

Aberdeen - A place where all people can prosper

COUNCIL DELIVERY PLAN 2022-2023



CONTENTS

1. Chief Executive's introduction.....	3
A look back over 2021/22.....	5
2. Our business for the year.....	13
2i) Strategy Framework.....	14
2ii) Council's Policy Statement.....	16
2iii) Supporting delivery of the LOIP through Council commissioning intentions.....	23



SECTION 1:

CHIEF EXECUTIVE'S INTRODUCTION

This Council Delivery Plan ('the Plan') forms part of our strategic planning approach. It sets out our contribution to Aberdeen City's Local Outcome Improvement Plan, the Council's Policy Statement, the Council's Strategy Framework and the Council's Legislative Duties. Each of these establishes a range of commitments and requirements and the Plan identifies how we will meet these for 2022/23. The Plan describes our journey of change, key achievements delivered in 2021/22 and our priorities for 2022/23.

The Council's journey of change

Through our ambitious programme of change, begun in 2017, the Council has transformed its organisational design; its governance arrangements; its approach to strategic planning and commissioning of services; its use of technology and digital services; fundamental change in service delivery for customers; the nature and role of our workforce; and how the organisation works collaboratively with its partners. This Delivery Plan shows, throughout, how the operating model supports the planning, commissioning and delivery of services and allows the Council to meet the range of commitments for the people and place of Aberdeen.

During 2021/22 every aspect of society continued to be affected by the Covid-19 pandemic and the personal impact has been severe and tragic for many people. During 2021, Audit Scotland reviewed the Council's performance and concluded that it had responded well to the immediate pressures of the pandemic and is well placed in the medium to longer term. In fact, the extreme circumstances of the pandemic made it necessary, and created the conditions, to accelerate many aspects of our journey of change, including our joint working with partners; digital access to services; and the use of data to support those most in need. There is no doubt that, whilst the future path of the pandemic remains uncertain, the breadth of its impact will continue to be felt into the foreseeable future and that that impact will extend well beyond the immediate medical effects to include long term physical and mental health "debt", social and economic challenges, and unprecedented financial pressures on local authorities. Many different problems are going to continue to emerge from this pandemic and we are going to have to find different answers and solutions. Covid-19 has shown the fragility of existing public services and, given the likely long term impacts, it is vital that we continue to reinvent public services. Some of the changes introduced will be temporary, but we need to continue to embrace the opportunity for significant and permanent change in order to renew our system to make it better fit for the future.

The journey of change does not stop and this Plan, both, explains how services were affected during the last 12 months, as well as reflecting how the Council is continuing its journey of transformation in the changing world by continuing to embrace new ways of doing business, meeting changing needs of customers and communities as we live with the impacts of the Covid-19 pandemic. It is important to recognise that this is a constant programme of change – it will not have an end destination, but will keep evolving in response to external drivers.

The Council's programme of change is centred around three areas:

1. Our Purpose (what our business is):

To ensure the alignment of all Council strategies and associated plans to the Local Outcome Improvement Plan's (LOIP) vision '*A place where all people can prosper*'.

2. How do we do business:

The modernisation and transformation of how we deliver our services through making best use of technology.

3. How we behave as an organisation:

A focus on the Council's culture.



Our purpose is aligned to the vision of the Local Outcome Improvement Plan (LOIP) for Aberdeen - '**a place where all people can prosper**'. The LOIP identifies how Community Planning Aberdeen, a multi-agency partnership, will work together to ensure Aberdeen is a place where all people can prosper, regardless of their background or circumstances. The LOIP reflects a broad range of priorities identified through a data and intelligence led approach, including population needs assessment; the views of our citizens and communities; and data from improvement activity. Significant work is carried out, in conjunction with partners, to deliver the joint commitments and outcomes of the LOIP. The LOIP was refreshed during 2021.

Our operating model provides the platform to deliver the scale and pace of modernisation and transformation required in terms of **How we do Business**. 2021/22 saw further progress in the Council's implementation of a commissioning approach which drives the Council's planning and budgeting. Our investment in flexible digital services, skills and data management has allowed Council staff and services to maintain effective operations during the pandemic and ensures we are able to maximise the emerging opportunities which modern technology offers. As the world continues to change, we will continue, during 2022/23, to build on what has been achieved.

How we behave as an Organisation has continued to be progressed and during 2021/22 our Guiding Principles and Behaviours, which were co-created with staff have been more relevant than ever. They represent the culture that our staff want to work within and that when embedded will support delivery of our organisational capabilities. During 2021/22 key steps were taken towards our workforce of the future for example through staff flexibility and adaptability and the adoption of digital technologies throughout the pandemic.

For the Council, 2022/23 marks the end of one election term and, with the local government elections in May, the beginning of a new one. The preparations and conduct of elections are significant events for candidates and election officials and this will be a major focus for the Council in the first 2 months of 2022/23. The new Council will be formed in a world which has, of course, changed significantly over the last 4 years. Planning is well underway to provide every support to enable new and returning members to take up their roles as quickly and efficiently as possible.

A LOOK BACK OVER 2021/22

1. WHAT OUR BUSINESS IS:

ECONOMY

- Delivery of business support and funds for Aberdeen businesses directly affected by Covid-19 restrictions.
- The External Funding Team secured over £23 million, the majority of the funds came from the UK and Scottish Government programmes. These include the Regeneration Capital Grant Fund, Levelling Up Fund and Place Based Investment Fund. The team has supported 19 projects across the city, contributing to delivery of the Council's economic priorities including city centre revitalisation and strengthening community wealth building.
- The Aberdeen City Region Deal (ACRD) is now in its fifth year and has grown in value from £826million to £936million primarily as a result of additional investment from the private sector.
- Supported the fourth publication of the Economic Policy Panel Report and delivery of North East of Scotland Performs.
- The Energy Transition Zone Ltd was incorporated in April 2021 to create an integrated energy cluster focussed on the delivery of Net Zero.
- Established a joint venture and agreed a contract award with BP for Aberdeen H2 Hub.
- The new Aberdeen South Harbour reached a major milestone with the South Breakwater completion.
- Approval for £1.2m draw down of funding to progress the Aberdeen City Region Deal transport links to Aberdeen South Harbour project.
- The Aberdeen City Region Deal funded Net Zero Technology Centre rebranded to reflect the aim to accelerate energy transition by closing the gap in net zero technologies.
- The main construction phase for BioHub started in March 2021 and is programmed to run through to summer 2022.
- The City Network Extension project completed the connection of 57 public sector sites including schools, libraries and other public buildings in the city utilising Aberdeen City Region Deal funding. This funding has attracted a £59million investment to the City by CityFibre making Aberdeen a Gigabit City.
- An expression of Interest submitted for an Aberdeen City & Peterhead Green Freeport.
- Despite ongoing restrictions around mass gatherings, the successful delivery of Nuart, the Tour of Britain, Zandra Rhodes – “50 years of Fabulous” and a range of other events. Works were carried out at Aberdeen Art Gallery to allow British Art Show to go ahead.
- Provost Skene's House, Aberdeen's oldest town house and newest tourist attraction, opened in October 2021 following £3.8M investment delivering significant building conservation and a new interpretation.
- Aberdeen Responsible business event, highlighting how businesses can align corporate social responsibility with the priorities of the LOIP.
- Completed the programme delivery of 27 Early Learning Centre projects to facilitate the Council's commitment to expand funded early learning and childcare from 600 hours to 1,140 hours.

PEOPLE

- Supported children and parents during the period of lockdown through delivery of the curriculum through Google Classroom. Data shows that 97% of all pupils engaged with their google classroom.
- Responded to the economic downturn and broadened the range of learning pathways available to young people. This has resulted in a 7.54% rise in the number of young people staying in school for S5 and a 20.27% increase in those returning for S6.
- Made 11,451 COVID Hardship Grants (now the Scottish Child Payment Bridging Payments) available to families.
- Prioritised provision for children with complex need resulting in 28% of learners attending during the period of school closure compared to the national average of 18%.
- Effectively supported 150 families from Afghanistan to ensure appropriate education provision was made timeously.
- Made available a total of 14,564 chromebooks and 500 MFi connections to ensure children and young people could access learning during periods of lockdown.
- During school holiday periods, we provided supermarket vouchers to parents/carers of our young people who are entitled to free school meals on the basis of low income. In the year to date, vouchers provided were equivalent to the value of 300,570 school meals. We estimate that a further 62,400 meal equivalent vouchers will be issued in the year, bringing the total to 362,970.
- Made effective use of the Alternative Certification Model to enable young people to secure improved awards at National 5, Higher and Advanced Higher.
- Made provision for those in need of emergency childcare in local schools when school buildings were closed.
- Made over 15,000 play opportunities available to children and young people as part of our Summer of Play where the average rating for enjoyment from children and young people was 9.5/10.
- Further development of Family Wellbeing Hubs, located in the City's three priority areas, to ensure the safety and wellbeing of vulnerable children through flexible and agile support to children and families where there are elevated levels of concern.
- Delivery of uninterrupted children's social work services during the pandemic with partner professionals across the service adapting to provide essential services for children and their families.
- Developed new and sustainable digital engagement with children and families which have supported children who were at risk of coming into care to remain within their families.



- Further developed our engagement with care experienced children and young people to inform the design of our family support offer for those on “the edge of care” to enable them to remain within their family.
- Education Scotland inspection highlighted excellent progress in providing community based services and support, and both operational delivery and strategic direction and leadership.
- Completed provision for the extension of flexible and affordable childcare.
- Undertaken self-evaluation of adult support and protection in anticipation of a multi-agency inspection of these services in early 2022.
- Adult Protection Social Work Team was established to respond to adults at risk or those vulnerable in the community to enable early intervention and prevention. This enhanced intervention has resulted in a reduction in those requiring ASP investigation.
- The Care Home team was established to support Care Homes responding to the pandemic. Daily multi-agency group held for governance with ongoing support and assurance visits undertaken across all care homes in the City. Staff from across services also mobilised to care homes to ensure quality of care and staffing levels are maintained.
- Daily meetings have been held with Care at Home providers to prioritise requests for care and meet demand. Staff mobilised to hospital social work team to add capacity and ensure reduction in delayed discharge.
- Enhanced family support due to day centre closures within learning disability. Day centres are now opened for those in highest need and enhanced family support continues.
- The Assertive Outreach team is now in place to work with those with complex drug issues who are not in treatment. The team take referrals from all areas and also pick up from Police Concern Reports where substance misuse is an issue. This multi-agency team are part of the programme on reducing drug related deaths.
- A 3 year Delivery Plan is in place for Justice Social Work. Following a positive inspection, justice services have continued to deliver a flexible service to those involved in offending and ensure public safety with many good examples of multi-agency work during lockdown to support and monitor those deemed as high risk.



PLACE

- Progressed both council led and developer led sites to deliver 2,000 new council house units, of which 283 new units were delivered this financial year.
- Continued work on construction of an Energy from Waste Plant.
- Commenced construction work on two new primary schools; Countesswells and Riverbank.
- Delivered £7.3 Million of the £10 Million additional capital investment in Roads.
- Completed 73% of the overall replacement programme for lighting improvements to change to LED.
- Identified 36 priority locations where flooding is a problem and established processes for pro-active, rather than re-active, flood protection to property.
- Road Safety measures implemented contributed to a drop in vehicle collisions and in the numbers of people killed or seriously injured.
- Completed £580,000 of play area design and refurbishment work.
- Planted 400 street trees across the city.
- 15,000 plus trees planted across new tree planting schemes at Woodside, Seaton, and Dyce.
- £330,000 capital and grant funding spend on paths and infrastructure improvements to our parks and green spaces.
- Duthie Park, Hazlehead Park, Seaton Park, Johnston Gardens, Victoria Park, Garthdee Field Allotments and Slopefield Allotments all retained their Green Flag status. Aberdeen is the first authority in Scotland to have allotment sites awarded with Green Flags.
- Duthie Park retained its Green Flag Heritage award.
- Aberdeen received the top award 'Outstanding' in the RHS Community Awards 2021, Green Solution category for our Working Wetlands, Working with Wildlife & Nature submission. Aberdeen also received the 'Achievement' Award for Craster, in the Nourishing Your Community Awards.
- Aberdeen was awarded Gold Medal in the Beautiful Scotland Awards.
- Environmental Services won the Beautiful Scotland Wright Award for Sustainability. This is for our green space work with wetlands, woodlands, and wildlife.
- 150,000 spring bulbs planted throughout the city as part of our spring bulb planting initiative. The bulbs were planted by over 100 different community groups including schools.
- Clean Up Aberdeen continues to be a success. 2021 saw a record number of clean ups, 496, completed with over 2000 volunteers involved.
- Aberdeen's Beach was awarded the Seaside Resort award as part of Scotland's Beach Awards 2021.
- Keep Scotland Beautiful's, It's Your Neighbourhood scheme has seen 28 community groups from Aberdeen. This is more than any other local authority in Scotland.
- Community partnerships continue to grow, with more than 150 collaborations in place including volunteers, communities, businesses, schools, third organisations and companies. Thousands of volunteer hours spent in Aberdeen's parks and green spaces.
- Fleet asset management plan developed to focus on procurement of carbon neutral / carbon friendly assets: 19 electric vehicles added to fleet; conversion plan commenced for diesel to hydrogen vehicles.
- Development of locality plans across the city in conjunction with communities.

2. HOW WE DO BUSINESS:

CUSTOMER SERVICE

- Alignment of strategic plans for future customer services with digital opportunities and our use of data.
- Targeted improvement activity in key service areas to drive customer centricity aligned with the We Care Charter.
- Implemented integrated access approach with Housing Management and Police Scotland to streamline access to services and enhance partnership working.
- Embedded services provided in response to pandemic into core service delivery model to support customers welfare and emotional needs.
- Service design approach adopted in cross functional redesigns which supported revised transformation blueprint and approach also embedded within commissioning cycle.
- Further digital service delivery and content development of chatbot to support a wider range of online service delivery.
- Continued work with services to improve the quality and speed of responses to customers.
- Focused and timely updates to website throughout the pandemic to support customer access to services and effective signposting.

GOVERNANCE

- The implementation of effective civil emergency arrangements ensuring appropriate decision making was maintained during the pandemic to protect members, staff and customers.
- Further development of the Council's Risk Management Framework including the first review of the Council's Risk Appetite Statement.
- Completion of the 2020/21 Audited Accounts by June 2021.
- Review of Community Planning Aberdeen Membership, Leadership and Partner Representation.
- Completion of the Best Value Assurance process noting strong, effective and well-established governance arrangements receiving external recognition.
- Re-assessment of the Council's CIPFA Governance Mark of Excellence accreditation.
- Approval of proposals for creation of a joint venture to deliver the Aberdeen Hydrogen Hub to contribute to the delivery of the city's vision to be a climate positive city.

DIGITAL

- Further implementation and adoption of O365 was undertaken in 2021/22, building our enabling of effective mass remote working and digital interaction with customers throughout the pandemic.
- We delivered the largest device refresh in the Council's history.
- Digitally enabled online customer services.
- Strengthening the capture, flow and use of critical data.
- Expanded the use of PowerBi to provide improved reporting and use of data across all Council services.

PARTNERSHIPS & ALLIANCES

- Co-location of Police Scotland staff within the Council's HQ, as part of broader Queen's Street redevelopment.
- Refresh of the Aberdeen City Local Outcome Improvement Plan, Partnership Development Plan and Improvement Programme 2021-23.
- Integration of Aberdeen City Council and Aberdeen City Health and Social Care Partnership Locality Planning models and development of 3 Integrated Locality Plans.
- Introduction of Locality Empowerment Groups and role of community connector to ensure community input into partnership improvement projects.
- Aberdeen Responsible Business Partners and Network. There has been an increase in responsible business partners from 3 in Jan 2021 to 16 in Jan 2022.

3. HOW WE BEHAVE:

- Internal movement of staff (temporary movement and emergency resource pool) established and used to support areas of high demand and critical service delivery during the pandemic and to support any emergency response requirements through voluntary movement and flexibility of our workforce.
- Internal communications approach throughout Covid-19 as praised by staff and TU partners.
- Covid-19 staff advice and guidance published in a timely fashion throughout the pandemic response, working in partnership with Trade Union colleagues.
- Mental Health Action Plan delivered throughout 2021/22.
- Equality, Diversity and Inclusion Action Plan agreed to support delivery of employer equality outcomes.
- Reviewed and refreshed our central people policies to embed our cultural aspirations.
- Internal movement of staff (re.cr.uit scheme) established as our primary approach to recruitment, and a clear understanding that we only recruit externally where there are no suitable candidates within our internal workforce.
- Following on from the O365 adoption and change process undertaken in partnership with Microsoft during the first stages of the pandemic, continued work via our networks of digital Champions and Super Champions to fully embed abilities around these tools and gain maximum benefit of mobile working.
- Progress made in the delivery of our Workforce Plan which supported the embedding of the Target Operating Model.
- Digital adoption programme delivered following direct engagement with front line staff, 1,600 frontline staff given licenses and supported to use their own devices to improve communications and engagement.
- Continued focus on attracting and developing our young workforce to support our workforce for the future through our continued Investors in Young People Gold accreditation and our Young Person's Guarantee accreditation, together with our apprenticeship programme and employability initiatives such as the Kickstart Scheme.
- Future of Work survey results used to shape our work moving forward.

AUDIT OF BEST VALUE

Each local authority in Scotland receives a Best Value audit every five years as part of a rolling programme of audits established by the Accounts Commission. Aberdeen City Council was audited from December 2020 to April 2021 with the final report published June, 2021.

Best Value themes:

1. Vision and Leadership
2. Governance and Accountability
3. Effective Use of Resources
4. Sustainable Development
5. Partnerships and Collaborative Working
6. Working with Communities
7. Fairness and Equality

The report provided an important, independent assessment on the Council's progress. It concluded:

“We commend Aberdeen City Council on the strong changes, improvements and ambition that have been put in place since our 2015 and 2008 Best Value reports. The council continues to display a self-awareness about its need to further increase its pace of improvement if it is to deliver its ambitious vision with its partners to bring positive change for all of the people of Aberdeen; this is welcome.”

Accounts Commission

Whilst recognising the significant challenges facing all local authorities, this conclusion was extremely pleasing and reflects the hard work and dedication of this Council's workforce and members. Audit Scotland recognised that the Council had made significant improvements since the last Best Value Audit in 2015, noting that the Council's sound financial planning and ability to meet challenging financial targets had placed it well in responding to the Covid-19 pandemic.

The Commission commented that the Local Outcome Improvement Plan (LOIP) articulates a clear and ambitious vision for Aberdeen, having been developed through an assessment of local priorities and needs based on a comprehensive population needs assessment. It was reported that the LOIP benefits from cross-party support, with the Council's strategies and plans clearly aligned to this vision. Further, the Commission stated that the annual planning cycle, including the review of budgets alongside commissioning intentions to produce the annual Council Delivery Plan, demonstrates that the priorities are well articulated and embedded within the strategic planning framework.

The report also acknowledged that the major transformation programme undertaken by the Council, with the Target Operating Model and digital strategy at its centre, had led to improvements in organisational structure and governance. It was also noted that the governance put in place had received external recognitions when the Council became the first Scottish Council to be awarded CIPFA's Governance Mark of Excellence.

The Commission highlighted the importance of continuing the pace of transformation to address inequalities in our communities, the need for improvement in housing and education performance, and the benefit which improvements to public performance reporting can bring to locality planning. These areas identified for improvement were reported to Council in August 2021.



SECTION 2: OUR BUSINESS FOR THE YEAR

The Council's delivery commitments across the organisation are consistently presented in this delivery plan using the four outcome themes contained within the LOIP. This is part of the ambition to ensure the alignment of all Council strategies and plans to the LOIP's vision.

The Council Delivery Plan is set out under the following sections:

Section i) contains the Council's strategy framework aligned to the LOIP

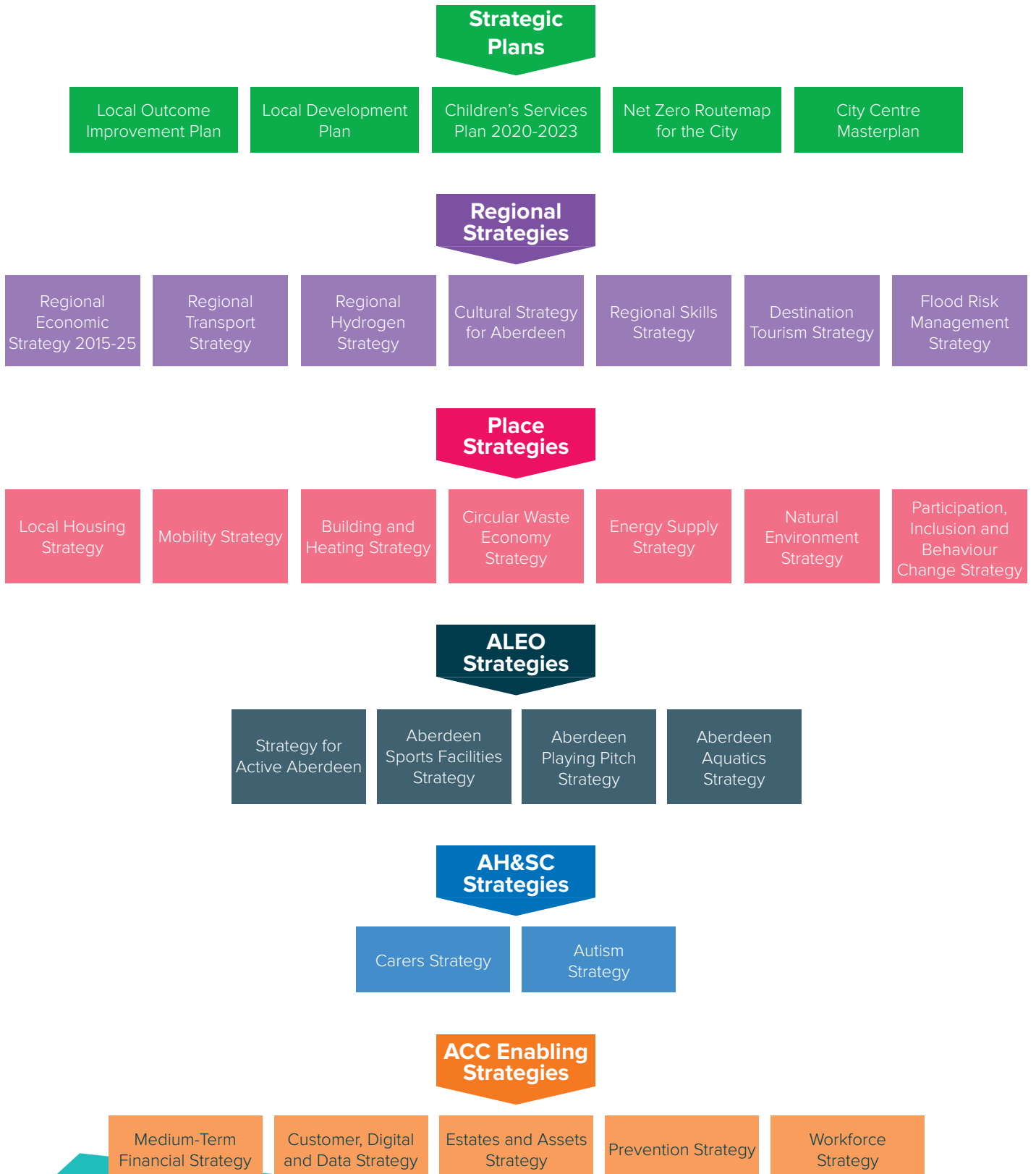
Section ii) contains the commitments arising from the Council's approved Policy Statement, aligned to the LOIP

Section iii) contains the commissioning intentions contributing directly to the LOIP and the Council's strategy framework

Section i)

Strategy Framework

As part of our commissioning approach, the Strategy Framework for the Council provides clarity on what strategies we have and assurance that our strategies are sufficiently aligned to our strategic plans.



As shown in the framework, the Council's strategies are distinguished between 'enabling' strategies and 'place' strategies. Place strategies focus on delivering outcomes for the place of Aberdeen. Enabling strategies are shorter term in nature and are focused on enhancing the design principles and organisational capabilities of the Council, to support the delivery of the place strategies. The framework also sets out those 'regional/partnership' strategies and ALEO strategies, which the Council contribute to with other organisations. These strategies are aligned to the LOIP and also inform the Council's commissioning intentions.

Delivery, and subsequent review, of the strategy framework is an ongoing process. A tracker is in place to facilitate the commissioning and recommissioning of strategies, and their associated implementation plans and related strategic plans, and the commissioning and recommissioning of strategies will continue throughout 2022/23.

Section ii)

Council's Policy Statement

Delivery of the Council's approved Policy Statement will maximise opportunities from delivery of other policy drivers and programmes, as well as collaborating with external local and national partners. These include the Aberdeen City Region Deal (Digital, Transport and Aberdeen Harbour in particular), the City Centre Masterplan, a Memorandum of Understanding (Transport and Housing) with the Scottish Government, Strategic Development Plan (including the Local Development Plan and Regional Transport Strategy). Key delivery partners include the member organisations of VisitAberdeenshire, Opportunity North East (ONE), Culture Aberdeen and Invest Aberdeen, as well as the UK Government and Scottish Government agencies.

ECONOMY	PEOPLE	PLACE
<ol style="list-style-type: none"> 1. Assess the digital needs of the region, working with our partners to ensure the city has the required infrastructure. 2. Increase city centre footfall through delivery of the City Centre Masterplan, including the redesigned Union Terrace Gardens and Queens Street development. 3. Support the Aberdeen Harbour expansion and work collaboratively to maximise tourism opportunities, including attracting high value cruises and energy transition activity in offshore renewables. 4. Review Council industrial estate to ensure it supports the Regional Economic Strategy. 5. Continue to deliver Aberdeen 365, an annual calendar of headline and feature events. 6. Continue to maximise community benefit from major developments. 7. Campaign for the reform of local government finance, including business rates and the replacement of Council Tax. 8. Open negotiations to secure funding for a second Aberdeen City Region Deal. 9. Use Business Loans Scotland to help lift the finance barrier for small and medium enterprises. 10. Work with both governments in order to unleash the non-oil and gas economic potential of the city. 11. Support the delivery of the three innovation hubs as part of the Aberdeen City Region Deal. 	<ol style="list-style-type: none"> 1. Completion of school estate review (P1) and development of estate strategy for next 5-10 years (P2). 2. Development of four new primary schools – Tillydrone, Torry, Milltimber and Countesswells. 3. UNICEF Child Friendly accreditation. 4. 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 excel in STEM subjects. 5. Explore how the successes of the Sistema project can be shared and spread across the city. 6. Commit to closing the attainment gap in education while working with partners across the city. 7. Continue to promote diversion activities for youths and adults in our city with enhanced focused on our three locality areas. 8. 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. 	<ol style="list-style-type: none"> 1. Build up our existing strength in hydrogen technology. 2. Support efforts to develop the inward investment opportunities including Energetica corridor. 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. 4. Cycle hire scheme. 5. Continue to invest to resurface damaged roads and pavements throughout the city. 6. 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.

Economy

Policy Statement	Progress in 2021/22	Key Milestones for 2022/23
<p>1. Assess the digital needs of the region, working with our partners to ensure the City has the required infrastructure</p>	<ul style="list-style-type: none"> • 95% of construction is now completed for phase 1 and 90% for phase 2 for the Duct Network project which is ahead of the milestone target of 75% completed by December 2021. • Segment 6 (out of 6) is underway for the Full Fibre project with project completion due by March 2022. 	<ul style="list-style-type: none"> • CityFibre will continue their private investment in the Aberdeen Network connecting even more properties over the next year. • The R100 north lot premise detail has now been released and a business case for future work will be presented to Aberdeen City Region Deal Joint Committee in May 2022.
<p>2. Increase city centre footfall through delivery of the City Centre Masterplan, including the redesigned Union Terrace Gardens, Provost Skene House and Queens Street development</p>	<ul style="list-style-type: none"> • Provost Skene House opened in Autumn 2021. • Delivered 2021/22 events programme and maintained opening of Art Gallery, despite Covid-19 restrictions. • Significant works progressed on Union Terrace Gardens. • Streetscape - Business Cases and design work completed for Belmont Street/Back Wynd and City Centre. • Detailed design and traffic management plan undertaken for Union Street central. • Marketing process commenced for Aberdeen Market. 	<ul style="list-style-type: none"> • The redevelopment of Union Terrace Gardens is expected to be complete in Spring 2022. • Queens Street – development work is ongoing including discussions with stakeholders across the delivery of the wider development. • Development partner/operator to be appointed for Aberdeen Market. • Hosting of Grand Depart of Tour of Britain and delivery of 365 events programme.
<p>3. Support the Aberdeen Harbour expansion and work collaboratively to maximise tourism opportunities, including attracting high value cruises</p>	<ul style="list-style-type: none"> • Work has continued on development of a Freeport bid to maximise commercial and economic opportunities from the expansion. 	<ul style="list-style-type: none"> • Submission of Freeport bid, subject to port operator's decision to proceed. • Final completion is on target for October 2022, though some phased opening may be possible earlier. • Working with Visit Aberdeenshire and Visit Scotland on city centre products for cruise visitors. • Design development for the new Aberdeen South Harbour Link Road incorporating linkage with the masterplanning of the Energy Transition Zone.
<p>4. Review Council industrial estate to ensure it supports the Regional Economic Strategy</p>	<ul style="list-style-type: none"> • The Council approved its Net Zero Vision and supporting Strategic Infrastructure Plan for Energy Transition in June 2020. 	<ul style="list-style-type: none"> • Agree location for an Aberdeen Hydrogen Hub. • Support masterplanning of the Energy Transition Zone around Aberdeen Harbour South. • Ensure availability of appropriate sites for Scot wind licencing round. • Aligning with the above, continue to work with UK and Scot Government for support. • Work continues looking for potential development options across the city.

Policy Statement	Progress in 2021/22	Key Milestones for 2022/23
<p>5. Continue to deliver Aberdeen 365, an annual calendar of headline and feature events</p>	<ul style="list-style-type: none"> The 2021 event programme was curtailed by the COVID-19 pandemic, however, a number of successful events were delivered including Nuart, the Tour of Britain, Zandra Rhodes – “50 years of Fabulous”, Spectra and a range of other events. 	<ul style="list-style-type: none"> A full 2022 event programme will be delivered including Spectra, Tour of Britain Grand Depart.
<p>6. Continue to maximise community benefit from major developments</p>	<ul style="list-style-type: none"> Contractors continued to deliver on a wide range of community benefits across the city. 	<ul style="list-style-type: none"> Work will continue to implement the policy and look to maximise benefits from all developments throughout 2022/23.
<p>7. Campaign for the reform of local government finance, including business rates and the replacement of Council tax</p>	<ul style="list-style-type: none"> The Council provided evidence to the Local Government and Communities Committee of the Scottish Parliament, 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. 	<ul style="list-style-type: none"> Council engagement with government and businesses will continue. Officers continue to work with colleagues on development of a Transient Tourism Levy and also COSLA work on local powers and levers to support economic growth.
<p>8. Open negotiations to secure funding for a second Aberdeen City Region Deal</p>	<ul style="list-style-type: none"> Work commenced on the Regional Economic Strategy following the announcement of Scottish Government National Strategy for Economic Transformation. Preparation on investment and pipe line projects to align with future funding. 	<ul style="list-style-type: none"> Preparations are in hand to respond to further announcements on a National Strategy for Economic Transformation, Just Transition, levelling Up and Shared Prosperity Funding seeking to prioritise and align regional priorities for investment. Refresh Regional Economic Strategy. Develop plans for bids to UK Government for Shared Prosperity Fund. Develop plans for bids to Scottish Government for Just Transition Fund.
<p>9. Use Business Loans Scotland to help lift the finance barrier for small and medium enterprises</p>	<ul style="list-style-type: none"> The Council has been engaged in the disbursement of £76m in grants to local businesses from funding allocated to support businesses affected by measures to control the spread of Covid-19. Business Gateway service continued to promote Business Loans Scotland. Council managed £14.3M North east of Scotland Skills Fund. 	<ul style="list-style-type: none"> Disbursement of grants will continue, as required, throughout 2022/23.
<p>10. Work with both governments in order to unleash the non-oil and gas economic potential of the City</p>	<ul style="list-style-type: none"> See City Region Deal 2 and commitment to hydrogen technology. 	<ul style="list-style-type: none"> See City Region Deal 2 and commitment to hydrogen technology. An inward investment focus on energy transition is being coordinated with Department of International Trade and Scottish Development International and Invest Aberdeen, along with other industry partners. Participation at various infrastructure investment promotional activity.

Policy Statement	Progress in 2021/22	Key Milestones for 2022/23
11. Support the delivery of the 3 innovation centres envisaged by the Aberdeen City Region Deal	<ul style="list-style-type: none"> • Construction on the BioHub started at the Foresterhill Campus. • A design and build contract commenced for the SeedPod project. • The Net Zero Technology had visible presence at COP26 and work continued to support the solutions centre. 	<ul style="list-style-type: none"> • The BioHub will complete. The project aims to double the number of life sciences companies in the north-east. • The SeedPod project will see a centre of excellence and double the value of the sector with this new industry development hub. • The new Subsea Centre is due to open 2022 to drive transformation to a sustainable marine-based economy.

People

Policy Statement	Progress in 2021/22	Key Milestones for 2022/23
1. Completion of school estate review (P1) And development of estate strategy for next 5-10 years (P2)	<ul style="list-style-type: none"> • Work has continued on the development of the Council's School Estate Plan. 	<ul style="list-style-type: none"> • The School Estate Plan will be presented to Committee in 2022.
2. Development of four new primary schools – Tillydrone, Torry, Milltimber and Countesswells	<ul style="list-style-type: none"> • Commenced construction work on two new primary schools; Countesswells and Riverbank. • New Tillydrone Primary School progressing towards reaching Financial Close. 	<ul style="list-style-type: none"> • New Milltimber Primary School construction works on-going, targeting completion in Spring 2022. • Expectation is for the new Tillydrone Primary School construction works to commence in early 22/23.
3. UNICEF Child Friendly accreditation	<ul style="list-style-type: none"> • A programme of work was taken forward to enable children and young people to have their say in the significant issues affecting their lives and the city, such as the redevelopment of the beach. • A webpage was developed as part of the Community Planning Aberdeen site to host all of the opportunities for children and young people to influence decision makers. • Guidance was developed to ensure those keen to hear from children and young people know how to engage in order to elicit and hear the voices of children and young people. 	<ul style="list-style-type: none"> • Partners continue to progress work on the agreed badges and have agreed a 'log frame' with UNICEF.

Policy Statement	Progress in 2021/22	Key Milestones for 2022/23
<p>4. 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</p>	<ul style="list-style-type: none"> • There has been a continued focus on attracting and developing our young workforce to support our workforce for the future through our continued Investors in Young People Gold accreditation and our Young Person's Guarantee accreditation, together with our apprenticeship programme and employability initiatives such as the Kickstart Scheme. • ABZWorks continued to provide a range of employment support opportunities and launched the ABZWorks one-stop employability website to provide a broad range of information, advice, support, and guidance to job seekers of all ages, including school pupils considering their careers. 	<ul style="list-style-type: none"> • The Developing the Young Workforce agenda is being reset in lieu of the COVID-19 pandemic. The review will look to utilise the strength of the partnership to help increase the number of pathways into employment and training in emerging growth areas including through a revised City Campus offer.
<p>5. Explore how the successes of the Sistema project can be shared and spread across the city</p>	<ul style="list-style-type: none"> • Additional weekly afterschool provision was delivered for all High schoolers at the community venue of Torry St Fittick's church, as well as delivery expanded to cover up to 2 nights for P5-P7s and 3 nights for High schoolers and returning to nursery delivery at Walker Road. 	<ul style="list-style-type: none"> • The service will continue to be supported during 2022/23.
<p>6. Commit to closing the attainment gap in education while working with partners across the city</p>	<ul style="list-style-type: none"> • Improved analysis of 'the gap' resulting in more impactful targeting of resource. • Improved accountability through new education management structure. • Completed the programme delivery of 27 No. Early Learning Centre projects thereby facilitating early learning and childcare from 600 hours to 1140 hours. • Broadened the range of learning pathways available to young people, resulting in a rise in the number of young people staying in school for S5 and S6. • Prioritised provision for children with complex need resulting in 28% of learners attending during the period of school closure compared to the national average of 18%. • Chromebooks and MFi connections made available to ensure children and young people could access learning during periods of lockdown. • Supported parents/carers of our young people who are entitled to free school meals. • Managed Alternative Certification Model for improved awards at National 5, Higher and Advanced Higher. 	<ul style="list-style-type: none"> • Reviewing current data to take account of the impact of the pandemic in order to identify and address changing gaps. • Schools continue to respond in an agile way to the changing needs.

Policy Statement	Progress in 2021/22	Key Milestones for 2022/23
7. Continue to promote diversion activities for youths and adults in our city with enhanced focused on our three locality areas	<ul style="list-style-type: none"> Youth workers appointed from the Education Recovery Grant working across the City's primary and secondary schools to support children and young people impacted by Covid. 	<ul style="list-style-type: none"> Youth work resources will continue to support schools.
8. 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	<ul style="list-style-type: none"> Construction works for the Energy from Waste facility, located at East Tullos is underway. 	<ul style="list-style-type: none"> Delivery of the Energy from Waste facility is planned to be fully operational in winter 22/23. Torry Heat Network Phase 1 will commence construction works to align with the delivery of the EfW plant.

Place

Policy Statement	Progress in 2021/22	Key Milestones for 2022/23
1. Build up our existing strength in hydrogen technology	<ul style="list-style-type: none"> Continued to develop and implement the Energy Transition Vision and Strategic Infrastructure Plan for the City. Established joint venture and agreed contract award with BP for Aberdeen H2 Hub. Commenced conversion plan from diesel to hydrogen for fleet in line with Climate Change Plan. UKs first Fuel Cell Electric Waste truck procured. Promotion of green investment opportunities at COP26. 	<ul style="list-style-type: none"> Commence operation of the Aberdeen H2 Hub scaling up renewable hydrogen production and distribution while extending the application of hydrogen power in transport/ mobility to housing and the emerging hydrogen export market. Facilitate commercialisation of hydrogen in the region for jobs, training and supply chain purposes. Delivery of other projects in the H2 Aberdeen Programme. Finalise proposals to invest the Green Growth Accelerator Pathfinder funding.
2. Support efforts to develop the Energetica corridor	<ul style="list-style-type: none"> Sites continue to be marketed by Invest Aberdeen. Alignment with potential Freeport bid. 	<ul style="list-style-type: none"> Continue to develop bid for an Aberdeen Peterhead Freeport model to maximise commercial and economic opportunities from the expansion.
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	<ul style="list-style-type: none"> Public and stakeholder 'Main Issues' consultation took place in October and November 2021. 	<ul style="list-style-type: none"> Consider the Main Issues, together with a review of the vision, strategic objectives and outcomes. Publish the final Local Transportation Plan in Summer 2023.

Policy Statement	Progress in 2021/22	Key Milestones for 2022/23
4. Cycle Hire Scheme	<ul style="list-style-type: none"> • Work progressed to prepare for the implementation of scheme. 	<ul style="list-style-type: none"> • Launch of the scheme is planned for Spring 2022.
5. Continue to invest to resurface damaged roads and pavements throughout the city	<ul style="list-style-type: none"> • £10 million extra funding has been invested over a 4-year period. Unavoidably, full delivery in 2021/2022 was impacted by restrictions of the COVID-19 pandemic. 	<ul style="list-style-type: none"> • Projects will continue to be delivered through 22/23 and beyond.
6. 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	<ul style="list-style-type: none"> • Summerhill, Wellheads and Auchmill – construction works ongoing 744 units with last phase handover for Wellheads expected in March 2022. • Design development and contractor appointment have progressed with Council led sites at Craighill, Kincorth, Tillydrone and Kaimhill, which are collectively 416 units. • Masterplanning and feasibility design progressed for Greenferns and Greenferns Landward, collectively 511 units. • Developer led site at Cloverhill (536 units) with construction start in February 2022. • Survey and feasibility work was commenced at 206 Union Street. 	<ul style="list-style-type: none"> • All ongoing construction works at identified sites will be progressed. • Progress with construction works at 206 Union Street. • Progress with consideration of a Developer Agreement for the Developer Led site at Grandhome (95 units). • Continue with design delivery for Greenferns and Greenferns Landward. • Continue with buy-back opportunities.

Section iii)

Supporting delivery of the LOIP through Council commissioning intentions

The Council's Commissioning Intentions for 2022/23 are aligned to the stretch outcomes of the Local Outcome Improvement Plan and the Council's strategy framework.

Key to Strategic Documents Impacting on Commissioning Intentions	
<ul style="list-style-type: none"> • Scottish Government Legislation and Policy (SG); Including <ul style="list-style-type: none"> - Heat in Buildings Strategy (SG) - Home Energy and Fuel Poverty (SG) - Housing to 2040 (SG) - Scotland's biodiversity: a route map to 2020 (SG) - Offshore Wind Policy Statement (SG) - Climate Ready Scotland: Climate Adaptation Programme 2019 – 2024 (SG) • Aberdeen City Child Poverty Action Plan (CPAP) • Aberdeen City National Improvement Framework Plan (ACNIF) • Aberdeen City Region Deal (ACRD) • Aberdeen City Region Hydrogen Strategy & Action Plan (ACRHS) • Aberdeen Economic Policy Panel Recommendations (AEPP) • Aberdeen Local Outcome Improvement Plan (LOIP) • ACC Corporate Parenting Plan (ACCCP) • ACC Policy Statement (ACC Pol) • Business Charter for Aberdeen City Council (BCACC) • City Centre Masterplan (CCMP) • City Region Deal (CRD) • Existing Aberdeen City Council Commissioning Intentions (CIs) • Destination AberdeenShire Tourism Strategy (DATS) • Energy Transition Route Map (RM) • Events 365 (E365) • Fairer Scotland Action Plan (FSAP) • Granite City Good Food Plan (FGP) 	<ul style="list-style-type: none"> • Granite City Growing - food growing strategy (FGS) • Integrated Joint Board Strategic Plan (IJBSP) • Industrial Decarbonisation Strategy (UKG) • Local Biodiversity Action Plan (LBAP) • Local Development Plan (LDP) • Local Housing Strategy (LHS) • Local Transport Strategy (LTS) • National Improvement Framework (NIF) • National Mental Health Strategy 2017-2027 (NMHS) • Open Space Audit (OSA) • Open Space Strategy (OSS) • Proposed NPF4 (NPF4) • Regional Economic Strategy (RES) • Regional Skills Strategy (RSS) • Regional Transport Strategy (RTS) • Roads Hierarchy (RH) • Scottish Government 100 Day Plan • Socio-Economic Rescue Plan (SERP) • Strategic Housing Investment Plan (SHIP) • Strategic Infrastructure Plan - Energy Transition (SIP) • Sustainable Urban Mobility Plan (SUMP) • The Promise – The Plan (TP) • The United Nations Sustainable Development Goals (SDG) • Tree and Woodland Implementation Plan (TWIP)

Economy

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
400 unemployed Aberdeen City residents supported into Fair Work by 2026			
500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026			
<p>2.1 Supporting labour market to recover from impact of Covid-19 on employment.</p> <p>2.2 Increasing the number of people in Aberdeen in sustained, fair work.</p> <p>3.1 Promoting inclusive economic growth for our most disadvantaged communities.</p>	<p>City Centre</p> <ul style="list-style-type: none"> - Enhance City Centre environment (RES Action Plan) - Increase city centre footfall through delivery of the City Centre Masterplan, including the redesigned Union Terrace Gardens, Provost Skene House and Queens Street development (ACCPol) - Continue to deliver Aberdeen 365, an annual calendar of headline and feature events (ACCPol) 	<p>Enhance the city centre and increase city centre footfall by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Support of Aberdeen Inspired 2021-2026 Business Plan ii. Deliver Business Gateway city centre focused activity iii. Opening of redeveloped Union Terrace Gardens iv. Progress agreed actions of City Centre Masterplan including: <ul style="list-style-type: none"> - Queen Street - a new Aberdeen Market - Beach Masterplan - City Centre Streetscape v. Development of city centre masterplan inward investment propositions – Invest Aberdeen vi. Establish a licensing regime for short term lets vii. Delivery of Events 365 Programme viii. Delivery of Aberdeen Art Gallery, Archives and Museums exhibition, activity and digital programme 	<ul style="list-style-type: none"> • City Centre Footfall • Commercial premises vacancy rates • AAGM visits (in person & online) • Events 365 attendance • No. of unique virtual users of AAGM • No. of users of on-site apps (Smartify, +music etc.) • No. of out-of-copyright images in the public domain with CC by 4.0 or CC0 licence • No. of collection items digitised and published via e-museum • No. of digital exhibitions published online

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
400 unemployed Aberdeen City residents supported into Fair Work by 2026			
500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026			
<p>1.1 Mitigating the causes of immediate and acute poverty.</p> <p>1.3 Supporting vulnerable and disadvantaged people, families and groups.</p> <p>1.4 Poverty affecting those with protected characteristics and in specific communities.</p> <p>2.1 Supporting labour market to recover from impact of Covid-19 on employment.</p> <p>2.2 Increasing the number of people in Aberdeen in sustained, fair work.</p> <p>3.1 Promoting inclusive economic growth for our most disadvantaged communities.</p> <p>3.2 Ensuring access for all employers to skilled labour.</p>	<p>Skills Development</p> <ul style="list-style-type: none"> - Improve support for young people, high attainment, meaningful progression and employment opportunities that, in turn, fulfil the economic needs of the region (RES Action Plan) - Support delivery of Developing Young Workforce Programme (RES Action Plan) - Redevelopment of Aberdeen Science Centre as focal point for STEM engagement with young people (RES Action Plan) - Jobs Plan for Energy Transition linked to Energy Transition Zone 	<p>Support skills development and employability by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Delivery of Employability Action Plan to support employment pathways (NOLB; DYW; PESF; YPG Year 2) ii. Focus support towards groups (women, young people and people from ethnic minority backgrounds) that have been disproportionately disadvantaged by the pandemic iii. Deliver North East Regional Skills Fund projects through to June 2022 iv. Utilise the learning from evaluation of the North East Regional Skills Fund to develop further interventions and seek funding through the UK Prosperity Fund v. Work with key employability partners through the Local Employability Partnership (LEP) to ensure a more aligned and coherent approach to local employability support using the principles of “No One left Behind” (NOLB) vi. Work with the Aberdeen Hydrogen Hub (AHH) JV to develop and deliver a skills action plan. 	<ul style="list-style-type: none"> • No. of people on universal credit • No. of Modern and Graduate Apprenticeships currently in Training • % young people achieving a modern apprenticeship • % of unemployed people assisted into work from council operated/funded employability programmes • No. of people from disadvantaged groups supported into employment • % of young people who have achieved a sustained positive destination • Staff engaged in mentoring young people • Pupils taking STEM • No. of employers paying the real living wage

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
400 unemployed Aberdeen City residents supported into Fair Work by 2026			
500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026			
3.1 Promoting inclusive economic growth for our most disadvantaged communities.	<p>Community Benefit</p> <ul style="list-style-type: none"> - Maximise opportunities for targeted recruitment and training activity for all potential procurement spend through community benefit clauses (RES Action Plan) - Continue to maximise community benefit from major developments (ACCPol) - Community Benefits are written into procurement for Aberdeen City Region Deal projects. These are captured in the Benefits Realisation Plan and reported in the Annual Procurement Report 	<p>Increase the value of community benefits, including employability benefits, by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Aberdeen City Region Deal projects to procure in 2022 <ul style="list-style-type: none"> - SeedPod - Digital Business Case Gap Analysis - Transport links to Aberdeen South Harbour ii. Further actions to secure community benefits through ACC procurement (incorporating/using a Community Wealth Building approach). Including development of an Aberdeen CWB Action Plan that will seek to encompass key partners and look to maximise the local impact of procurement activity. iii. Further actions to secure and support delivery of community benefits through major developments. Including: <ul style="list-style-type: none"> • ETZ Jobs Plan – liaise with ETZ Ltd to deliver community benefits with each development undertaken. • Hydrogen Hub JVP – support the development and delivery of a community benefits action plan. iv. Prepare for and implement, as appropriate, provisions of the Procurement Bill. 	<ul style="list-style-type: none"> • Value of community benefits • Community proposals converted into agreed community benefit options • % of procurement spend spent on local enterprises • No. of apprenticeships through the City Region Deal • No. of professionally accredited courses taken by programme team • Number of community benefits delivered (captured in Annual Procurement Report)

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
400 unemployed Aberdeen City residents supported into Fair Work by 2026			
500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026			
2.1 Supporting labour market to recover from impact of Covid-19 on employment.	<p>Business Support</p> <ul style="list-style-type: none"> - Continue the delivery of Business Gateway business start-up, funding and development support which is available to all businesses (including social enterprises in key health and social care sector) (RES Action Plan) - Accelerate company creation and growth in key growth sectors (RES Action Plan) - Review Council industrial estate to ensure it supports the Regional Economic Strategy (ACCPol) - Work with both governments in order to unleash the non-oil and gas economic potential of the City (ACCPol) - Support the delivery of the three innovation hubs as part of the Aberdeen City Region Deal (ACCPol) - Annual Regional Economic Policy Panel Review 	<p>Support business development and economic growth in the City by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Business Gateway contract renewal including addendum to allow for focused activity with City Centre businesses; ii. work with key partners to review business support activities and work towards ensuring a comprehensive, easily accessible service is available to all businesses / social enterprises and those thinking of starting up a business or social enterprise iii. seek to develop local business support activity in regeneration areas applying for funding from UK Prosperity Fund to deliver activities iv. through Aberdeen City Region Deal (ACRD) <ul style="list-style-type: none"> • Construction of the BioHub complete 2022 • Construction of SeedPod to start 2022 • Launch of Subsea Centre 2022 • Opening of the Aberdeen South Harbour 2022 • Business Case approval for Transport Links to Aberdeen South Harbour Jan 2022 • Business Case approval for Digital Gap Analysis Summer 2022 • Fibre and Duct installation 2022 • Livelab projects commence 2022 v. Development of an Energy Transition Zone. Support Aberdeen Harbour Board and ETZ Ltd to develop Masterplan and work through Invest Aberdeen and partners to attract businesses to the zone vi. Aberdeen H2 Hub – establish joint venture company and commence activity to build the facility. Supporting this with the development of skills and employability activities and the development and implementation of a supplier development programme vii. Hydrogen infrastructure feasibility study that will appraise sites for developing large-scale renewable hydrogen production and distribution to support expansion of hydrogen fleets viii. Development and roll out of High Potential Opportunity (HPO) inward investment proposition for energy transition in North East Scotland ix. Development of Freeport Bid for Aberdeen City and Peterhead x. Work with partners to review and update the Regional Economic Strategy 	<ul style="list-style-type: none"> • Number of business births • Number of business deaths • Number of established businesses supported by Business Gateway • Number of business start-ups supported by the Business Gateway service • No. social enterprises in health and social care • Employment in growth sector enterprises (digital/creative; food and drink; life sciences and tourism) • Key sector employment • ACRD Additional financial investment • ACRD Number of long term jobs • ACRD Number of Construction Jobs • ACRD Number of Jobs Protected • ACRD No of businesses and residential properties passed by Fibre • ACRD No of new technologies deployed on a first user principle • ACRD No of Solution centre funded technologies reaching commercialisation phase • ACRD No of Supply Chain Technology Accelerator projects co-funded

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
400 unemployed Aberdeen City residents supported into Fair Work by 2026			
500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026			
	Implement Regeneration Plans for Tillydrone, Middlefield, Northfield and Torry (RES Action Plan)	As noted above, will look to enhance linkages and delivery of business support in these areas.	<ul style="list-style-type: none"> • Claimant count in priority localities
	Smart City - Implement and build on the digital programme within the Aberdeen City Region Deal (RES Action Plan) - Full Fibre Infrastructure (CRD) - DUCT Network Extension (CRD) - City Network Extension (CRD) - Assess the digital needs of the region, working with our partners to ensure the City has the required infrastructure (ACCPol)	Support the City become a “Smart City” by commissioning in 2022/23: <ol style="list-style-type: none"> i. A digital infrastructure programme including: <ul style="list-style-type: none"> - Full Fibre Infrastructure project completion - DUCT Network Extension project completion - City Fibre/Vodafone continued commercial investment in the city - Delivery of digital Infrastructure Gap Analysis Business Case ii. IoT Programme – Expansion of current IoT network for Intelligent Street Lighting, plus flood monitoring, bin sensors and other opportunities iii. Smart City Strategy and Action Plan refresh with input from Microsoft and BP partners 	<ul style="list-style-type: none"> • No. of premises in Aberdeen with access to ultrafast services • Network build in Aberdeen • Uptake and cost of 5G • No. of small cell communication sites • No. of duct partners • No. of premises passed by fibre
2.1 Supporting labour market to recover from impact of Covid-19 on employment.	Attracting Visitors to the City - Continue to deliver Aberdeen 365, an annual calendar of headline and feature events (ACCPol) - Expansion of Aberdeen Harbour (RES Action Plan) - Support the Aberdeen Harbour expansion and work collaboratively to maximise tourism opportunities, including attracting high value cruises and energy transition activity in offshore renewables (ACCPol)	Support the attraction of visitors to the City by commissioning in 2022/23: <ol style="list-style-type: none"> i. AAGM Audience Development plan, delivered with VisitAberdeenshire and VisitScotland ii. Provision of high quality food, drink and retail at AAGM, Beach Ballroom assets iii. Events and venue hire business at AAGM iv. P&J Live business, exhibitions and entertainment v. Aberdeen 365 programme vi. Potential actions to prepare for and respond to a proposed “Percentage for the Arts” scheme vii. Harbour expansion and attraction of cruises visitors with VisitAberdeenshire and VisitScotland viii. Commission study to review inter-modal transport options for H2, including requirements for exporting from Aberdeen Harbour 	<ul style="list-style-type: none"> • No. of visitors to Aberdeen City • No. of visitors to the Art Gallery and Museums (online and in person) • Attendees at Events365 activity • Attendees at P&J Live complex • £ income generated • Commercial benchmarking against cultural sector KPIs

Children & Young People

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026			
<p>1.1 Mitigating the causes of immediate and acute poverty</p> <p>1.3 Supporting vulnerable and disadvantaged people, families and group</p> <p>1.4 Poverty affecting those with protected characteristics and in specific communities</p>	<p>Child Poverty</p> <ul style="list-style-type: none"> - Income maximisation teams to continue supporting people to claim for their eligible benefits (CPAP) - Use of Scottish Attainment Challenge (SAC) Funding to benefit pupils impacted by poverty (CPAP) <ul style="list-style-type: none"> • No child or young person will start school without a breakfast • All children and young people will have access to affordable school uniform and appropriate clothing for the North East • Costs will not prohibit the participation of children and young people in the life of the school • Parents, carers and children and young people will have easy access to financial advice - Minimise the costs of the school day and maximise the uptake of free school meals and school clothing grants by eligible families (CPAP) - Via Healthier, Wealthier Children: (Developing financial inclusion referral pathways in Scotland's funding plan) develop and implement a Midwifery and Early Years Practitioners pathway, policy and procedure to financial support services across Grampian (CPAP) 	<p>Reduce child poverty by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Co-ordinated whole family early intervention and prevention services to increase benefits uptake and improve debt management, including availability of debt advice in schools ii. Uptake of free school meals, responding, as appropriate, to any requirement to deliver free school breakfasts and lunches for all primary school pupils. iii. Implementation, as appropriate, of government requirements to abolish core curriculum charges iv. Implementation, as appropriate, of government requirements to abolish fees for music and arts education in schools v. Implementation, as appropriate, of government requirements to start to deliver free bikes to children who cannot afford one vi. Services from Sistema, Big Noise Torry vii. All schools to consider poverty proofing within their own unique context viii. Prepare for implementation of free childcare services to support families into employment ix. Delivery of Family Learning offer in school Associated School Groups 	<ul style="list-style-type: none"> • % Economically Inactive • % Free School Meal Uptake • Cost of the School day • % Benefits Uptake • Value (£s) of unclaimed benefits • Expansion of childcare programme on track • Food and fun participants • SISTEMA services and access

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026			
4.1 Ensuring that families receive the parenting and family support they need	Early Years - Fully implement 1140 hours of ELC from August 2021 including the roll out of PEEP (ACNIF) - 98% of local authority and partner provider Early Learning and Childcare settings receive positive Care Inspectorate and Education Scotland reports (ACNIF)	Commissioning the service to: <ol style="list-style-type: none"> i. Maximise the uptake of 1140 hours of ELC for all eligible children ii. Sell surplus ELC capacity to families in need of additional childcare iii. Identify and address emerging issues in childcare settings swiftly through an effective quality improvement framework iv. Improve the quality of provision in keeping with the national standard to maintain registration v. Support early language acquisition and development vi. Support early years literacy through Bookbug vii. Provide access to PEEP across all ACC early learning and childcare settings viii. Create links between ELC settings, schools and Care Homes to foster intergenerational links across communities 	<ul style="list-style-type: none"> • % Positive Care Inspectorate and Education Scotland Reports • % of settings registered to provide 1140 hours • % of those who apply for an ELC place who are offered one of their choices • engagement with programmes to support early literacy development • reduction in the number of children identified as having communication difficulties in SEEMiS at P1 • number of eligible 2 year olds attending ELC provision • % of ACC ELC settings offering PEEP to families
95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026			
	Education - Raising attainment and achievement - Improve connectivity to enable the exploration of new educational paradigms (ACNIF) - Continue to address on-line safety (ACNIF) - Further develop collaboration for improvement both at school senior leader level and below (ACNIF) - Review the curriculum in light of the pandemic and findings of the OECD (ACNIF) - Improve tracking and monitoring arrangements; and Improve the effectiveness of ASN services and accessibility (ACNIF) - Supporting Learners, Accessibility Plan, The Promise and the UNCRC Children's Rights Scheme (ACNIF)	Raise attainment and achievement by commissioning in 2022/23: <ol style="list-style-type: none"> i. Education navigator - increasing opportunities to study a broader curriculum through digital means ii. Implement, as appropriate, government requirement to provide tablets and laptops for all school children iii. Improving the tracking and monitoring of all learners iv. Programme of professional learning for leaders at all levels 	<ul style="list-style-type: none"> • % school QI 1.3 Leadership of Change evaluations rated at Good or above. • No. of practitioners engaging in formal leadership development opportunities • % of school communities registered to use the Safer School App • % of learners who report feeling safe on-line • Parent surveys demonstrate increased confidence in supporting their child with literacy, numeracy, health and wellbeing and the use of digital tools • P1 attainment • levels of school attendance

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026			
	<p>Education - Closing the Attainment Gap</p> <ul style="list-style-type: none"> - Improve attainment in literacy and address any gaps in core literacy skills (ACNIF) - Improve attainment in numeracy and address any gaps in core numeracy skills (ACNIF) - Work with internal and external partners on the development of a systemic approach to addressing food insecurity and poverty including the introduction of no costs to the school day (ACNIF) - Maximise the impact of Partnership Forums (ACNIF) 	<p>Close the attainment gap by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Further improvement in the intelligence led approach to the use of Pupil Equity Fund and Scottish Attainment Challenge ii. Implementation of Scottish Attainment Challenge version 2.0, when known iii. Improvement in tracking of vulnerable groups to support improvement iv. Development and implementation of a literacy and numeracy framework to support improvement v. Monitoring of attendance and exclusion levels weekly to secure improvement vi. Provision of intelligence led ASN services to better meet demand vii. Implementation of the recommendation from Angela Morgan's "Support for Learning" Review 	<ul style="list-style-type: none"> • levels of exclusion in the three priority areas • attainment at SCQF 3 Literacy and numeracy • attainment at S4 at Level 4 numeracy and literacy

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
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			
<p>4.1 Ensuring that families receive the parenting and family support they need.</p> <p>4.2 Keeping young children safe.</p> <p>4.3 Improving health and reducing inequalities.</p> <p>5.1 Improving timely access to support.</p> <p>5.2 Increasing children's knowledge and understanding of their own physical and mental wellbeing and take an early intervention and prevention approach.</p>	<p>Education - Improving health and wellbeing</p> <ul style="list-style-type: none"> - Further develop learner agency and pupil participation (ACNIF) - Empower parents and carers through implementation of the Parental Involvement and Engagement Plan (ACNIF) - Improve the physical wellbeing of children and young people (ACNIF) - Improve the mental and emotional wellbeing of children, young people and families (ACNIF) - Reduce risk taking behaviour and poor self-regulation associated with experiences over the last 12 months (ACNIF) - Further monitor and support the positive wellbeing of staff (ACNIF) 	<p>Support improvement in the health & wellbeing of children and young people by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Co-ordinated whole family early intervention and prevention services to support Drugs & Alcohol; Mental Health; Physical wellbeing; Domestic Abuse ii. Increased capacity across the universal services to identify and support children and young people and their families with emerging mental health needs and deliver bespoke targeted support iii. Provision of appropriate preventative supports to young carers and their families to reduce escalation of need iv. Provision of counselling services across all secondary schools v. Sport Aberdeen to support the health and wellbeing of school pupils through delivery of Active Schools Education Recovery Project to all schools (primary and secondary) in the city vi. Sport Aberdeen to provide free extra curricular sport and physical activities across all schools (primary, secondary and ASN) in the city through re-activated Active Schools programme vii. Prepare for and implement, as appropriate, proposals for use of additional Scottish Government funding for play parks viii. Access to outdoor environments with outdoor play area provision ix. Use of the council's estate and service delivery to promote and enable physical activity x. Deliver "Geronimo" creativity and risk in play programme xi. Fit Like? Aberdeen family wellbeing support, providing early support to families with emerging mental health vulnerabilities. xii. Deliver "Healthy Minds" targeted family outdoor learning xiii. Launch refreshed Health & Wellbeing & C&YP library offers xiv. Increase access for young people to support in relation to trauma and bereavement, including those exhibiting self-harming behaviours xv. Consider the outcomes of the Peace Pledge developed by children and young people to increase outdoor activity for all communities across Aberdeen 	<ul style="list-style-type: none"> • % of children and young people who report that they actively participate in decision making which impacts them • % of staff report that their wellbeing needs are being met • number of schools with an identified health and wellbeing lead • % reduction in the number of incidents in schools • % of complaints resolved on time • No. of young people recorded as being bullied in SEEMIS • No. of accessible physical activities that are available to all learners • Level of support and engagement at Fit Like Hubs • Engagement level in the Geronimo programme • No. of C&YP reporting that they feel listened to • No. of C&YP reporting their confidence has increased • Engagement levels in Young Persons Housing Group • % of C&YP accessing trauma and bereavement support • Youth homelessness rate • No. of schools supported by Active Schools Assistants • No. of Extra Curricular Sport and Physical Activity Clubs • No. of schools with Extra Curricular Sport and Physical Activity Clubs • No. of volunteers delivering Extra Curricular Sport and Physical Activities • No. of outdoor areas accessible all year round? • % of young people who report an improvement in mental wellbeing following support from school counselling service

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026			
<p>7.1 Improving pathways to education, employment and training for identified groups (including disability, ASN, term time leavers and those from priority localities).</p>	<p>Education - Employability & Positive Destinations</p> <ul style="list-style-type: none"> - Identify which hard to fill subject areas could be supported by a remote delivery or alternative delivery solution (ACNIF) - Formalise a skills progression which takes account of growth areas (ACNIF) - Improve tracking arrangements to inform the choices of young people and curricular offer (ACNIF) - Work with partners to continue to re-set the senior phase offering in light of growth areas and the OECD report (ACNIF) - Improve visibility of growth areas and available learning pathways (ACNIF) 	<p>Support transition to positive destinations by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. A broader curricular offer to better reflect growth areas including green energies, through digital and partnership delivery ii. Consistently timely and effective transition plans iii. Multi-agency transition projects for identified vulnerable groups iv. A further expansion of foundation apprenticeships 	<ul style="list-style-type: none"> • No. of courses which are delivered remotely in order to extend the curricular offer • No. of young people engaging in foundation apprenticeships • % of S3-S5 pupils identified as 'at risk' of disengaging that stay on • % of young people securing a positive destination • % of S3-6 pupils involved in DoE awards

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
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			
<p>6.1 Improving education outcomes for care experienced children and young people.</p> <p>6.2 Supporting attainment of balance of care where children are able to remain more often at home and or with kin.</p>	<p>Children's Social Work</p> <ul style="list-style-type: none"> - improve education outcomes for care experienced children and young people (ACCCP) - improve the knowledge and skills of the workforce in relation to their Corporate Parenting duties and responsibilities and by doing so highlight the pervasive impact of care experience on opportunities and life chances (ACCCP) - Feature and promote the recommendations of The Independent Care Review across key systems, processes, and partnership practice (ACCCP) - To work in ways which recognise the life- long impact of trauma, placing recovery principles at the forefront of Corporate Parenting planning (ACCCP) - Continue to develop participation and engagement opportunities with and for our children and young people (ACCCP) - Seek creative ways to listen to and capture children and young people's voices and views (ACCCP) - Build on the strong foundations we have developed to expand the impact of the Champions Board and the role of Corporate Parents in Aberdeen (ACCCP) - With partners deliver on our corporate parenting responsibilities to UASC who arrive in Aberdeen. (ACCCP) 	<p>Support care experience children and fulfil our role as corporate parents by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Implementation of "The Promise" at a local level ii. Shifting the balance of care / support children to remain in their community iii. Preventative whole family approaches to supporting Drugs & Alcohol; Mental Health; Physical wellbeing; ASB; Debt; Domestic Abuse based on demand data iv. Increase corporate parent mentors to support engagement with MCR Pathways v. Support care experienced young people in accessing supports which enable and offer them physical and emotional wellbeing benefits, including Sport Aberdeen and other ALEO activities vi. Support 'Write Right About Me' vii. Expand digital connection opportunities for care experienced young people in line with peers, by developing a local approach and access scheme viii. The delivery of participatory opportunities Who Cares? Scotland ix. Expanded use of the Mind of My Own App to reach those with care experience who are part of protection processes x. Celebration of Care Day and Care experienced week with twice per year workshop and themed events xi. Support unaccompanied asylum seeking children access supports which enables and offers physical and emotional wellbeing benefits xii. work to ensure that, through the Care Experienced Young Persons Housing Protocol, appropriate support is in place to ensure appropriate housing allocation and that tenancies are sustained 	<ul style="list-style-type: none"> • % of LAC in Kinship Care • No. care placements • % Positive Destinations of LAC • % LAC with qualifications at level 3&4 • No. of Unaccompanied Asylum Seeking Children

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
30% fewer young people (under 18) charged with an offence by 2026			
<p>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.</p>	<p>Youth Justice</p> <ul style="list-style-type: none"> - 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 - 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 - Provide appropriate support to young people who go to Court 	<p>Prevent children & young people entering the criminal justice system and support those who do by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Preventative whole family approaches to supporting young people at risk of offending ii. Implementation of “The Promise” at a local level iii. Support to young people who are referred to Social Work Service iv. Provide appropriate support to young people who go to Court 	<ul style="list-style-type: none"> • No. of Young People referred to the Children’s Reporter on Offence Grounds • No. of Juvenile Offences/Crime Files • Rate of diversion from prosecution
Child friendly city where all decisions which impact on children and young people are informed by them by 2026			
<p>Child friendly city where all decisions which impact on children and young people are informed by them</p>	<ul style="list-style-type: none"> - Empower schools to determine readiness for the incorporation of the UNCRC (ACNIF) 	<p>Ensure the rights of children are considered and protected and that ACC complies with the UNCRC by commissioning in 2022/23 the following actions:</p> <ol style="list-style-type: none"> i. All school teaching staff will receive training inputs on the UNCRC/ children’s rights to empower staff to consider, protect and enable the rights of children and young people ii. Self-evaluation for improvement will actively seek and take account of the views of children and young people to enable children and young people to inform and support change iii. School Improvement Plans will reference children’s rights and take account of learner voice iv. Work with partner organisations to co-ordinate data, intelligence and analysis of to support better understanding of and response to the need of children and young people. 	<p>Narrative and qualitative assessment</p>

Adults

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy life expectancy (time lived in good health) is five years longer by 2026			
25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026			
Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026			
<p>1.1 Mitigating the causes of immediate and acute poverty</p> <p>1.4 Poverty affecting those with protected characteristics and in specific communities</p>	<p>Poverty Most of the specific drivers of poverty are addressed in other themes e.g employment, fuel poverty, etc.</p> <p>This is retained for any overarching and / or additional anti-poverty commissioning intentions.</p>	<p>Reduce poverty by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Co-ordinated whole family early intervention and prevention services supporting Drugs & alcohol; Mental Health; Physical wellbeing; ASB; Debt; Domestic Abuse ii. Expansion of the community pantry model across Aberdeen iii. Continue to grow and sustain 'Making every Opportunity Count' (MeOC) at a Community Planning Partnership level iv. Activity specified within the Community Learning and Development Plan v. Enhanced ESOL provision to support employability vi. Work in Localities to deliver Healthy Minds support vii. Identify level of poverty in the Private Rented Housing Sector and seek to mitigate 	<ul style="list-style-type: none"> • Scottish Indices of Multiple Deprivation • No's accessing Universal Credit • % self-reporting financial difficulties • Outcomes from Community Learning and Development Strategy • ESOL class delivery and attendance • Healthy minds delivery and attendance • Number of debt advice sessions provided in Localities through schools and community centres/groups
<p>1.2 Ensure those experiencing in-work poverty have access to all appropriate benefits</p> <p>1.3 Ensure 100% of people presenting as homeless have a full financial assessment and access to all appropriate benefits by 2023</p>	<p>Benefits Uptake - Increase the uptake of unclaimed benefits across Aberdeen City by 2023 (LOIP)</p>	<p>Support multi-agency efforts to increase benefits uptake by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Co-ordinated whole family early intervention and prevention services to increase benefits uptake and improve debt management ii. Support the provision of universal credit provision iii. Supporting claimants through use of 'Entitled To' software iv. Financial assessments for those experiencing homelessness 	<ul style="list-style-type: none"> • No. of successful claims • Value of additional income achieved through the Financial Inclusion Team • City Voice surveys • No. of / % financial assessments provided to homeless people and demonstrable financial benefits accrued

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy life expectancy (time lived in good health) is five years longer by 2026			
25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026			
Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026			
<p>12.2 Reduce levels of harmful alcohol consumption across the whole population through “making every opportunity count” approaches.</p> <p>12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol</p>	<p>Drugs and alcohol Specific commitments are within the IJB Strategic Plan and the ADP Delivery Framework.</p> <ul style="list-style-type: none"> - Increase the number of individuals who are able to access support for substance misuse (CIs) - Recovery pathways are promoted and used (CIs) - Increase use of the Making Every Opportunity Count (MEOC) approach (CIs) 	<p>Support multi-agency efforts to reduce drug and alcohol misuse by commissioning in 2022/23:-</p> <ol style="list-style-type: none"> i. Preventative whole family services supporting drugs & alcohol ii. Access to support iii. Expand Naloxone access and training, subject to evaluation of test of change 	<ul style="list-style-type: none"> • % of people drinking to hazardous / harmful levels • % of people who do not drink alcohol • No. of fatal drug overdoses • No. of Naloxone kits supplied to persons at risk • Increase range of locations Naloxone is available from

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy life expectancy (time lived in good health) is five years longer by 2026			
25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026			
Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026			
<p>11.1 Supporting vulnerable and disadvantaged people, families and groups.</p> <p>11.2 Provide individuals and communities with the social resources needed to make informed decisions about health and lifestyle</p> <p>11.3 Encourage adoption of healthier lifestyles through a whole family approach</p>	<p>Physical Health</p> <ul style="list-style-type: none"> - Specific commitments are within the IJB Strategic Plan - identify and remove barriers to becoming and remaining active (CIs) - provide appropriate opportunities to target the inactive and support lifelong engagement (CIs) - promote and provide progressive opportunities to ensure continued activity (CIs) - work with key groups & networks to ensure continuous and appropriate engagement (CIs) - review current opportunities to ensure the diverse needs of the community are met (CIs) - develop opportunities to reflect local need which are based on community engagement (CIs) - further develop targeted programmes to positively impact in health inequalities (CIs) 	<p>Support multi-agency efforts to improve physical health by commissioning in 2022/23:</p> <ul style="list-style-type: none"> i. through Sport Aberdeen: <ul style="list-style-type: none"> - “Move More” for people diagnosed with cancer and other long-term conditions to get active and remain active through targeted sport and physical activity programmes - “Walk Aberdeen” to support older adults improve their mental and physical wellbeing through the delivery of programmes in community settings - targeted pulmonary rehabilitation programmes in community settings to support those living with a range of respiratory conditions - targeted referral programmes to support those living with Parkinson’s Disease to be active and well - the provision of targeted chair-based exercise programmes to support those at risk of falls by improving their strength and balance - targeted Exercise After Stroke classes to support those who have experienced a stroke to improve their health and wellbeing ii. opportunities to meet the needs of those who require complex care in a holistic fashion, working with Bon Accord Care and Aberdeen Health & Social Care Partnership, including through supporting the development of a national Dynamic Support Register and the use of the Community Living Change Fund to facilitate resource transfer to community assets. <p>(See also Commissioning Intentions for active travel in “Mobility and Transportation”)</p>	<ul style="list-style-type: none"> • Estimated Life Expectancy • Prevalence of Obesity <p>For Sport Aberdeen services:-</p> <ul style="list-style-type: none"> • Programme specific measures including referrals, participation and completion • Measurable improvements in health and wellbeing • No. of volunteers • Social Value Calculator (£)
<p>11.1 Supporting vulnerable and disadvantaged people, families and groups</p>	<p>Mental Health</p> <p>Specific commitments are within the IJB Strategic Plan.</p>	<p>Support multi-agency efforts to improve adult mental health by commissioning in 2022/23:</p> <ul style="list-style-type: none"> i. Co-ordinated whole family early intervention and prevention services supporting Mental Health ii. In depth review and learning to understand and seek to prevent suicide 	<ul style="list-style-type: none"> • % of population prescribed drugs for anxiety / depression / psychosis • No. of deaths from probable suicide • Mean mental wellbeing score

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy life expectancy (time lived in good health) is five years longer by 2026			
25% fewer people receiving a first ever Court conviction and 2% fewer people reconvicted within one year by 2026			
Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026			
9.3 Tackling antisocial behaviour in problem areas with appropriate and effective interventions	Anti-social Behaviour - Deliver effective interventions in targeted areas to reduce instances of anti-social behaviour (CIs) - Continue with the Priority Family approach to improve outcomes for families and reduce demand on CPP partners (CIs)	Support multi-agency efforts to reduce anti-social behaviour by commissioning in 2022/23: <ol style="list-style-type: none"> i. As part of co-ordinated whole family early intervention and prevention, the Priorities Family Project and Priority People Project ii. Development of a licensing framework in response to the fireworks and pyrotechnical Articles (S) Bill 	<ul style="list-style-type: none"> • ASB Incident Calls • Number of cases of anti-social behaviour (per 100 homes) • Proportion of cases resolved within locally agreed target (%) • No. of families achieving 3 or more improved outcomes through Priority Families approach.
10.3 Changing attitudes about domestic abuse in all its forms and ensuring victims receive access to the right support	Criminal justice Increase reporting of domestic abuse issues through frontline staff awareness training (CIs)	Support multi-agency efforts to reduce domestic abuse and support victims by commissioning in 2022/23: <ol style="list-style-type: none"> i. Preparations for and a response to the Domestic Abuse (Protection) (Scotland) Act 2021 including Domestic Abuse Protection Orders ii. Refuge and Outreach Service for Women and Children Experiencing Domestic Abuse iii. Implement “Safe & Together” project 	<ul style="list-style-type: none"> • % of victims receiving support • No. of incidents reported to the Police • No. of times Housing Domestic Abuse Policy delegations used. • Staff confidence in applying the principles of supporting victims of domestic abuse
11.2 Provide individuals and communities with the social resources needed to make informed decisions about health and lifestyle	Community Building & Volunteering	Support Community Building & Volunteering by commissioning in 2022/23: <ol style="list-style-type: none"> i. Preparations for and a response to Scottish Government review of the Community Empowerment Act, including participatory budgeting ii. Preparations for and a response to Local Democracy Bill iii. Retention and expansion of the increase in volunteering experienced during the pandemic by recruiting and providing support for volunteers iv. Resident led inspections of local housing areas 	<ul style="list-style-type: none"> • % of the Council’s annual revenue budget is subject to participatory budgeting • No. of volunteers in the city • No. of volunteers added • No of volunteers volunteering for ACC • No of hours provided by volunteer

Housing

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy life expectancy (time lived in good health) is five years longer by 2026			
<p>1.1 Mitigating the causes of immediate and acute poverty</p>	<p>Supply of Affordable Housing</p> <ul style="list-style-type: none"> - Work with partners to increase the supply of housing, promote a range of affordable housing models, and lever in additional finance for the provision of affordable housing (LHS) - 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 (ACC PoI) - Delivery of Mixed Use Communities (LDP) - Provide a full range of building typologies and tenures that will create a diverse and inclusive community structure, offering housing choice and opportunities for all sectors of the community (LDP) - Meet a 5,107 housing allowance for Aberdeen to 2032 (SDP), with at least 40% of all new housing in Aberdeen built on brownfield sites in line with SDP targets (LDP) 	<p>Increase the supply of affordable housing by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. the building of affordable council housing ii. works to reduce the number of void Council houses iii. Completion of the housing for varying needs review iv. Support affordable housing allocations on sites identified in the Local Development Plan: <ul style="list-style-type: none"> - Greenferns - Greenferns Landwards - Former Summerhill Academy - Kincorth Academy - Former Craighill Primary - Former Aberdon Care Home - Former St Machar Primary School - Greenfern Infant School - Braeside Infant School - Tillydrone Primary School - Former Torry Nursery - Former Carden School - East Woodcroft North - Former AECC - Milltimber Primary School 	<ul style="list-style-type: none"> • Unit site starts • Unit completions • Number of Section 5 referrals to RSLs

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy life expectancy (time lived in good health) is five years longer by 2026			
<p>1.3 Supporting vulnerable and disadvantaged people, families and groups</p> <p>1.4 Poverty affecting those with protected characteristics and in specific communities</p>	<p>Housing for Independent Living</p> <ul style="list-style-type: none"> - Expand extra care housing provision (LHS) - Use specialist housing to help support people to live independently (LHS) - Increase provision of intermediate care services to enable people to leave hospital or receive additional support to prevent unplanned admission (LHS) - Increase the number of new build properties that are adapted to meet particular needs (LHS) - Increase in % of adults who report they are in housing most suitable for their needs (IJBSP) - Housing pathways for care experienced young people will include a range of affordable options that are specifically tailored to their needs and preferences. Youth homelessness will be eradicated. (TP) 	<p>Increase the number of properties that are adapted to meet particular needs by commissioning in 2022/23:</p> <ul style="list-style-type: none"> i. A programme of works to undertake suitable adaptations to existing housing stock ii. Incorporating adaptations into new build housing iii. Support for care experienced children to access suitable housing and support iv. Home Library Service to include supporting vulnerable / disadvantaged individuals/families to access universal services and digital tools v. Bon Accord Care to support a care at home model for those with complex needs vi. Work with communities to develop a volunteering model to support care at home 	<ul style="list-style-type: none"> • % new build units for varying needs • % new build units with full disabled accessibility • % of adults who report they are in housing most suitable for their needs • % of Care Experienced Young People provided with suitable accommodation
<p>1.1 Mitigating the causes of immediate and acute poverty</p>	<p>Housing Quality</p> <ul style="list-style-type: none"> - Ensure compliance with Scottish Housing Quality Standard (LHS) - Address housing that is sub-standard, including below the tolerable standard (LHS) 	<p>Improve the quality of housing by commissioning in 2022/23:</p> <ul style="list-style-type: none"> i. a programme of works to bring ACC housing above SHQS ii. services to support private sector owners to bring properties up to tolerable standard 	<ul style="list-style-type: none"> • % ACC properties meeting SHQS • units brought up to tolerable standard

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy life expectancy (time lived in good health) is five years longer by 2026			
<p>1.3 Supporting vulnerable and disadvantaged people, families and groups</p> <p>10.1 Those who are convicted are supported to engage with relevant services and reduce re-offending</p>	<p>Homelessness and Specialist Accommodation</p> <ul style="list-style-type: none"> - Adopt a preventative approach that will ensure referrals for housing support are made at the appropriate time to avoid homelessness (LHS) - Reduce repeated homelessness (LHS) - Ensure that homelessness services positively influence health inequalities and health outcomes (LHS) 	<p>Reduce homelessness and respond appropriately to those who do become homeless by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. work with the Centre for Homelessness Impact, through a Memorandum of Understanding, towards a functional definition of zero homelessness ii. Community Hosting Project to respond to and prevent incidences of youth homelessness iii. Housing First to ensure support is in place for tenancy sustainment iv. Private Rented Sector Officer appointment to develop close links and improve housing options v. Financial capability assessment and benefits check for all homeless presentations vi. Supporting people who have settled in temporary accommodation to flip their accommodation to their permanent address 	<ul style="list-style-type: none"> • Tenancy sustainment rates • No. of evictions from Council housing due to tenancy arrears • No. of homeless presentations which repeat within a 12-month period • No. of previously homeless households who do not sustain their tenancy for at least one year, unless for positive reasons • Length of homeless and support assessment periods • No. of homeless people receiving health and wellbeing support • Reduction in the average length of the homeless journey • No. of homeless people receiving health and wellbeing support • Youth homelessness rate • Achievement of SHORE standards

Mobility & Transport

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
Healthy life expectancy is five years longer by 2026			
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026			
13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision & Route-map	Overarching <ul style="list-style-type: none"> - Reduce number of journeys by 10% by 2030 (RM) - Reduce proportion of journeys by car to less than 50% by 2030 (RM) - Reduce share of journey length by car to less than 50% by 2030 (RM) - Facilitate removal of air quality management areas (AQMAs) (RH) - Ensure effective use of the post-AWPR transport network and maximise the benefits by 'locking-in' the additional capacity created by committed road schemes towards sustainable transport modes (RH) - Digital connectivity – communications infrastructure to enhance accessibility to services and contribute to reducing the need to travel (LDP) 	Specific commissioning intentions are covered in the rows below.	<ul style="list-style-type: none"> • No. of Air Quality Management Areas • Air Quality Levels
13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision & Route-map	Public Transport <ul style="list-style-type: none"> - Reduce private car use / increase public transport (RM) - Reduce bus journey times to compete with car journey times (RH) - Improve reliability to make public transport more attractive (RH) - Refresh local transport strategy, to include support for public transport (ACC Pol) 	Reduce carbon emissions by increasing public transport. Commissioning in 2022/23: <ol style="list-style-type: none"> Respond to the Transport (Scotland) Act 2019 – provisions on buses which allows for direct service provision, partnership working and local franchising Reduction in bus journey times and increase in reliability 	<ul style="list-style-type: none"> • Number & length of journeys by Mode

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
Healthy life expectancy is five years longer by 2026			
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026			
<p>11.2 Provide individuals and communities with the social resources needed to make informed decisions about health and lifestyle</p> <p>11.3 Encouraging adoption of healthier lifestyles through a whole family approach</p> <p>13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision & Route-map</p> <p>14.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence</p>	<p>Active Travel</p> <ul style="list-style-type: none"> - Reduce private car use / increase walking and cycling (RM) - Create a city centre that is conducive to walking and cycling (RH) - Active travel focussed and follow the transport hierarchy of pedestrian first (LDP) - Compact neighbourhood design with walkable local facilities and public transport accessibility allows car free access to services, amenities and employment which increase health benefits and reduces the impact of poverty (LDP) - Create sustainable places reducing the need to travel (LDP) - Support people being able to remain in good health and socially active (RTS) - Cycle Hire Scheme (ACC Pol) - Refresh local transport strategy, to include cycle and pedestrian routes (ACC Pol) 	<p>Reduce carbon emissions and support physical and mental wellbeing by increasing active travel. Commissioning in 2022/23:-</p> <ol style="list-style-type: none"> i. Cycle Hire Scheme and expansion of cycle storage in Council buildings / car parks ii. The delivery of Bikeability Cycle training through Adventure Aberdeen and Sport Aberdeen to ensure that Bikeability Level 2 is delivered in 100% of primary schools in the city iii. Develop safe walking routes in communities and encourage walking groups 	<ul style="list-style-type: none"> • Number & length of journeys by Mode • No. of Primary Schools Level 2 Bikeability Courses delivered • No. of walking groups established • No. of cycle parking spaces

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
Healthy life expectancy is five years longer by 2026			
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026			
13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision & Route-map	Decarbonise Vehicles and Infrastructure - Decarbonise public transport networks, increasing electric and hydrogen (RM) - Build up our existing strength in hydrogen technology (ACC Pol) - Zero Emissions Fleet Transition (ACC Climate Plan)	Reduce carbon emissions from transport by commissioning in 2022/23: <ol style="list-style-type: none"> i. Fleet Replacement Programme (inc. HECTOR) ii. Further hydrogen and electric vehicle replacement of public transport iii. Replacement of Street Lights with Smart LED iv. Intelligent street lighting v. Increase installation of electric charging capacity and use renewable energy for these (See "Energy Supply" for Hydrogen Hub)	<ul style="list-style-type: none"> • % of ACC fleet transitioned from fossil fuels • % of public transport not using fossil fuels • Emissions tCO2e(fleet) • Emissions tCO2e (street lighting) • Electric charging coverage
	City Centre & Harbour - Support implementation of the CCMP (RH) - Increase city centre footfall through delivery of the City Centre Masterplan (ACC Pol) - Refresh local transport strategy, to include city centre parking review (ACC Pol) - Support the Aberdeen Harbour expansion (ACC Pol) - Ensure effective and efficient movement of goods to the city centre and harbour (RH)	Reduce carbon emissions through travel to and within the city by commissioning in 2022/23: <ol style="list-style-type: none"> i. Implementation of the City Centre Masterplan (CCMP) Traffic Management Plan ii. Formal declaration of the Low Emission Zone iii. Support for Aberdeen south harbour iv. Improved transport links to the Bay of Nigg v. Identified bus prioritisation measures 	<ul style="list-style-type: none"> • Mobility in City Centre • Status of project in 2022/23
	Network Condition & Suitability - Continue to invest to resurface damaged roads and pavements throughout the city (ACC Pol) - Prevent / mitigate climate related problems – higher temperatures, flooding, coastal erosion and subsidence (RTS)	Maintain an acceptable network condition, mitigating the impact of climate change. Commissioning in 2022/23: <ol style="list-style-type: none"> i. Sustainable carriageway and footpath maintenance ii. Flood prevention and mitigation through scheduled gully emptying 	<ul style="list-style-type: none"> • Carriageway condition • Road defects response repair time / service standards • Successful insurance claims for damage from defects

Natural Environment

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026			
13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision & Routemap	Overarching Place Planning - Housing and employment sites require to be places that include an extensive green network, extending and linking to the existing Core Path and habitat networks (LDP) - Streets will be designed firstly as places and will connect to existing places (LDP) - Access to safe, convenient active travel and good neighbourhood design to promote physical activity, enhance social connections and strengthens mental health (LDP) - Compact neighbourhood design with walkable local facilities and public transport accessibility (LDP) - Increase access to natural and planned open space with varied and safe opportunities to play and meet (LDP) - Provide opportunities to enhance the landscape of Aberdeen, improve biodiversity and amenity, provide community food-growing spaces, and reduce the impact of flooding (LDP) - Support implementation of the CCMP (RH)	Commissioning intentions for place planning in 2022/23 are included within other themes e.g. Mobility & Transportation; Housing; Economy, Energy Supply.	<ul style="list-style-type: none"> Place standard mean scores

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen’s carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Addressing the nature crisis by protecting/ managing 26% of Aberdeen’s area for nature by 2026			
<p>13.1 Reducing emissions across the city through delivery of Aberdeen’s Net Zero Vision & Routemap</p> <p>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</p> <p>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)</p>	<p>Green Spaces / Land Managed for Nature</p> <ul style="list-style-type: none"> - Increase our Open Space and Natural Habitats. Improve the proximity, accessibility, connectivity and quality of our green spaces and habitats (RM) - Increase 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 (LOIP) - Reverse the historical losses to ecosystems, habitats, and species (utilising finance, policy, blue / green infrastructure and behaviours) and to meet the targets of the UN post 2020 framework (RM) 	<p>Increase the amount of land managed for nature and increase access to and quality of green spaces by commissioning in 2022/23:</p> <ul style="list-style-type: none"> i. Community participation / community run spaces ii. Improving the provision of open space and delivering appropriate access to open space iii. Blue/ green infrastructure. Sustainable Growth Agreement; install and retrofit on council owned land iv. Public land to be managed for nature / Increase areas of naturalised grassland and wildflower meadow – Council land (e.g Denburn) v. Expand tree planting on council land, taking account of “Wee Forests” 	<ul style="list-style-type: none"> • % satisfied with their local green space • % of City managed for nature • Amount of protected land in Aberdeen (hectares) • % increase in woodland areas including pocket woodlands / pocket parks. • Qualitative assessment of species and new habitats • No. of trees planted

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026			
<p>11.2 Provide individuals and communities with the social resources needed to reduce feelings of loneliness and social isolation</p>	<p>Community Involvement and Ownership</p> <ul style="list-style-type: none"> - Increase 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 (LOIP) - Contribute 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 (LOIP) - Increase community food growing in schools, communities and workplaces by 12 by 2023 (LOIP) - Building Awareness and capacity about the role the natural environment plays in the health and wealth of the city and its people (RM) - Engage with all city stakeholders to proactively participate in their role in protecting and enhancing our natural environment (RM) 	<p>Increase community involvement and ownership in the management and protection of the natural environment by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Engagement, education and behavioural change ii. Community participation / community run spaces iii. Support for community use of outdoors and community growing learning programme iv. Gardening club and learning element via schools supporting the development of whole school / community reading culture linked with topics v. Increased opportunities for people to increase their contribution (volunteering) to communities 	<ul style="list-style-type: none"> • No. of community run green spaces • Satisfaction with local green space • Number of additional volunteers • City voice engagement

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026			
<p>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</p>	<p>Environmental Protection</p> <ul style="list-style-type: none"> - Protection from environmental hazards; increasing air and water quality, reducing noise pollution, and reducing carbon emissions (LDP) - Better protect and enhance the city's other green infrastructure, e.g. street trees, green roofs and walls, green verges and reservations, etc. (RM) - Prevent / mitigate climate related problems – higher temperatures, flooding, coastal erosion and subsidence (RTS) - Improve the blue infrastructure within and around our city to alleviate risk and increasing resilience to droughts and flooding; improve inland and coastal water quality for wildlife, drinking and bathing; and protect and enhancing coastal and marine ecosystems (RM) 	<p>Protect the City's natural environment by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Improve resilience to flooding and ensure the safety of the environment, including maintenance and commissioning of capital works (e.g. Merchant Quarter; Jesmond, etc) ii. Enhanced monitoring and reporting of flooding risk through Internet of Things (IoT) technology iii. Enhancement of green infrastructure 	<ul style="list-style-type: none"> • No. of flooding incidents • No. of community led resilience plans developed

Waste & Circular Economy

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
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	Prevention of Waste <ul style="list-style-type: none"> - Promote the circular economy and an overall reduction in waste (CIs) - Support and grow the circular economy (RM) - Reduce the level of consumption across all sectors (RM) - Minimise the level of waste being created across all sectors (RM) - Influence the lifespan of products that we purchase (RM) 	Minimise the levels of waste created by commissioning in 2022/23: <ol style="list-style-type: none"> i. Support for the circular economy through awareness raising programmes; recycling activities; upcycling / recycling ii. Waste reduction and product lifespan through ACC procurements 	<ul style="list-style-type: none"> • Household Waste Generated
13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision & Route-map	Waste Collection and Disposal <ul style="list-style-type: none"> - Reduce carbon emissions from all Municipal Solid Waste (MSW) treatment and disposal (CIs) - Increase re-use and recycling of Aberdeen City Council (non-household) generated waste (CIs) - Increase participation and awareness of recycling and re-use services in Aberdeen (CIs) - Maximum levels of waste materials are diverted from landfill (RM) - Maximum products sold can be recycled (RM) - Appropriate facilities to recycle materials without shipping them nationally or internationally (RM) - Where material cannot be recycled ensure it supports EfW or anaerobic digestion (RM) 	Reduce carbon emissions from waste by commissioning in 2022/23: <ol style="list-style-type: none"> i. the completion and operationalising of the Energy From Waste facility; ii. actions to promote and increase recycling including delivery of projects from the Council's Climate Change Programme iii. preparations to maximise opportunities presented by the Scottish Government Recycling Improvement Fund. 	<ul style="list-style-type: none"> • Carbon Impact of Household Waste tCO₂e • % Household Waste Recycled • Landfilled (Tonnes) • Household Waste – Energy from Waste

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
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	Energy <ul style="list-style-type: none"> - Deliver Energy From Waste Plant (SIP) - 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 (ACCPol) - Extract heat from our wastewater (RM) 	Reduce carbon emissions from waste by commissioning in 2022/23: <ol style="list-style-type: none"> i. a review of opportunities to accelerate infrastructure with the support of the Green Growth Accelerator ii. the completion and operationalising of the Energy From Waste facility; iii. for CI on fuel poverty see "Housing" 	

Energy Supply

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Address climate change by reducing Aberdeen’s carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
<p>14.1 Reducing emissions across the city through delivery of Aberdeen’s Sustainable Energy Action Plan ‘Powering Aberdeen’</p>	<p>Energy Supply</p> <ul style="list-style-type: none"> - Central District Heating for Council housing and buildings and non-Council housing and buildings (SIP) - Support the decarbonisation of the national network and ensure that all new and existing networks city networks are zero carbon (RM) - Support the growth of local networks across all energy sectors (RM) - Support the growth of green hydrogen production (RM) - Support the development of Carbon Capture and Storage and ensure opportunities such as the Energy from Waste plant make use of this technology (RM) - Support and grow the use of micro renewables across the city and region (RM) 	<p>Support growth and development of decarbonised energy supplies by commissioning in 2022/23:</p> <ol style="list-style-type: none"> i. Development of Aberdeen H2 Hub. Operation of joint venture company and activity to build the facility. Supporting this with the development of skills and employability activities and the development and implementation of a supplier development programme ii. Work through the joint venture company, which will incorporate Nigg Solar Farm, to maximise opportunities renewable energy as they emerge iii. A hydrogen infrastructure feasibility study that will appraise sites for developing large-scale renewable hydrogen production and distribution to support expansion of hydrogen fleets iv. Construction of Torry Heat Network (Phase 1) (Taking account of Heat Networks (Scotland) Act 2021) v. Support for ScotWind projects vi. Support for Green Growth Accelerator Projects vii. ACC and Aberdeen Heat & Power to prepare for the requirement to hold a licence/consent for relevant activities under the Heat Networks (Scotland) Act 2021 <p>(The above taking into account Prepare for Green Growth Accelerator)</p>	<ul style="list-style-type: none"> • Baseline energy database across all energy types, building on national data but using local sources to supplement that. • The amount of carbon taken out of locally generated energy in the city • Levels of locally generated heat and power • Levels of green or low carbon hydrogen generated • Numbers of buildings connected to the existing heat network • The expansion of the current heat network and the growth of new networks • The number of jobs created in the net zero energy sector

LOIP Key Drivers	ACC Commitments	22/23 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Address climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
1.1 Mitigating the causes of immediate and acute poverty	Fuel Poverty & Energy Usage - 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 (ACCPol) - Ensure that the move to zero carbon energy reduces the number of people in fuel poverty (RM) - Reduce the energy demand across the city (RM)	Reduce fuel poverty by commissioning in 2022/23:- i. Construction of Torry Heat Network (Phase 1) (Taking account of Heat Networks (Scotland) Act 2021) ii. Reduce ACC Energy use including Marischal College lighting upgrade iii. A range of tests of change, with partners, to reduce fuel poverty. Including locality based hubs, services for those discharged from health & social care, and measures to help people access energy efficiency support (The above taking into account Prepare for Green Growth Accelerator) (See also Housing Theme for ACC housing stock)	<ul style="list-style-type: none"> • The level of fuel poverty in the city • Baseline energy database across all energy types



ABERDEEN
CITY COUNCIL