

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	6 March 2013
DIRECTOR	Stewart Carruth
TITLE OF REPORT	Single Outcome Agreement
REPORT NUMBER:	CG/13/024

1. PURPOSE OF REPORT

The report updates Council on progress with the work to put in place a new Single Outcome Agreement for 2013 onwards.

2. RECOMMENDATION(S)

It is recommended that the Council:-

- i. note progress with the Single Outcome Agreement;
- ii. approve the current draft as a partner on Community Planning Aberdeen;
- iii. note that Community Planning Aberdeen will consider a final draft on 27th March 2013, to be submitted to the Scottish Government by 31st March 2013; and
- iv. that following submission to the Scottish Government, a further report will be made to the Council including the proposed final Single Outcome Agreement, prior to formal agreement by 30th June 2013.

3. FINANCIAL IMPLICATIONS

There are no direct implications arising from this report.

4. SERVICE & COMMUNITY IMPACT

There are no direct implications arising from this report, however, the Community Planning Partnership's, management of the Single Outcome Agreement will have considerable impact on the community.

5. OTHER IMPLICATIONS

None.

6. Progress on the Single Outcome Agreement

Community Planning Partnerships are required to submit a draft Single Outcome Agreement (SOA) to the Scottish Government by 31st March 2013, with a target of final sign off by 30th June 2013. The national context is informed by the Christie Commission report on public services in Scotland and a national “Statement of Ambition” for community planning and SOAs. Both have previously been reported to Council.

Locally, work has ongoing to redevelop the SOA. To date:

- 560 responses were made to a consultation exercise (“*What Matters?*”) questionnaire issued in 2012. This gave a community view on the relative importance of issues which impact on each of the Partnership’s identified themes;
- Community Planning Aberdeen’s citizen’s panel “City Voice” has been used to source community views across the themes;
- A major visioning event was held for key stakeholders on 23rd July;
- A draft City Vision has been prepared;
- Community Planning Aberdeen undertook a facilitated workshop to identify key drivers which would deliver the City Vision;
- Consultation on the draft City Vision has been undertaken with thematic groups;
- Facilitated workshops have been undertaken with Thematic Groups to identify themed priorities to support the City Vision;
- A Strategic Assessment has been undertaken, using data and analysis to ensure that future planning is intelligence led;
- The most recent meeting of Community Planning Aberdeen, 28th January, considered the draft and endorsed its continued development.

Through the development work undertaken to date, a model for the Single Outcome Agreement has emerged with an indication of broad agreement across partners. An outline representation of the model is shown in Fig 1. below.

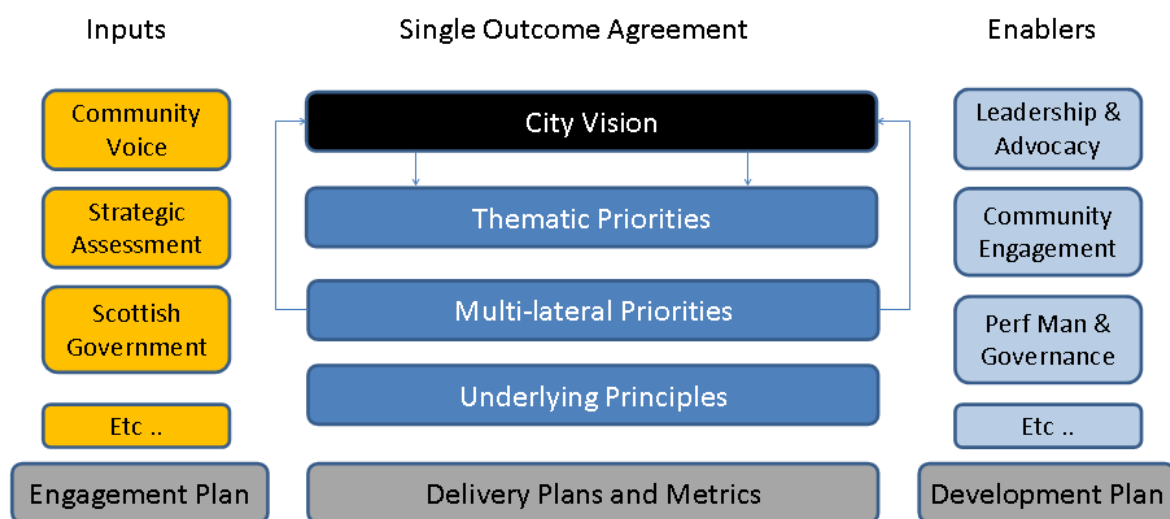


Fig 1.

There are a number of different, but mutually dependent parts to the SOA model.

- **City Vision** - The vision presents a picture of the City we want Aberdeen to be in 10 years time. It is aspirational and acts as the ultimate reference for resource allocation and activity of the Partnership, partners and others. Decision makers should ask “To what extent will this help achieve the City Vision?”;
- **Thematic Priorities**- These are the priorities on which Thematic Groups will lead and which will support the delivery of the City Vision. Whilst being led by one Thematic Group, they will also have implications and responsibilities which cross over other groups;
- **Multi-lateral Priorities** - These are high profile deliverables which require commitment from all partners and which have a significant impact in supporting the delivery of the City Vision;
- **Underlying Principles** - These principles have emerged from workshop discussion as intrinsic to the successful delivery of the Vision across all themes and priorities;
- **Inputs** – Data, analysis and opinion which informs the vision, priorities and SOA;
- **Enablers** - These are workstreams and activities which must be in place for the City Vision and priorities to be delivered. They have been identified by CPA both through formal self-evaluation and workshop review;
- **Delivery Plans and CPA Development Plan** - Effective delivery plans require to be put in place for both the thematic priorities and the multi-lateral priorities. These will require to be focused on the intended outcomes and map activity, resources, responsibility and include a performance framework of metrics.

Vision and Priorities

Having received significant input from the community; partners; a strategic assessment; and the Scottish Government, the Partnership has prepared content for the model at Fig 1. above.

City Vision

The draft City Vision is an aspirational statement describing the City we want Aberdeen to be in 2022. It has been prepared, and revised, following a number of visioning events including partners and community and business representatives.

Thematic Priorities

The thematic priorities shown below have emerged from facilitated workshops across the partnership; community feedback; Scottish Government direction; and evidence from the Strategic Assessment. Specific details are still in the process of being confirmed for some of the Themes and wording is being reviewed.

Themes	Outcomes	Underlying Principles
Safer Communities	<ul style="list-style-type: none"> <i>i. People feel safe throughout Aberdeen's communities</i> <i>ii. Safer roads</i> 	<ul style="list-style-type: none"> • <i>Target those most in need</i> • <i>Reduce isolation</i> • <i>Promote self-sufficiency</i> • <i>Community based access to services</i> • <i>Environmental Sustainability</i> • <i>Pride in Aberdeen</i>
Learning and Employment	<ul style="list-style-type: none"> <i>i. Reduced levels of unemployment</i> <i>ii. Universal literacy</i> <i>iii. Employees in Aberdeen receive a "living wage"</i> <i>iv. Effective lifelong learning through vocational and academic education training from secondary school</i> 	
Economic Growth	<ul style="list-style-type: none"> <i>i. The city is recognised as an attractive place to invest, live, work, visit and export from</i> 	
Health and Well-being	<ul style="list-style-type: none"> <i>i. There has been a positive change in the alcohol culture</i> <i>ii. Improved health through physical activity</i> 	
Children & Young People	<ul style="list-style-type: none"> <i>i. Every child and young person in Aberdeen enjoys being young and at the same time feels safe, nurtured, healthy, active, included, respected and responsible.</i> 	
Older People	<ul style="list-style-type: none"> <i>i. Older people in Aberdeen have increased independence;</i> <i>ii. More older people in Aberdeen are benefiting from "Active aging"</i> <i>iii. Carers are effectively supported</i> 	

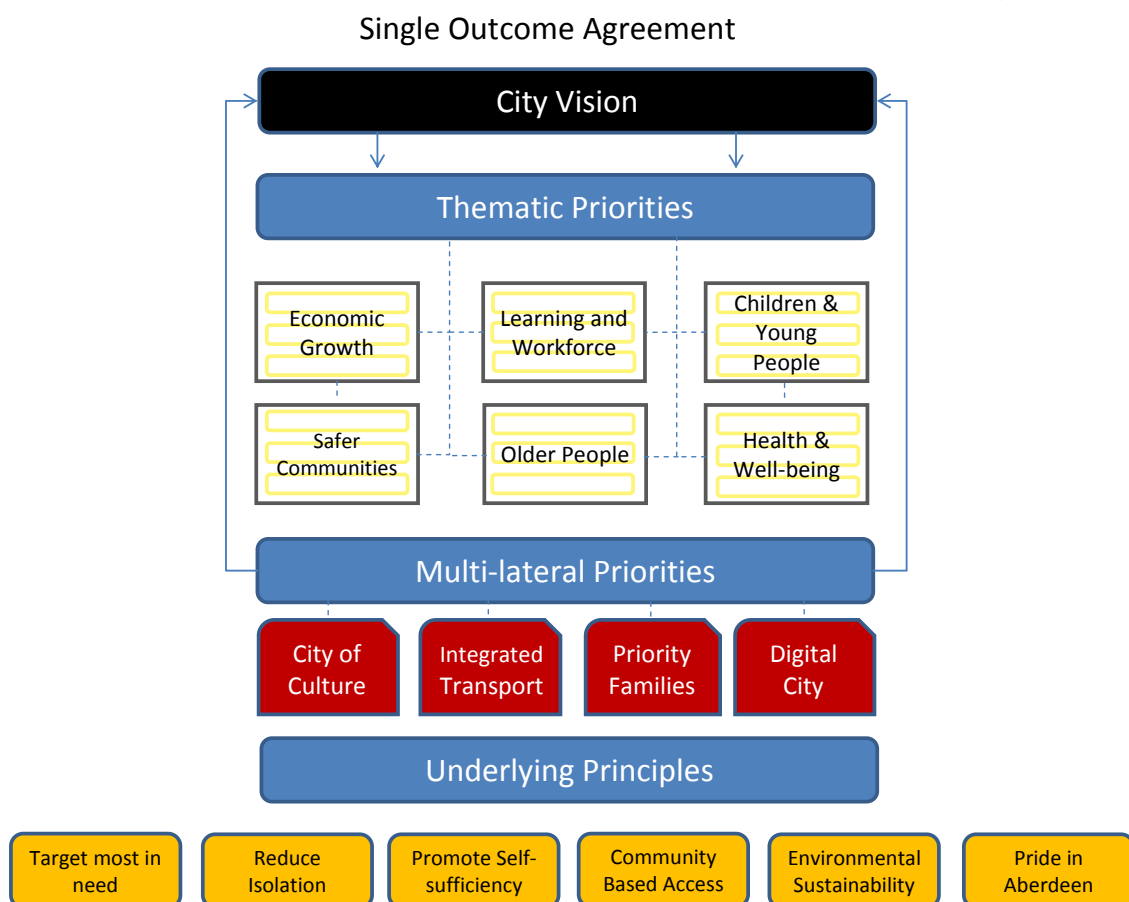
Multi-lateral Priorities

Feedback from the visioning event showed that participants felt that community planning in Aberdeen would be strengthened if the Partnership took collective ownership of a small number of high profile projects / events which would contribute to the delivery of the City Vision in a very visible way. The following draft priorities have been identified by Community Planning Aberdeen and, as stated above, they:-

- raise the profile of community planning in the city;
- strongly support the delivery of the city vision; and
- require commitment and support across all partners.

Priority	Outcomes
Local Families	Communities demonstrate independence, resilience, confidence, self-esteem and aspiration. Preventative approaches reduce the number of families experiencing multiple and complex negative outcomes.
Integrated Transport	<i>Aberdeen is easy to access and move around in</i>
Digital City	<i>Aberdeen is digitally connected ensuring equal opportunity of access to services for all people and support for business development</i>
City of Culture	<i>Aberdeen delivers a year of culture in 2017 which can be seen to impact every aspect of the 2022 vision</i>

With this content, the SOA model has taken shape as shown below in Fig. 2.



Partners continue to work to populate, validate and refine the draft SOA. Most recently workshops were held in January with key stakeholders from all themes.

Development Plan

The CPA Development Plan has been prepared and partners are taking lead responsibility for priorities as follows:

Priority	Lead Partner
Leadership – Role of Councillors; CEOs; Business	<i>Aberdeen City Council</i>
Management of Preventative Spend	<i>Aberdeen City Council</i>
Risk Management	<i>Aberdeen City Council</i>
Shared Resources / Pooled Budgets	<i>Grampian Police</i>
Governance / Performance Management	<i>NHS G / GF&RS</i>
Community Engagement and Consultation	<i>ACVO</i>

Outstanding Work

The SOA has been prepared with wide scale involvement of partners and other stakeholders. This has meant that some content has been agreed, whilst some has yet to be finalised. Main issues which will be addressed prior to 31st March include:-

1. Thematic Groups and individual partners will finalise metrics and include targets within the SOA;
2. A facilitated risk workshop will be held on 11th March to identify, record and plan mitigation of risks to the delivery of the SOA;
3. A review of the draft SOA by the Civic Forum was undertaken on 19th February. Feedback from the Forum will be considered by Community Planning Aberdeen and the draft amended if appropriate.

**COMMUNITY PLANNING ABERDEEN
SINGLE OUTCOME AGREEMENT 2013
DRAFT V1.6**

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1. Executive Summary

The Single Outcome Agreement 2013, between the Scottish Government and Community Planning Aberdeen, sets out a vision for 2022 which will deliver better outcomes for the people in Aberdeen City. It also sets out the role which Community Planning Aberdeen will play in that vision becoming reality.

In taking forward the Single Outcome Agreement, the Scottish Government and Community Planning Aberdeen will continue to build on a working relationship based on mutual respect and partnership.

For Scottish Government

Signed: _____

Position: Cabinet Secretary for Finance and Local Government

Date:

For Community Planning Aberdeen

Signed: _____

Position: Chair

Date:

2. City Vision 2022

The 2022 Vision for Aberdeen City has been created and tested by a wide cross section of civic Aberdeen and its communities. The vision is seen as highly aspirational and challenging, but because of this it will act as a catalyst for real and substantial change.

As we look ahead, how can we all work toward.....
....Aberdeen 2022 – the city we love to live in

There's a tangible sense of pride and passion in Aberdeen in 2022. This is a city at ease with itself. You can see it in the place and you can see it in its people. Aberdeen has become an exciting place to live, work and visit.

The city has harnessed its commercial strength and blended that with a strong civic ethos - Team Aberdeen - such that the city is now highly placed in Europe for quality of living. Its continued economic success is benefiting all its citizens and advancing equality in the city.

Over the past ten years, the city has capitalised on a number of truly iconic events and projects to bring together all sectors and communities. The result: a socially, economically and environmentally sustainable great city.

Aberdeen has evolved into a city with a recognised global reputation for knowledge development, capture and application. Its people have a strong, outward-looking view of

the world, grounded in an equally strong sense of their traditional North East identity.

Schools, further and higher education are embedded in their local and city-wide communities. Young people can be seen exploring new possibilities for their futures and linking into the rich learning opportunities that Education Aberdeen offers. They see learning as highly positive and it has provided a route out of disadvantage for increasing numbers of children and their families. Learning Hubs have become important focuses for community development and a rich set of community-based cultural activities can be seen across the city. There is a strong sense of independence, resilience, confidence, self-esteem and aspiration coming from all our communities. Aberdonians work hard for themselves and for those communities.

The city centre is itself a vibrant hub of commercial and cultural activity with easy and safe access for Aberdeen's communities and tourists. People feel safe to socialise in the city centre at all times of the day and night. While local activity has defined Aberdeen's cultural renaissance, it has also led to the city's presence on the circuit of major popular, modern and classical cultural events.

Aberdeen is physically connected; it is easy for people to get in, out and around the city. Aberdeen is digitally connected with fast and easy access across the city.

As a result of the city's renaissance and its connectedness to the wider world, people are much more inclined to relocate to Aberdeen. This has allowed businesses to accelerate their growth, particularly in high value industries.

We have built on our oil and gas legacy to develop centres of excellence in renewable industries. We have taken the opportunity provided by our energy assets and developed a much wider asset base in health, tourism, maritime resources and culture.

Our universities have developed strategic partnerships with the world's leading academic institutions. These partnerships are drawing in thought leaders and students from across the globe, and Aberdeen students regularly have an international dimension to their studies. They are also providing routes for Aberdeen's citizens to frame their careers in global terms.

Businesses work closely with their local schools and colleges, and all can see the benefits that brings. Colleges and universities can demonstrate significant collaborative pay-off in terms of academic and financial success. The city is recognised internationally as a centre of excellence in knowledge exchange between business and academia, with high levels of applied intellectual property.

The impact of all this on citizens is clear. The biggest changes are in those communities that used to have the greatest levels of need. Aberdeen is recognised as a socially and structurally integrated society. A global city that *all* its citizens are proud of.

This is a city that brings a rich and rewarding life for all its people, for the North-East and for the whole of Scotland.

3. Strategy

Governance and Accountability

All partners in Aberdeen City are committed to delivering this Single Outcome Agreement and understand that the only measure of success is an improved set of outcomes for Aberdeen and its communities.

Community Planning Aberdeen has overall responsibility and accountability for securing improved outcomes. Mechanisms for securing improvement, however, depend on the nature of challenges and solutions. Community Planning Aberdeen will operate to the following principles:-

- Focus on complex outcomes which can only be delivered by a true “Team Aberdeen” approach;
- Move accountability from activity to impact, the Community Planning Aberdeen Board will apply outcome-based governance. This means that it will:-
- Create space below high level outcome indicators that allows partners to come together in evolving ways to assure that action plans can flex to meet evolving needs and solutions.

The figure opposite shows the focus of the Single Outcome Agreement on those challenges where all partners have a role and a shared accountability. At the same time, partners will continue to work, themselves, and across a range of different partnerships, to support the delivery of the City Vision 2022.



Figure 1.

Long Term Focus

In line with the conclusions of the Christie Commission on the Future Delivery of Public Services, Community Planning Aberdeen understands that many of the challenges which drive negative outcomes and increasing financial costs result from deep rooted and complex causes. These can only be tackled collectively and with a focus on long term change.

In implementing the Single Outcome Agreement, partners will:-

- make a decisive shift from reactive problem solving to root cause prevention;
- capitalise on Aberdeen’s existing strengths to build sustainable positive outcomes;
- make significant progress towards the radical collaboration required to meet the long term social and financial challenges.

Figure 2 opposite shows the necessary move from reactive short term actions and spending to a longer term approach designed to prevent negative outcomes and build sustainable improvement.

Whilst partners already direct resources towards prevention, Community Planning Aberdeen is committed to significantly increasing collaborative, multi-agency prevention activity. To support this, improvement will be made in processes to evaluate the effectiveness of preventative approaches.

In implementing this SOA, each Thematic Group will prepare an evidence based strategy for preventative spend which include strong business cases for return on investment; quantify the resources allocated to prevention; and detail the preventative actions to be taken and the impact they will have.

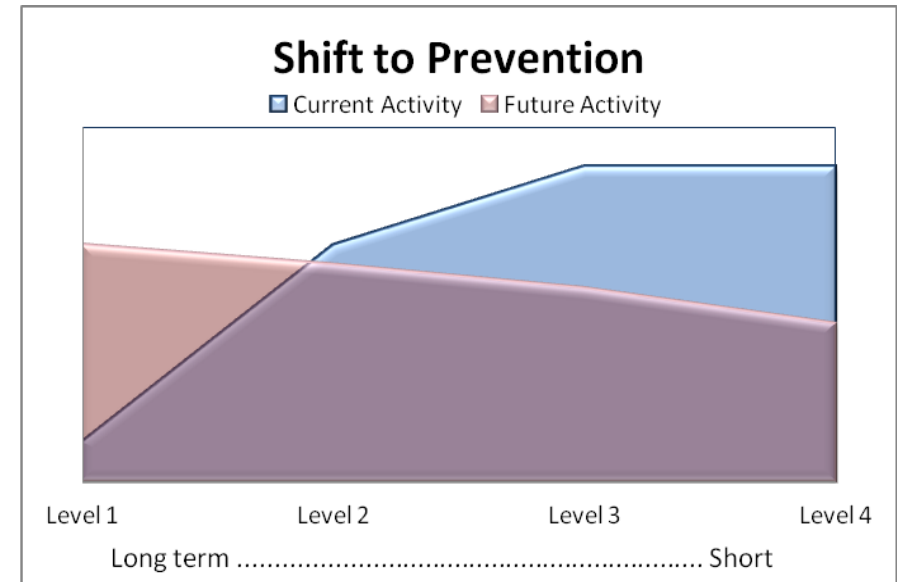


Figure 2.

Level 1: Local economic, environmental, social and cultural influence

Level 2: Local place building

Level 3: Targeted and selective interventions to change behaviour

Level 4: Reactive service interventions

Community Engagement

Community Planning Aberdeen is supported by the direct involvement of, and engagement with, the communities of the City. The foundation of the Single Outcome Agreement is the desire and need to work with communities to meet future challenges and deliver better outcomes.

In implementing the Single Outcome Agreement partners will build on existing arrangements ensuring communities remain at the core of Community Planning Aberdeen.

4. Local Area Profile

In developing this SOA, Community Planning Aberdeen has conducted a “Strategic Assessment” to provide a broad evidence base for setting priorities.

Whilst priorities inevitably focus on areas where action and improvement is needed, such as reducing inequality, the Strategic Assessment provides an overall profile of Aberdeen as a highly successful city which is a great place to live, work and visit.

Highlights include:

- The City / Region has the 2nd highest GDP per head in the UK, behind central London;
- Strong employment and the highest “job density” in Scotland;
- The highest average earnings in Scotland;
- Residents have higher than average life expectancy;
- Relatively few areas of deprivation;
- A long term reduction in recorded crimes;
- The most accessible green space of Scotland’s cities.

Notwithstanding this positive picture of Aberdeen, in common with Scotland and the UK as a whole, the city faces challenges now and in the future. Through this SOA, our aim is to build on the strengths and success of Aberdeen to further improve social, economic and environmental outcomes.

Amongst, our key challenges are:

- A projected increase in the numbers and proportion of the population over 65;

- Areas of multiple deprivation which correlate to negative personal outcomes in:-
 - economic activity;
 - health;
 - offending;
 - substance mis-use.
- A projected skills and labour shortage;
- Increasing traffic on strategic routes and increasing congestion.

Community Planning Aberdeen recognises that these challenges are complex and, in many cases, the solutions are interrelated. These cannot be tackled by one organisation alone. Shared responsibility and shared action is needed to improve these outcomes.

The Strategic Assessment and this SOA are central to planning for improved outcomes and Community Planning Aberdeen will work to ensure these plans are delivered and the City Vision 2022 realised.

Community Voice

What Matters?

During 2012 Community Planning Aberdeen received 560 responses to a public consultation exercise “What Matters?”. Respondents identified, for each of the Scottish Government national priorities, the most important issues for Aberdeen. The results, showing the no. 1 and no. 2 ranked, priorities were as follows:-

National Priority	“What Matters” to Aberdeen
Wealthier	1. Job creation 2. Transport links
Safer & Stronger	1. Reduce violence 2. Reduce anti-social behaviour
Healthier	1. A child’s start in life 2. Access to health services
Fairer	1. Tackling child poverty 2. Tackling poverty
Greener	1. Access to green space 2. Waste management
Smarter	1. Activities for young people 2. Attainment at school

City Voice

Community Planning Aberdeen funds and manages a citizens’ panel (“City Voice”) of around 1,000 residents and, through the panel, undertakes three consultations a year across a range of issues.

Amongst the consultations in 2012, residents were asked for their views on changes in quality of life issues in Aberdeen over the previous 2 year period. Results are as follows:-

Transport

- 73% of respondents thought traffic congestion had got a bit or much worse;
- 72% of panellists thought maintenance of roads had got worse;
- less than 4% of panellists felt any of the transportation factors had got much better.

Shopping & entertainment

- The factors considered in this category were range of shops, choice of bars and restaurants and cultural facilities;
- Most panellists told us that, in all factors, they believed things had got a bit, or much better.

Housing & the environment

- A majority stated there had been no change in relation to access to the countryside; air quality/ levels of pollution; clean

streets; access to parks and open spaces; choice of housing; and availability of affordable housing;

- 61% of respondents stated that things had got a bit or much worse in relation to an 'attractive city centre'.

Economy & jobs

- 90% of respondents state that things have got a bit or much worse in relation to "cost of living";
- For employment opportunities, the local economy, level of earnings/ incomes; and impact of volunteering responses broadly showed no change.

Lifelong learning

- Overall, no change was reported in relation to quality of schools/education, further/ higher education opportunities and activities for younger people.

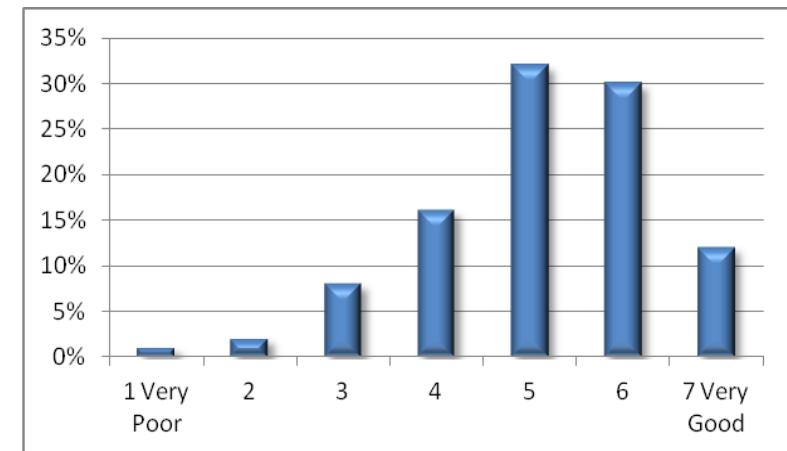
Community Safety

- 14-18% of panellists believed that the situation in respect of crime and anti-social behaviour had either got a bit or much better, but the most popular response to both factors was 'no change';
- The proportion of panellists stating that things had got a bit or much worse was higher in relation to the level of anti-social behaviour than to levels of crime.

Health & wellbeing

- The most popular response to all but one factor (access to social services) was 'no change';
- For quality of local health services and access to sports facilities, the proportion of respondents stating that things had got better or much better was greater than was the case in relation to access to community facilities and access to social services.

The final question asked panellists to rate their own quality of life now. Respondents were asked to use a 7 point scale running from 1 (very poor) to 7 (very good). The results are shown below.



5. Vision into Action

Focus for the next 5 years

Through engagement with a range of community representatives; analysis across partners and professions; and the conduct of a partnership-wide strategic assessment, Community Planning Aberdeen has identified, and will focus on, key priorities which will significantly impact on the delivery of the longer term 2022 vision.

The following, high level, conclusions have been recognised:-

- ❖ Whilst the economic health of the city is good, future growth is key to creating communities which aspire to, and can achieve, an increased quality of life;
- ❖ Whilst the city is successful at creating jobs, a significant shortage of skilled workers is projected. At the same time, sections of the city's population remain outside the jobs market;
- ❖ Inequalities exist across the city and evidence shows correlation between circumstances (both geographic and demographic) and negative outcomes including in:-
 - economic activity;

- health;
- offending;
- substance mis-use;

In tackling the priorities set out in this SOA, Community Planning Aberdeen and its supportive Thematic Groups will require to target resource and activity in ways which reduce these inequalities;

- ❖ Whilst the causes and manifestations of inequality are complex, addressing these through targeted support in the early years of children's lives can help improve outcomes;
- ❖ With projected increases in population, an effective and balanced transport infrastructure will make the city easy to get around, whilst underpinning economic growth and supporting healthy living;
- ❖ The city, in common with the rest of the UK, will face significant challenges in managing projected increases in the proportion of the population over 65, 75 and 85 years of age.

These high level conclusions are not exhaustive, and there are many strands to the solutions which will enable us to tackle these challenges. They issues are considered central to the delivery of the City Vision 2022. Consequently, they inform the priorities identified within this SOA.

In preparing this SOA, Community Planning Aberdeen recognises that the priorities and outcomes which it describes are not discrete from one another. Rather, the causes are often interrelated and, therefore, the solutions will be mutually supportive and reinforcing. For example, priority actions for improving health and well-being include increasing employment and supporting priority families. Figure 3. below gives a representation of some of the interrelated connections identified during the development of the SOA.

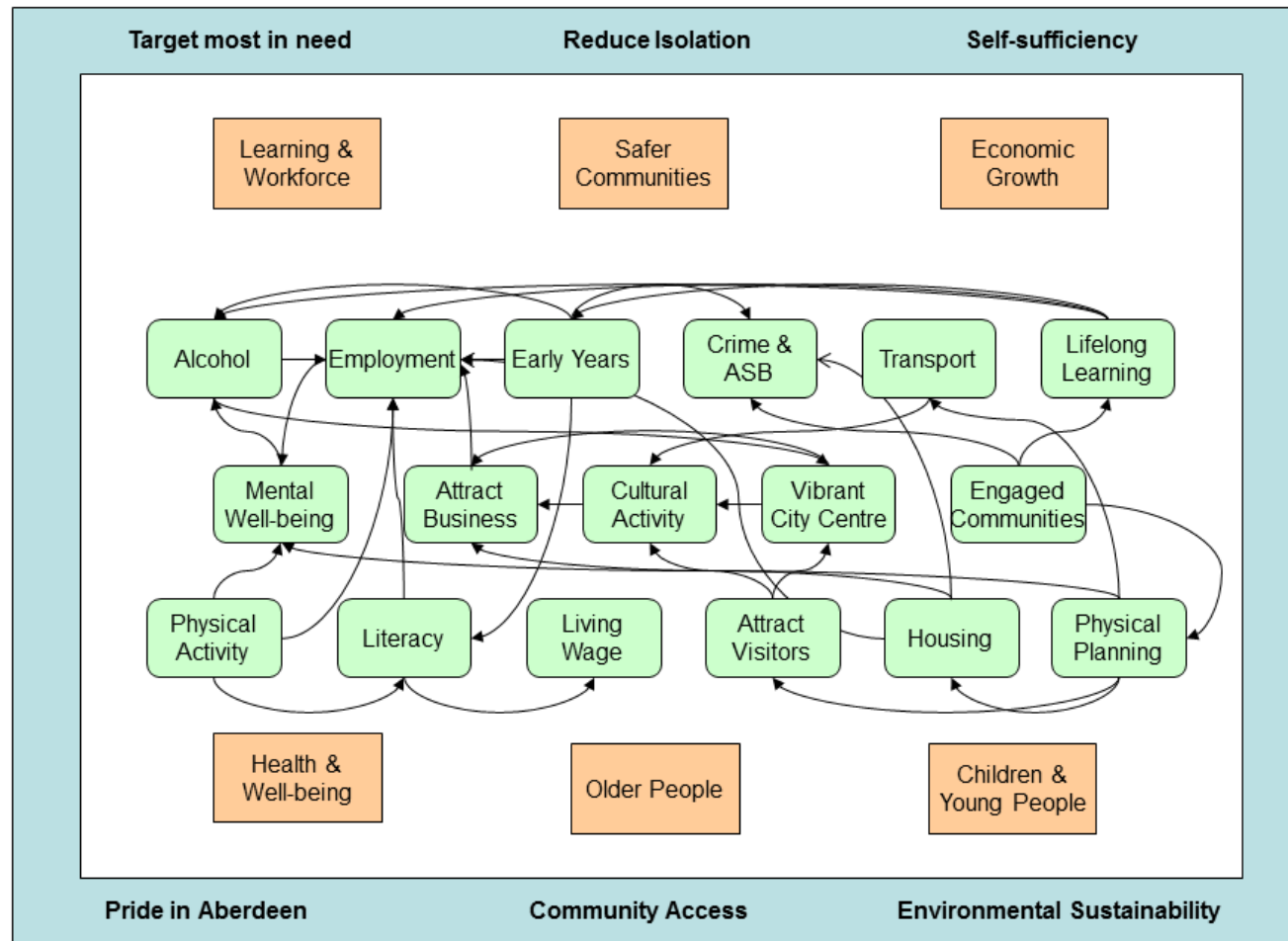


Figure 4.

With this understanding of complex, but mutually reinforcing priorities, Community Planning Aberdeen has developed a strategic planning model which is a best fit for managing collaborative planning, resources and activity to deliver improved outcomes. This model shows priorities in two groupings and, in addition, identifies a number of underlying principles, as noted below:-

- Thematic priorities - These are the priorities on which thematic groups will lead and which will support the delivery of the 2022 vision. Activity will, in different cases, be multi-lateral or bi-lateral. Thematic Group will have clear links to each, ensuring co-ordination of plans, resources and activity;
- Multi-lateral priorities - These are high profile deliverables which require commitment from all partners and which will support the delivery of the City Vision;
- Underlying Principles - These are principles which will be advanced in the pursuit of each of our priorities. Thematic groups will explicitly assess how they support these principles.

This model for our SOA, populated with the priority areas identified from analysis of the local context, is shown at Figure 4. below.

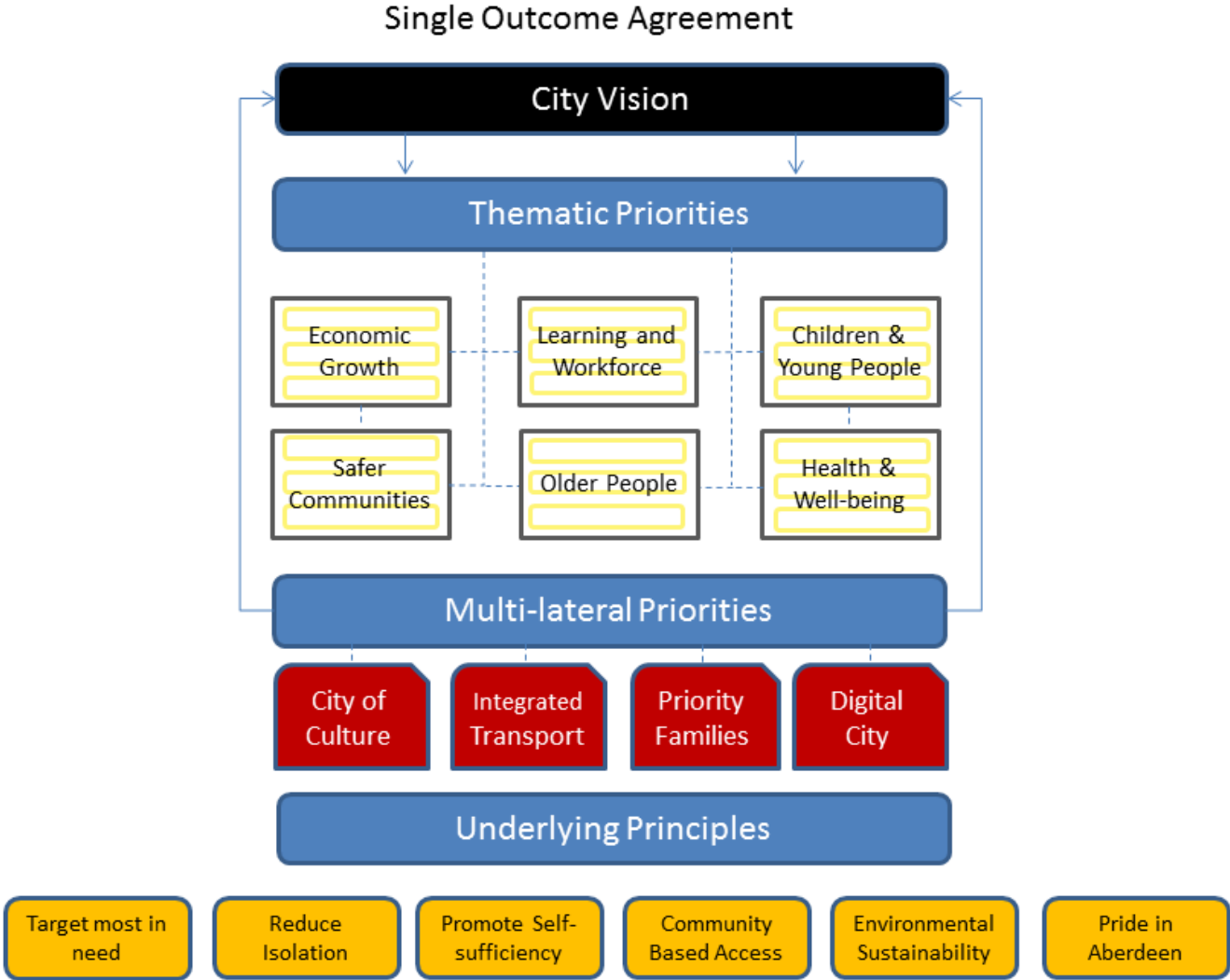


Figure 4.

Thematic Priorities and Outcomes

The key thematic priorities are shown below. Whilst themed groups will take a lead responsibility for each priority, it is recognised that outcomes depend on a multi-agency approach:-

Priority	Outcomes
Safer Communities	<ul style="list-style-type: none"> • <i>People feel safe throughout Aberdeen's communities</i> • <i>Safer Roads</i>
Learning and Workforce	<ul style="list-style-type: none"> • <i>Reduced levels of unemployment</i> • <i>Universal literacy</i> • <i>Employees in Aberdeen receive a "living wage"</i> • <i>Effective lifelong learning through vocational and academic education training from secondary school</i>
Economic growth	<ul style="list-style-type: none"> • <i>The city is recognised as good place to invest, live, work, visit and export from</i>
Health and Wellbeing	<ul style="list-style-type: none"> • <i>Positive change in the alcohol culture</i> • <i>Improved health through exercise and activity</i>
Older People	<ul style="list-style-type: none"> • <i>Older people in Aberdeen have increased independence;</i> • <i>More older people in Aberdeen are benefiting from "Active aging"</i> • <i>Carers are effectively supported</i>
Children & Young People	<ul style="list-style-type: none"> • <i>Every child and young person in Aberdeen enjoys being young and at the same time feels safe, nurtured, healthy, active, included, respected and responsible.</i>

Multi-lateral cross partner priorities

The 4 critical multi-lateral cross partner priorities which Community Planning Aberdeen will work to achieve over the next 5 years are shown below, together with the related outcomes:-

Priority	Outcomes
Priority Families	Communities demonstrate independence, resilience, confidence, self-esteem and aspiration. Preventative approaches reduce the number of families experiencing multiple and complex negative outcomes.
Integrated Transport	<i>Aberdeen is easy to access and move around in</i>
Digital City	<i>Aberdeen is digitally connected ensuring equal opportunity of access to services for all people and support for business development</i>
City of Culture	<i>Aberdeen delivers a year of culture in 2017 which can be seen to impact every aspect of the 2022 vision</i>

The following section expands on these local priorities:

Safer Communities

Crime has reduced significantly in Aberdeen in recent years due to sustained effort by all community planning partners, and our City has never been safer. Fundamentally, each of us only wants to be safe, to live our lives free from danger and disorder, and this basic overriding desire underpins the City Vision. Without safety, a community's resilience can be compromised, leading not just to an increase in crime, but also potentially to a lack of economic growth and a widening of the existing inequalities around health and wellbeing or educational attainment. The causes and manifestations of inequalities are many and varied, but there are things that we can do, and are doing now, by using a whole-systems approach to offer an end-to-end process for both vulnerable families and vulnerable communities where early intervention is the key, we can really improve peoples' lives by targeting not just the symptoms of the problem but the underlying causes as well.

Learning and Workforce

Our Vision for Aberdeen is one in which education and lifelong learning strongly underpin improved outcomes for our communities. Our ambition is for Aberdeen to be a 'City of Learning' which empowers individuals to fulfil their potential and to contribute to the economic, social and cultural wellbeing of our communities. We will work to improve attainment and

achievement for all our learners, supporting those most in need to close the gaps in learning, health, participation and employment outcomes that exist within the City. Partners from public, business, voluntary and further and higher education sectors will work collaboratively to tackle local priorities and demonstrate significant pay-off in terms of social, academic and financial success.

Economic growth

A strong economy and maintaining an excellent quality of life are core to the Vision set out in this Single Outcome Agreement. Local economic growth will significantly support the realisation of the Vision across each of our priority themes. We want to be one of the most successful Regional economies in Europe and at the top of the Quality of Life "league table", making Aberdeen City a place where people choose to work, live, study and visit. Economic growth can be quantified in terms of economic output, Gross Value Add (GVA) per capita. We have therefore set a target of improving the Region's position within the top 15 EU Regions by achieving a growth rate of 2.5% per annum.

Health and Wellbeing

The good health and wellbeing of the people of Aberdeen is, of course, integral to the realisation of our Vision and is key to addressing inequality. We will work to ensure people are healthier because they take responsibility for their own health;

have healthier lifestyles; and participate in preventative care. Through this our aspiration is to reduce premature death in conditions such as cancer, heart attacks and stroke and a reduction in incidence of depression. This in turn will mean that the people of Aberdeen are less dependent on primary care, community care and acute care. When health services are needed, they will be more efficient and tailored to individual needs. This focus on the individual will be made possible by the release of staff, funding and buildings from more traditional ways of working to create a new model of healthcare. The focus on the individual will only be possible through strong partnership working across Community Planning Aberdeen.

Older People

The number and proportion of older people in Aberdeen is projected to increase significantly. Our Vision for the City embraces people of all ages and we believe older people are an asset and not a burden. We know that if we are to realise improved outcomes that older people will need and expect we must plan now for new ways of providing services and supporting people. We recognise that resources are unlikely to grow with demand as the population of older people increases and we cannot continue to do more of the same. We need to do things differently, spend less on some of the things we do now and find more efficient and effective ways of delivering services in the future. So as well as building on the excellent examples we have of joint working in Aberdeen City, we will give more emphasis to

people taking responsibility for their own health and directing their care and to building capacity for wellbeing in communities.

Children & Young People

It is central to the realisation of our Vision that we act to improve outcomes for children, young people and their families. The early years of life have a significant impact on individuals' life chances and we will act to close the gap between children in need and their peers. In order to reduce that gap we will focus on improving outcomes for children in the early years, children who are looked after, have additional support needs, disabilities, or social emotional behaviour needs and those young people not in employment, education and training.

Priority Families

Priority families are those that have multiple and complex problems which require high levels of support from a range of service providers. The results of these problems are most often poor outcomes for the family members and high costs to taxpayer. Research shows that across the UK for every £8 spent in reacting to these families' problems only £1 is invested in preventing the problems in the long term. In our Vision we see the most significant change in those in most need and, therefore, we are committed to exploring approaches to both turning around the lives of priority families and in working with communities to prevent these problems occurring.

Integrated Transport

Integrated transport is defined as a transport network that allows the efficient, safe and reliable movement of people and goods and promotes access for all. It encompasses all modes of transport including walking, cycling, bus, rail, road, air and sea and requires efficient and effective links between them. An integrated transport network will result in improved accessibility for all within society to employment, education, cultural, leisure health and other services and facilities and encourages a more active and healthy lifestyle through increased levels of walking and cycling. By achieving an integrated transport network Aberdeen will reduce the proportion of people travelling by private car by making other modes a more attractive option, thus contributing to reducing congestion, reducing carbon emissions and improving local air quality, as well as enabling the economy to grow.

Digital City

We recognise the importance of digital connectivity, through superfast broadband, in supporting economic growth both by supporting local businesses to compete and in attracting further investment in the City. The benefits of fast and easy digital connectivity across the City are also clear both to residents in their private lives and, importantly, in how they access local services and engage with wider communities. Our ambition of digital connectivity supports a number of priorities set out in this SOA including employment; education services; reduced isolation; environmental sustainability; community based access.

City of Culture

Aberdeen will develop a bid with the aim of winning the City of Culture title in 2017. The social, cultural and economic benefits which will result from the bid will be significant and will be felt well beyond 2017. Partners will work to ensure the bidding process galvanises the whole community and the benefits are felt by everyone. The City of Culture will be one of the iconic events, described in the Vision, which can have a positive impact on all of our priority outcomes and promote pride in Aberdeen.

Underlying Principles

In addressing each of the Thematic and the Multi-lateral Cross Partner priorities, the underlying principles shown opposite will be applied.

This means that in preparing plans, directing resource and taking action, each Thematic Group will explicitly assess how each of these principles is being supported.

Community Planning Aberdeen will maintain a strategic overview of the outcomes set down for these principles and will monitor this through high level indicators. Each Thematic Group will monitor these outcomes as they relate to their own areas of responsibility.

Principles	Outcomes
Target those most in need	Deprivation is reduced, resulting in the closure of outcome gaps within Aberdeen’s population
Reduce isolation of minority communities	People from minority communities are supported to fully participate in the economic, cultural and social life of the city
Support the capacity of Aberdeen’s citizens and communities to increase their self-sufficiency	There is a strong sense of independence, resilience, confidence, self-esteem and aspiration coming from all our communities. Aberdonians work hard for themselves and for their communities.
A presumption for community based access to services	Services are accessible to all citizens in the ways which meet their needs
Environmental sustainability	Aberdeen is an energy efficient city, with low levels of pollution and waste
Promote pride in Aberdeen	There’s a tangible sense of pride and passion in Aberdeen in 2022. This is a city at ease with itself. You can see it in the place and you can see it in its people.

6. Community Planning Aberdeen - Development Plan

Community Planning Aberdeen recognises that the Partnership must continue to strengthen its working arrangements. Partners participated in a self-evaluation from which the following areas for further development have been identified.

Improvement work has been, and will continue to be, taken ensuring partnership arrangements fully support the implementation of this Single Outcome Agreement.

Priority	Lead Partner
Leadership – Role of Councillors; CEOs; Business	<i>Aberdeen City Council</i>
Management of Preventative Spend	<i>Aberdeen City Council</i>
Risk Management	<i>Aberdeen City Council</i>
Shared Resources / Pooled Budgets	<i>Grampian Police</i>
Governance / Performance Management	<i>NHS G / GF&RS</i>
Community Engagement and Consultation	<i>ACVO</i>

7. How will we measure our performance?

The following metrics will be used to monitor progress with respect to agreed outcomes and, ultimately, the fulfilment of the 2022 Vision.

Thematic Priorities

Priority	Outcomes	Metrics	Targets	Lead Group
Safer Communities	<ul style="list-style-type: none"> • <i>People feel safe throughout Aberdeen's communities</i> 	<ul style="list-style-type: none"> • Level of recorded violent crime per 10,000 population • Level of domestic abuse • Percentage of adult residents stating they feel 'very safe' or 'fairly safe' at home alone at night AND 'very safe' or 'fairly safe' when walking alone in the local neighbourhood after dark • Number of incidents of antisocial behaviour reported by members of the public • Wilful fires per 100,000 population • Accidental dwelling fires per 100,000 population 	<ul style="list-style-type: none"> • • • • • • 	Community Safety Partnership
	<ul style="list-style-type: none"> • <i>Safer roads</i> 	<ul style="list-style-type: none"> • Number of persons killed or seriously injured in road accidents 	<ul style="list-style-type: none"> • 	
Learning and Workforce	<ul style="list-style-type: none"> • <i>Reduced levels of unemployment</i> 	<ul style="list-style-type: none"> • Percentage of the population (aged 16 to 64 years) in receipt of out of work benefits • Percentage of the population in receipt of out of work benefits for > 6 months 	<ul style="list-style-type: none"> • • 	Smarter Group
	<ul style="list-style-type: none"> • <i>Universal literacy</i> 	<ul style="list-style-type: none"> • Adult literacy rates • Children and young people literacy rates 	<ul style="list-style-type: none"> • 	
	<ul style="list-style-type: none"> • <i>Employees in Aberdeen receive a "living wage"</i> 	<ul style="list-style-type: none"> • Median earnings (£s) for residents living in the local authority area who are employed • Median earnings (£s) for workforce based in the local authority area 	<ul style="list-style-type: none"> • • 	
	<ul style="list-style-type: none"> • <i>Effective lifelong learning through</i> 	<ul style="list-style-type: none"> • Attainment of national qualifications by S4, S5 & 	<ul style="list-style-type: none"> • 	

	<i>vocational and academic education training from secondary school</i>	<ul style="list-style-type: none"> S6 pupils Percentage of school leavers in positive and sustained destinations Percentage of the population (aged 16 to 64 years) with low or no qualifications 		
Economic growth	<ul style="list-style-type: none"> <i>The city is recognised as good place to invest, live, work, visit and export from</i> 	<ul style="list-style-type: none"> VAT/PAYE registered businesses per 10,000 adults Gross Value Added Employment Rate 	<ul style="list-style-type: none"> • • 2.5% pa • 	ACSEF
Health and Wellbeing	<ul style="list-style-type: none"> <i>Positive change in the alcohol culture</i> 	<ul style="list-style-type: none"> Rate of alcohol related hospital admissions per 100,000 population Number of people drinking within weekly recommended limits Number of people drinking twice the daily recommended limit ("binge" drinking) 	<ul style="list-style-type: none"> • • • 	Improving Health & Wellbeing Group
	<ul style="list-style-type: none"> <i>Improved health through exercise and activity</i> 	<ul style="list-style-type: none"> Estimated percentage of children with a healthy weight in primary 1 Sporting participation Self-assessed health Mortality rates per 100,000 for people aged under 75 in Scotland 	<ul style="list-style-type: none"> • • • • 	
Older People	<ul style="list-style-type: none"> <i>Older people in Aberdeen have increased independence;</i> <i>More older people in Aberdeen are benefiting from "Active aging"</i> <i>Carers are effectively supported</i> 	<ul style="list-style-type: none"> Percentage of adults needing care receiving personal care at home or direct payments for personal care 	<ul style="list-style-type: none"> • 	Integrated Health & Social Care Partnership
Children & Young People	<ul style="list-style-type: none"> <i>Every child and young person in Aberdeen enjoys being young and at the same time feels safe, nurtured, healthy, active, included, respected and responsible.</i> 	<ul style="list-style-type: none"> % of mothers who have good maternal attachment; % of children who are physically, emotionally, behaviourally and cognitively ready for school at Primary 1. 	<ul style="list-style-type: none"> • 	Integrated Children's Services Partnership

Multi-lateral Priorities

Priority	Outcomes	Metrics	Targets	Lead Group
Priority Families	Communities demonstrate independence, resilience, confidence, self-esteem and aspiration. Preventative approaches reduce the number of families experiencing multiple and complex negative outcomes	Qualitative evaluation will be made through projects commissioned to support this priority.		Board (To be established)
Integrated Transport	Aberdeen is easy to access and move around in	<ul style="list-style-type: none"> • Percentage of journeys to work made by walking, cycling, bus and rail • Percentage of children travelling actively to school (walking, cycling, scooting) • Percentage of driver journeys delayed due to congestion 	<ul style="list-style-type: none"> • • 	Aberdeen City Council and NESTRANS
Digital City	Aberdeen is digitally connected ensuring equal opportunity of access to services for all people and support for business development	<ul style="list-style-type: none"> • Jobs created through Ultrafast Broadband Funding • City residents with access to superfast broadband 	<ul style="list-style-type: none"> • 960 pa (C&S) • 	Digital Connectivity Project Broad
City of Culture	Aberdeen delivers a year of culture in 2017 which can be seen to impact every aspect of the 2022 vision	<ul style="list-style-type: none"> • To be agreed as the Bid is prepared 	<ul style="list-style-type: none"> • 	City of Culture Bid Project Board

Underlying Principles

Principles	Outcomes	Metrics	Targets
Target those most in need	Deprivation is reduced, resulting in the closure of outcome gaps within Aberdeen's population	<ul style="list-style-type: none"> • No. of income deprived residents as % of total population • No. of neighbourhoods in Scotland's 0% - 15% most deprived 	•
Reduce isolation of minority communities	People from minority communities are supported to fully participate in the economic, cultural and social life of the city	<ul style="list-style-type: none"> • No. of people with protected characteristics in employment • No. of people with protected characteristics participating in cultural and sporting activity 	•
Support the capacity of Aberdeen's citizens and communities to increase their self-sufficiency	There is a strong sense of independence, resilience, confidence, self-esteem and aspiration coming from all our communities. Aberdonians work hard for themselves and for their communities.	•	•
A presumption for community based access to services	Services are accessible to all citizens in the ways which meet their needs	<ul style="list-style-type: none"> • No. of neighbourhoods in Scotland's 0% - 15% most deprived for geographic access 	•
Environmental sustainability	Aberdeen is an energy efficient city, with low levels of pollution and waste	<ul style="list-style-type: none"> • CO2 emissions per capita • Tonnage of biodegradable waste landfilled 	•
Promote pride in Aberdeen	There is a tangible sense of pride and passion in Aberdeen in 2022. This is a city at ease with itself. You can see it in the place and you can see it in its people.	<ul style="list-style-type: none"> • Percentage of residents stating the City is a good place to live 	•

7. Managing risks to delivery

RISKS TO BE INCLUDED FOLLOWING FACILITATED RISK WORKSHOP ON 11th MARCH AND DEVELOPMENTY OF RISK REGISTER

Notes

The Aberdeen City Council Local Transport Strategy and the Nestrans Regional Transport Strategy monitoring reports provide the full range of indicators to monitor the delivery of an integrated transport network. The indicators included in this SOA provide high level indicators only. The monitoring reports can be found at: <http://www.nestrans.org.uk/rts-monitoring-report.html>