style="list-style-type: none"> <li>• identify and remove barriers to becoming and remaining active</li> <li>• provide appropriate opportunities to target the inactive and support lifelong engagement</li> <li>• promote and provide progressive opportunities to ensure continued activity and reablement</li> <li>• work with key groups &amp; networks to ensure continuous and appropriate engagement</li> <li>• review current opportunities to ensure the diverse needs of the community are met</li> <li>• develop opportunities to reflect local need and are based on community engagement</li> <li>• further develop targeted programmes to positively impact in health inequalities</li> </ul>	<ul style="list-style-type: none"> <li>• Rate of inactive people in targeted groups</li> <li>• Rate of sustained lifelong engagement in physical activity and sport for targeted groups</li> <li>• Physical activity of adults meets recommendations</li> <li>• Numbers participating in activities from targeted activity</li> </ul>

LOIP stretch outcome 12.  
Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026 (People adults LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>12.1 Increase support for children and young people at risk of developing drug and alcohol problems</p> <p><b>Leads:</b> <b>Derek McGowan</b> <b>Graeme Simpson</b> <b>Eleanor Sheppard</b></p>	<p>Target youth work services with priority groups of children and young people</p>	<ul style="list-style-type: none"> <li>• Number of engagements re drug and alcohol by youth/street workers</li> </ul>
	<p>Align drug support services to Family Wellbeing Hubs</p>	<ul style="list-style-type: none"> <li>• Measures to be confirmed</li> </ul>
<p>12.2 Reduce levels of harmful alcohol consumption across the whole population through “making every opportunity count” approaches</p> <p><b>Leads:</b> <b>Derek McGowan</b></p>	<p>Increase use of the Making Every Opportunity Count (MEOC) approach in 2020/21</p>	<ul style="list-style-type: none"> <li>• Number of services using Making Every Opportunity Count</li> <li>• Number of Making Every Opportunity Count conversations held</li> <li>• % of Making Every Opportunity Count conversations resulting in engagement with support services</li> <li>• Length of engagement with support services</li> </ul>

<p>12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol</p> <p><b>Leads:</b> <b>Derek McGowan</b></p>	<p>Increase the number of individuals who are able to access support for substance misuse</p>	<ul style="list-style-type: none"> <li>• Number of referrals to support services</li> <li>• % of referred individuals who access support they have been referred to</li> <li>• % of referred individuals who sustain engagement for 6 months</li> <li>• Number of people undertaking effective interventions</li> </ul>
<p>12.4 Increase visibility and support of recovery in our communities</p> <p><b>Leads:</b> <b>Derek McGowan</b></p>	<p>Commission the promotion and use of drugs and alcohol recovery pathways</p>	<ul style="list-style-type: none"> <li>• Number of referrals made to support agencies</li> <li>• % of people referrals resulting in support being provided</li> <li>• Length of engagement with support agency</li> <li>• Number of citizens with lived experience who provide support in their community</li> <li>• Number of community support groups</li> <li>• % of referred individuals who enter further education</li> <li>• % of referred individuals who enter employment</li> </ul>

LOIP stretch outcome 13.  
No one in Aberdeen will go without food due to poverty by 2026 (Place LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>13.1 Increasing food resilience at individual and community level by establishing self-governing community co-operatives to offer further supportive ways of providing food</p> <p><b>Leads:</b> <b>Derek McGowan</b> <b>Gale Beattie</b> <b>Eleanor Sheppard</b></p>	<p>Reduce food poverty and implement the provision of the Granite City Food Growing Strategy</p>	<ul style="list-style-type: none"> <li>• Number of new community growing places</li> <li>• Number of people participating in food growing activities in community spaces</li> <li>• Number of known community food growing spaces including environmental considerations in their site design and management</li> <li>• Value of sales and donations from community grown produce</li> </ul>
<p>13.2 Developing and supporting community efforts in making our green space productive and resilient.</p> <p><b>Leads:</b> <b>Derek McGowan</b> <b>Gale Beattie</b></p>	<p>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</p>	<ul style="list-style-type: none"> <li>• Number of new community growing places: total and in priority localities</li> <li>• Number of schools engaged in food growing initiatives</li> </ul>

LOIP stretch outcome 14.

Addressing climate change by reducing Aberdeen’s carbon emissions by 42.5% by 2026 (Place LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>14.1 Reducing emissions across the city through delivery of Aberdeen’s Sustainable Energy Action Plan ‘Powering Aberdeen’</p> <p><b>Leads:</b> <b>Gale Beattie</b> <b>Mark Reilly</b></p>	<p>Deliver Aberdeen Adapts - Adaptation Plan for climate change in Aberdeen.</p>	<ul style="list-style-type: none"> <li>• % of clusters with Climate Change Adaptation embedded within their risk register</li> <li>• % of internal strategies and policies with climate change adaptation embedded</li> <li>• % of teams / clusters supported to identify and assess relevant climate risks and opportunities and ensure outputs are embedded across their workstreams</li> <li>• % of Council actions completed for Aberdeen Adapts</li> <li>• % of workforce completing Climate Adaption Awareness Training within the Council.</li> </ul>
	<p>Ensure compliance of Council strategies, policies and processes with environmental legislation through Strategic Environmental Assessment, Habitat Regulation Assessment etc.</p>	<ul style="list-style-type: none"> <li>• Number of staff who have undertaken awareness training on the requirements to undertake SEA, HRA, EIA, etc.</li> <li>• % of strategies, programmes and plans compliant with SEA, HRA, EIA</li> </ul>
	<p>Reduce waste and increase re-use opportunities in line with the aims of the circular economy</p>	<ul style="list-style-type: none"> <li>• Household waste generated (Ts)</li> </ul>
	<p>Increase recycling of waste to become more resource efficient and ensure sufficient alternatives are in place for treatment of general waste to landfill until the energy from waste facility is operational</p>	<ul style="list-style-type: none"> <li>• % of Household waste arising</li> <li>• % Waste diverted from landfill</li> <li>• % of total household waste arising that is recycled</li> <li>• Number of supported re-use activities and opportunities in the city</li> </ul>
	<p>Reduce road congestion to improve air quality and reduce emissions</p>	<ul style="list-style-type: none"> <li>• % of driver journeys delayed due to congestion</li> <li>• Mean PM 10 concentrations at air quality monitoring sites</li> </ul>
	<p>Manage and expand a safe, healthy tree stock</p>	<ul style="list-style-type: none"> <li>• Number of city tree stock</li> </ul>

	<p>Increase the energy efficiency of council housing stock</p>	<ul style="list-style-type: none"> <li>• Number of dwellings meeting Energy Efficiency Standard for Social Housing</li> <li>• Number of households in fuel poverty</li> <li>• Number of households in extreme fuel poverty.</li> <li>• Carbon emissions from housing</li> </ul>
	<p>Deliver a Low Emission Zone for Aberdeen</p>	<ul style="list-style-type: none"> <li>• LEZ identified and approved by ACC</li> </ul>
<p>14.2 Developing a bottom up approach to community resilience to encourage greater ownership and independent action towards preventing and mitigating impact of climate change.</p> <p><b>Leads:</b>  <b>Gale Beattie</b>  <b>Mark Reilly</b>  <b>Derek McGowan</b></p>	<p>Improve resilience to flooding and ensure the safety of the environment, including commissioning of capital works for a new defence scheme at Millside and Paddock Peterculter</p>	<ul style="list-style-type: none"> <li>• % of resilience plans in place for areas most vulnerable to flooding (Deeside, Peterculter, Bridge of Don and Denmore)</li> <li>• No of Flood events per annum</li> <li>• Cost of damages due to flooding; snow/ ice; and other severe weather incidents</li> <li>• Number of people displaced from their homes due to: flooding; snow/ ice; and other severe weather incidents</li> </ul>
	<p>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</p>	<ul style="list-style-type: none"> <li>• Number of partners and volunteers involved in parks and bloom groups</li> <li>• Number of “friends of” groups</li> <li>• % of residents reported as being satisfied or fairly satisfied with their local green space city-wide and in priority localities</li> <li>• Number of new community growing places city-wide and in priority localities</li> <li>• Number of people participating in food growing activities in community spaces</li> <li>• Number of Green Flag awards in schools</li> <li>• Cost of damages incurred due to flooding; snow/ ice; and other severe weather incidents</li> <li>• Number of blue, green infrastructure initiatives delivered</li> </ul>
	<p>Encourage community resilience and increase signposting to preferred partners</p>	<ul style="list-style-type: none"> <li>• Number of community resilience plans</li> <li>• Number of referrals for advice, support and care (employment, health, finance, housing, environmental)</li> <li>• Number of community visits to raise awareness of resilience issues in localities</li> </ul>

	<p>Increase community participation in winter maintenance and other resilience issues</p>	<ul style="list-style-type: none"> <li>• Number of community groups involved in winter resilience programmes</li> <li>• No. of salt bags delivered to communities</li> <li>• Admissions to hospital through falls on ice</li> <li>• Demand reduction on roads services etc through community involvement</li> </ul>
	<p>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</p>	<ul style="list-style-type: none"> <li>• % of residents reported as being satisfied or fairly satisfied with their local green space</li> <li>• Use of green space based on 'open space audit'</li> <li>• Feedback on 'natural space' from the Place Standard Tool</li> </ul>
	<p>Enable greater opportunities for engagement and participation in development planning placemaking</p>	<ul style="list-style-type: none"> <li>• Number of placemaking and consultation events held across the city</li> <li>• % of events where engagement or participation took place</li> <li>• No of children and young people involved in placemaking events</li> <li>• Number of people attending events held across the city</li> <li>• % of digital responses to consultation processes</li> </ul>

LOIP stretch outcome 15.  
38% of people walking and 5% of people cycling as main mode of travel by 2026 (Place LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
<p>15.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence.</p> <p><b>Leads:</b> <b>Gale Beattie</b> <b>Mark Reilly</b></p>	<p>Increase the amount of space for walking and cycling, through the Sustainable Urban Mobility Plan and Local and Regional Transport Strategy, developing safe routes that support and encourage active travel</p>	<ul style="list-style-type: none"> <li>• Kilometres of cycle and footways</li> <li>• Number of people killed or seriously injured in road traffic accidents</li> </ul>
	<p>Implement the active travel action plan to encourage walking and cycling</p>	<ul style="list-style-type: none"> <li>• % of people using active travel for everyday journeys</li> <li>• Uptake of Active Travel Hub services</li> <li>• % of people who walk as main mode of travel</li> <li>• % of people who cycle as main mode of travel</li> </ul>
	<p>Deliver a cycle hire scheme</p>	