



# Community Planning Aberdeen

## LOCAL OUTCOME IMPROVEMENT PLAN 2016-26



# FOREWORD BY COUNCILLOR JENNY LAING

Aberdeen is like no other place in Scotland. The City has benefited greatly from the prosperity brought by the oil and gas industry and many people and communities have enjoyed positive outcomes as a result. Whilst the rest of Scotland suffered badly during the global financial crisis in 2008, Aberdeen was relatively untouched by the recession. But eight years on, when the rest of the UK economy is recovering, Aberdeen is experiencing a decline of its own due to the drop in the price of oil.

Our dependency on the oil and gas industry has left the City vulnerable to the effects of the economic decline - job losses, falling property prices and loss of custom – the scale of harm created is having a devastating impact on the City and region. Accepting that, despite the past economic vibrancy provided by the oil and gas sector, we have had significant levels of deprivation in the City. For decades some communities have endured the poorest of outcomes, with little opportunity for social and economic mobility.

The current decline is not altogether unexpected. Aberdeen has recovered from previous downturns, but efforts to stabilise the economy have focussed on bolstering the oil and gas sector. Whilst we will continue to do so, it is vital that we take a more sustainable diversified approach by attracting non-oil business. If not, a larger proportion of our population will face the impact of a variety of causes of harm stemming from unemployment.

In light of the scale of this harm, Community Planning Aberdeen is committed to keeping a close eye on the economic performance of the City. The heightened risk of catastrophic consequences has forced the Partnership to seriously reflect on how it has been performing and what difference it is making to Aberdeen. In particular, how we are supporting our most vulnerable people and deprived communities. This comes on the back of the Audit of Community Planning in 2013 which raised questions about the effectiveness of the Partnership in securing positive outcomes for our City.

As the newly appointed Chair of Community Planning Aberdeen, one of my first tasks was to ensure that the Partnership had a common understanding of the big issues facing the City and what role it could play in tackling these. Last year I commissioned a strategic assessment of Aberdeen City to provide a robust evidence base on which the Partnership could make decisions about what really matters for the people and communities of Aberdeen.

The strategic assessment has enabled Community Planning Aberdeen to make an honest appraisal of where Aberdeen is as a City and where the Partnership is in terms of meeting the needs of our communities. It has been critical in identifying the priorities which the Partnership has agreed to focus on going forward, and which are presented in this Local Outcome Improvement Plan (LOIP).

This Local Outcome Improvement Plan (LOIP) replaces our old Single Outcome Agreement for Aberdeen and is different from any previous community plan. It is not a regurgitation of our single system plans, nor is it a mere aspirational statement for the future. It is a genuine plan for improvement, providing a clear blueprint for collaborative action. The LOIP describes the added value of the Partnership in developing and testing its shared theories of change in order to secure better outcomes for our communities.

Unsurprisingly, the LOIP identifies improving the economy as a key priority for Community Planning Aberdeen. But our aspirations go beyond financial success. The word prosperity is used throughout this plan and refers to the ambition of the Partnership to see all people, families, businesses and communities do well, flourish and succeed. This means supporting people to enjoy positive outcomes throughout their life journey, rather than reacting to issues and problems as they arise. By ensuring that all people in Aberdeen have the opportunity to prosper, no matter their social circumstances, we will promote the wellbeing and equity of our citizens and prevent a series of intractable problems for the future. Investing in prevention is a core principle of Community Planning Aberdeen which underpins every decision, action and impact.

The ultimate expression of this is our commitment to investing in our children. It is unacceptable that due to a lack of income, families can be dragged into a cycle of deprivation that is repeated generation after generation. We want Aberdeen to be a place where children and young people have the opportunity to reach their potential and achieve their ambition regardless of their background and circumstances.

There are wide divisions in health and life expectancy between the richest and the poorest communities in our City. People living just a few streets apart in some areas of Aberdeen find themselves with life expectancies more than 16 years apart. People living in the most deprived areas of the City are three times more likely to die prematurely from cancer as people from affluent areas. In tackling these health inequalities, the LOIP reflects our focus on supporting and protecting our most vulnerable people.

But our organisations can only do so much alone. Involving people in the decisions that have an impact on their lives and empowering communities to help themselves is vital. Whilst the LOIP is designed to be city wide, our underpinning locality plans will ensure that decisions about services provided are made at the most local level possible. We will focus on working with the localities where people experience significantly poorer outcomes than other people across the City as a result of socio-economic disadvantage. For each of these areas we will conduct a locality level strategic assessment, drawing on local community profile data, and work with communities to develop a locality plan which sets out the agreed priority outcomes for that locality.

This way of working with communities to improve outcomes is not new to us in Aberdeen. It sees a return to the same founding principles adopted over a decade ago when community planning in the City was considered sector leading in Scotland. We will learn from our past to strengthen our future approach to locality planning and forge ahead with the confidence that we are doing the right things, in partnership with our communities.

There is no doubt that we face challenges, but Community Planning Aberdeen is committed to tackle these head on. The opportunities are great and we are committed to working in new and more integrated ways to tackle the issues which have been stubbornly resistant to improvement in Aberdeen.

It is therefore with great passion and optimism that I present this Local Outcome Improvement Plan (LOIP) 2016-26 on behalf of Community Planning Aberdeen. This LOIP marks a new beginning for how we will work together and in partnership with our communities. It signals our joint commitment, confidence and ambition to achieve our vision of Aberdeen as a place where all people can prosper.



***Councillor Jenny Laing, Chair of  
Community Planning Aberdeen and  
Leader of Aberdeen City Council***

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## ACRONYMS

The following acronyms have been used throughout this plan:

ACC	Aberdeen City Council
ACVO	Aberdeen Council of Voluntary Organisations
CPA	Community Planning Aberdeen
HSCP	Health and Social Care Partnership
LOIP	Local Outcome Improvement Plan
NES	North East Scotland College
N/A	Not applicable
NHSG	National Health Service Grampian
RGU	Robert Gordon University
SDI	Scottish Development International
SDS	Skills Development Scotland
SE	Scottish Enterprise
SFRS	Scottish Fire and Rescue Service
SG	Scottish Government
TBC	To be confirmed
UoA	University of Aberdeen
UKTI	UK Trade and Investment

# INTRODUCTION

Community planning is how public agencies work together with the community to plan and deliver better services which make a difference to people's lives. It was first introduced in Aberdeen at the end of the 1990s and gained traction in early 2000 with the introduction of 'planning for real' which saw the Council, Police, Health and Fire working jointly with other public agencies and communities to co-design solutions to local problems. This way of working was seen as sector leading in Scotland and over the last 13 years the Scottish Government has done much to spread the practice of community planning across all areas of the Country.

Last year community planning became a statutory requirement with the introduction of the Community Empowerment Act (Scotland) 2015. The Act places a legal duty on community planning partners to demonstrate that they are making a significant impact on the achievement of outcomes as a result of partnership working. In doing so, Community Planning Partnerships must prepare and publish a Local Outcome Improvement Plan (LOIP), by October 2017, which sets out the priority local outcomes it proposes to improve.

In advance of the statutory deadline, Community Planning Aberdeen has developed this Local Outcome Improvement Plan. It signals our joint commitment to making change happen and is recognised as critical to accelerating the pace of collaboration and joint working across the Partnership and driving real and lasting improvements for our communities in Aberdeen.

The vision and strategic priorities set out within this document provide a clear focus for Community Planning Aberdeen. They are based on discussions which have taken place with colleagues across the Partnership over the last 18 months and on the findings of the strategic assessment for Aberdeen City conducted during 2015/16. The priorities stated reflect the areas where the Partnership is striving to make maximum impact and drive improved outcomes in face of the key challenges it has identified for the next 10 years. All partners will reflect the priorities set out in this LOIP in their own strategic plans to ensure a 'golden thread' flows from the LOIP for Aberdeen City and runs through all partner organisations.

The design of the LOIP draws on the improvement methodology of the Institute of Health Improvement (IHI) to clearly demonstrate how Community Planning Aberdeen will achieve long term transformational change by taking practical action now. Driver diagrams are used to show this connect and identify the specific improvement aims that the Partnership will monitor to ensure we are on track to deliver significantly better outcomes.

The LOIP is a strategy for the City. To underpin this document, we will develop locality plans which will take the high level direction provided by the LOIP and translate it into meaningful improvement aims for our most disadvantaged communities. The Community Empowerment Act requires us to have locality plans in place by Oct 2017, but again we will work with communities to develop these plans without delay.

Fundamental to our approach is working with people and communities. Our communities are unique and their sense of place defines our work now and in the future. With a focus on improvement, we will continue to listen to communities, understand what is important, recognise and mobilise strengths and work with them to deliver what matters. We are in the process of finalising a Community Empowerment, Engagement and Participation Strategy which will set out in practical terms how we will work with people to help them achieve the aspirations of our communities.

In the spirit of continuous improvement, this LOIP is endorsed by Community Planning Aberdeen as a living document that will continue to evolve as our approach to improvement develops and matures; and as we strengthen our arrangements for working jointly with communities.

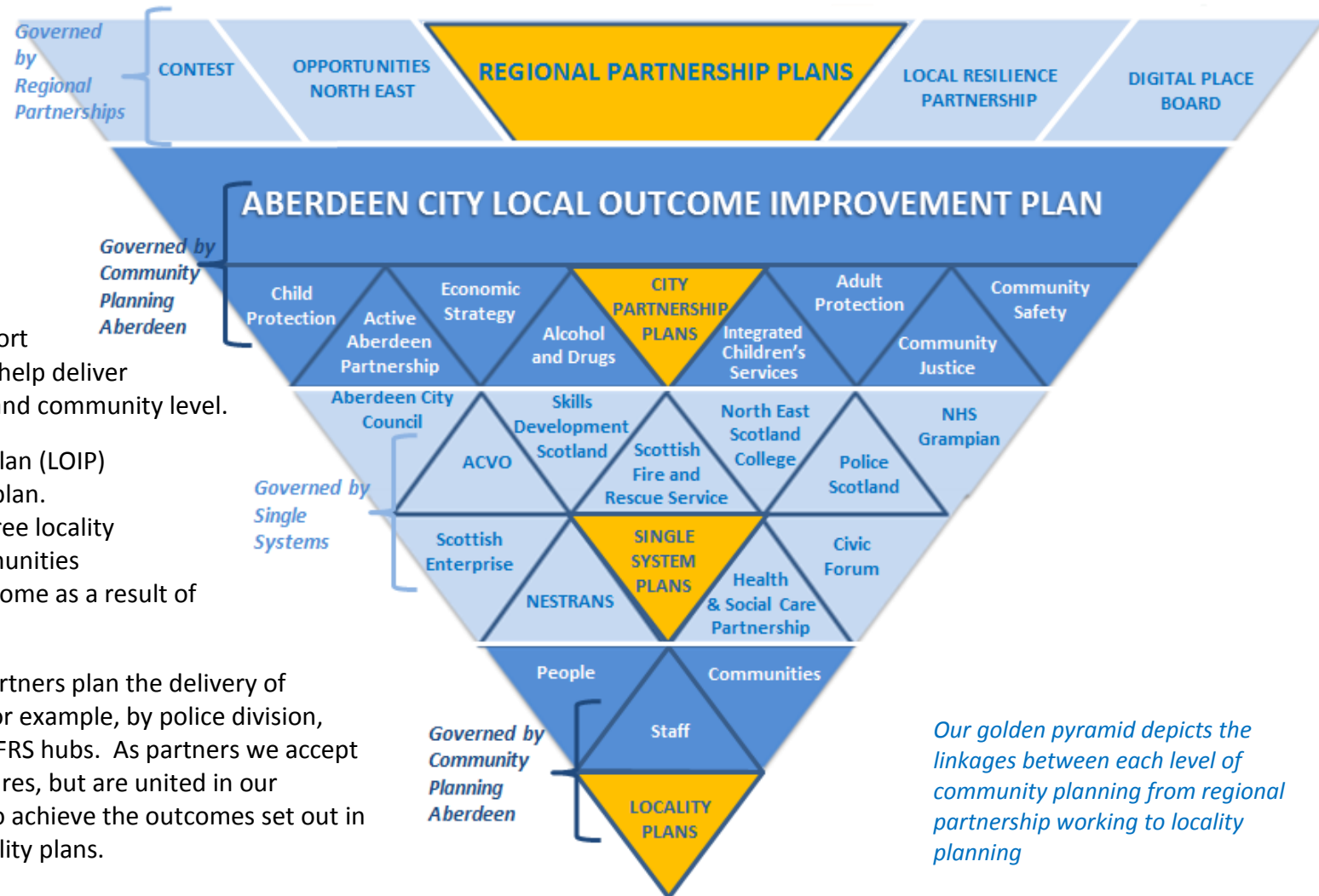
# OUR GOLDEN PYRAMID

A place can be represented at a number of levels. For example, a region, city, community and street are all 'places'.

The Community Planning Partnership has a responsibility to work with communities to plan, resource and deliver integrated public services and support community lead approaches which help deliver local outcomes at a city wide level and community level.

This Local Outcome Improvement Plan (LOIP) therefore represents our city wide plan. The LOIP will be underpinned by three locality plans for specifically targeted communities which experience inequality of outcome as a result of socio economic disadvantage.

Each of the Community Planning Partners plan the delivery of their services in a range of ways. For example, by police division, Council function, NHS Boards and SFRS hubs. As partners we accept these differences in delivery structures, but are united in our commitment to working together to achieve the outcomes set out in this LOIP and the underpinning locality plans.



*Our golden pyramid depicts the linkages between each level of community planning from regional partnership working to locality planning*



# THE ABERDEEN CONTEXT

## Our Economy

Aberdeen is one of the most competitive, innovative and economically productive cities in the UK, and provides Scotland with 15% of its Gross Value Added (GVA). Much of the success of Aberdeen has been built on the traditional oil and gas sector; it also has a successful small business economy. Since the end of 2014, the local economy has suffered as a result of the global oil price decline. Business growth is slowing and, while this downturn is not the first of its kind, it highlights a growing and urgent need to diversify the economy to ensure economic sustainability.

Due to the historical success of the City, workers in Aberdeen benefit from average salaries that are almost **£6,000 higher** than the Scottish average, and unemployment levels are low. Some of the most affluent areas of Scotland are within Aberdeen City, but equally within the City boundaries are some of Scotland's most deprived areas. Overall, levels of deprivation remain low. In 2012, **twenty-two** of the 267 datazones within Aberdeen were considered to be within the 15% most deprived areas in Scotland.

Despite low headline deprivation figures, almost **30%** of households in Aberdeen are in fuel poverty, **18%** of children in Aberdeen are living in poverty. The **majority** of children that are living in poverty are living in a working household.

## Our People

The population of Aberdeen City has risen sharply over the past decade, and in 2014 was estimated at **228,990**. Our population is projected to grow by **28% by 2037** which is the largest growth of all Scottish local authorities. In 2012 there was 103,934 households in the City; it is projected that by 2037 there will be in excess of 140,000 households. Given the current economic climate and recent political developments, these projections may change.

Aberdeen City has a very diverse population, with 15.9% not born in the UK compared to 7% of the population across the country.

Children (0-15) make up **15%** of Aberdeen's population and education is provided to more than **22,000** pupils. Demand for early learning and childcare is high in Aberdeen City and there is a shortage of available funded provision, with **570** children on the waiting list in October 2014. In July 2014 there were **577** looked after children in Aberdeen City, a rate similar to the national rate.

People in Aberdeen are living longer. **The over-65s account for another 15% of the population of Aberdeen**, and projections are that the population will continue to age. An older population brings many benefits and challenges. Older people are more likely to suffer from multiple and complex care needs, and therefore the demand for all services will shift.

## Our Place

Aberdeen has 37 neighbourhoods. The Scottish Index of Multiple Deprivation (SIMD) is the Scottish Government's official tool for identifying small area concentrations of multiple deprivation across Scotland. Eight of Aberdeen's neighbourhoods are recognised as deprived on this basis. The next publication of SIMD ranking is due in August 2016 and it is expected it will reflect these same areas.

- Torry
- Tillydrone
- Seaton
- Woodside
- Middlefield
- Cummings Park
- Northfield
- Mastrick

The City has a healthy expanse of green and open space. Well maintained, attractive and accessible natural spaces bring benefits to the health and wellbeing of people. **Three-quarters** of Aberdeen City's residents live within a 5 minute walk of the nearest greenspace, with a further **15%** within a ten minute walk, and people who live close to local greenspace are likely to visit it.

Continued focus on reducing carbon emissions has reaped rewards – a reduction of **1.8 kt CO2 per capita** has been achieved over the past decade. Despite this improvement, air pollution remains a key environmental concern for the Community Planning Partnership.

Transport is a major contributor to carbon emissions and in Aberdeen there is an exceptionally high level of car ownership and usage. It is a vicious circle – poor air quality and poor road safety discourages people from walking or cycling, yet reducing reliance on private transport is the best way to improve air quality.

As a result of climate change, extreme weather events are becoming more **frequent** and **intense** with warmer, wetter winters and drier, hotter summers. Extreme weather events, such as the flooding in Aberdeen in January 2016, disrupt the daily routine of individuals, communities, and organisations. Aberdeen bears 80% of the flood risk within North East Scotland.

## Our Technology

The range of digital tools and technologies is ever expanding, and these advancements have changed the ways in which individuals, communities, private businesses and the public sector interact. Digital mobile technologies have transformed how we deliver our services, and public service delivery is likely to change beyond all recognition over the next decade.

**83%** of properties in Aberdeen have access to superfast broadband, but download speeds remain among the **lowest** in the country. A more robust digital infrastructure would not only help to attract business to the City, it would also help to address wider social issues such as social isolation and improving health and wellbeing.

The journey to digital public service delivery races on. Online delivery can make public services quicker and more efficient for customers, often at a fraction of the cost of traditional methods.

# OUR VISION FOR ABERDEEN CITY

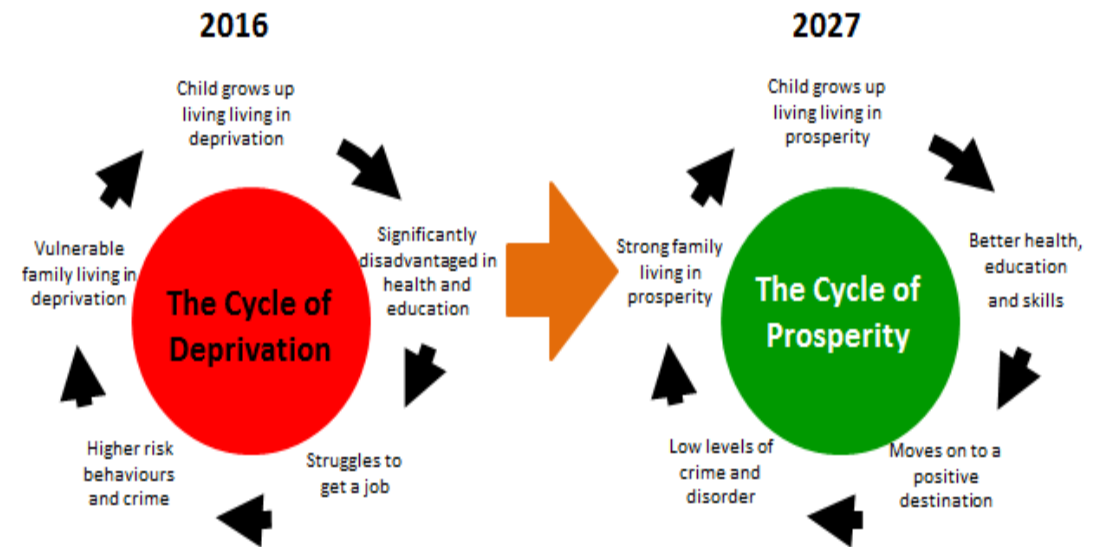
## ***‘A place where all people can prosper’***

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

As individual partner organisations we do our best to serve and protect the public. Added value comes from Community Planning Aberdeen working together as a Partnership to test and do things we haven't done before to deliver real and lasting transformational change for our communities.

There are problems faced by our City which have endured for decades and have been stubbornly resistant to improvement. Our evidence confirms what we already know; that inequalities in health, education and employment opportunities are passed from one generation to another.

We are clear that our focus going forward is on helping disadvantaged families and communities to escape this cycle of deprivation by creating the conditions for prosperity.



# THEMES, PRIORITIES, AND DRIVERS

We will achieve our vision through the delivery of three themes: **Economy** – central to ensuring a high quality of life for the people of Aberdeen; **People** – the key life outcomes of the people of Aberdeen; and **Place** – how people experience Aberdeen as a place to invest, live and visit.

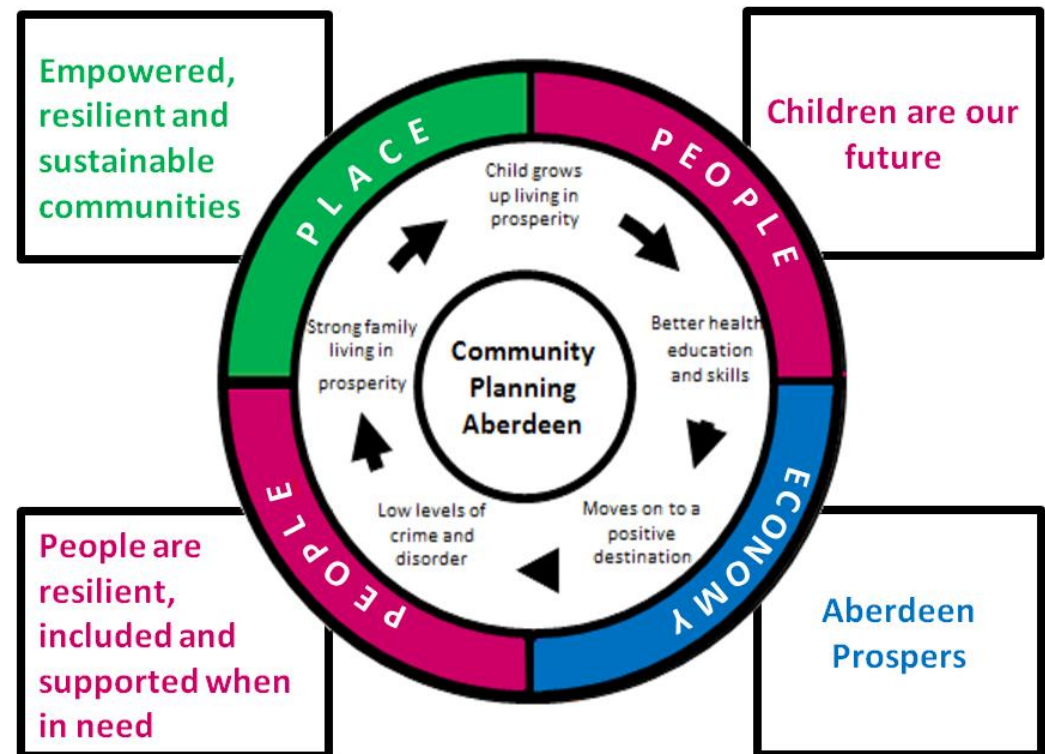
Under these themes, we will focus on four priority areas for strategic partnership working:

- **Aberdeen prospers**
- **Children are our future**
- **People are resilient, included and supported when in need**
- **Empowered, resilient and sustainable communities**

Our focus is to tackle inequality in these areas at the root causes of low income and health inequality to break the cycle of deprivation, inequality, unemployment, crime, violence and poor health that has existed in some families for generations.

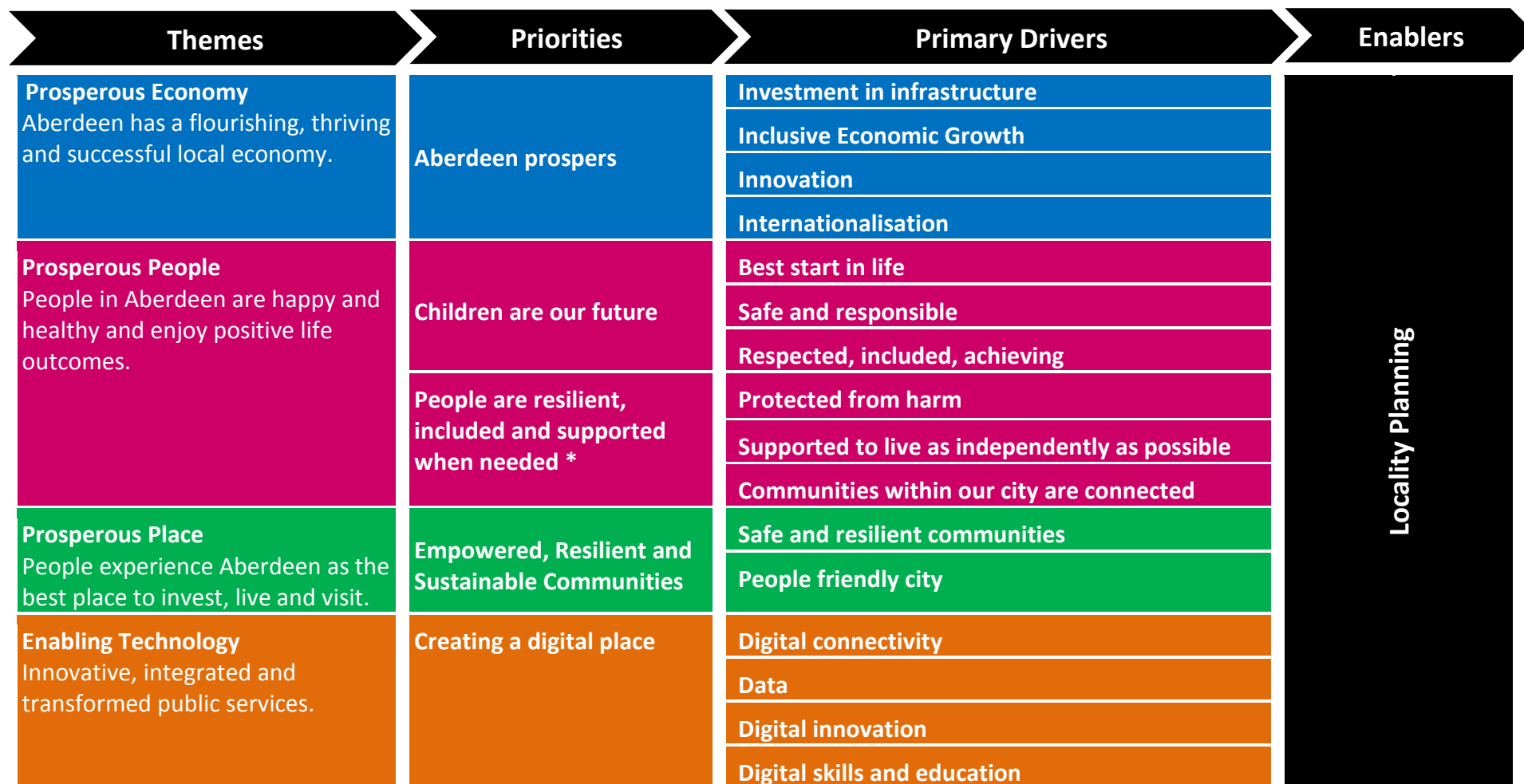
Through the delivery of this Local Outcome Improvement Plan, we will push our joint resource investment toward early intervention and prevention to secure the future of our economy, people and place in all communities.

A fourth theme of **Technology** has also been identified, which cuts across all priority areas as a key enabler of innovative and integrated future public services.



This Local Outcome Improvement Plan identifies the primary drivers which will drive improvement in these priority areas. The following sections of the plan detail the secondary drivers for each priority and the improvement measures we will monitor to ensure we are making the impact intended. Locality Planning is fundamental to our approach to ensure the city wide aspirations outlined in this plan are delivered at a local level to secure better outcomes for communities which historically have experienced poor outcomes due to socio-economic disadvantage.

### DRIVER DIAGRAM



\* People are resilient, included and supported when needed section with driver diagrams currently in development and will be added in due course.

## PLACE BASED INDICATORS

Each priority section is introduced with the place based indicators that we will maintain a watching brief over to understand the longer term impact of our joint efforts.

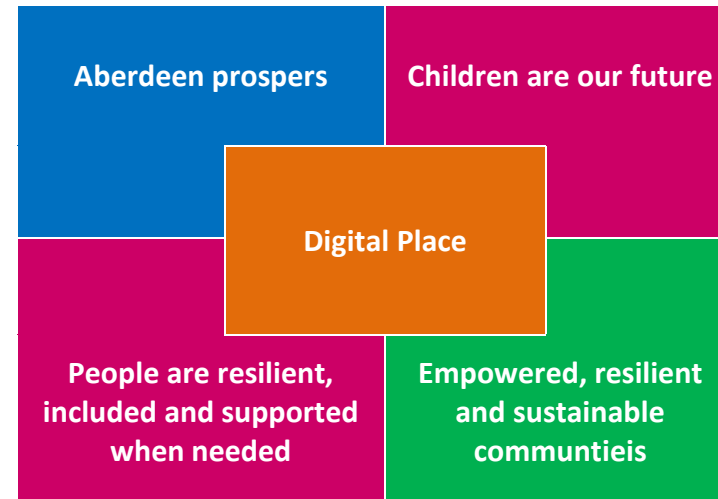
**Place based indicators help us understand the impact we are having on each of our strategic themes**

Prosperous economy	Prosperous people
Prosperous place	Enabling technology

## IMPROVEMENT MEASURES

The improvement measures defined within each priority driver diagram are those which demonstrate the added value of the Partnership and which Community Planning Aberdeen will hold itself to account for performance.

**Improvement measures indicate the effectiveness of the Partnership's performance in delivering improvement in each priority area**



# PROSPEROUS ECONOMY

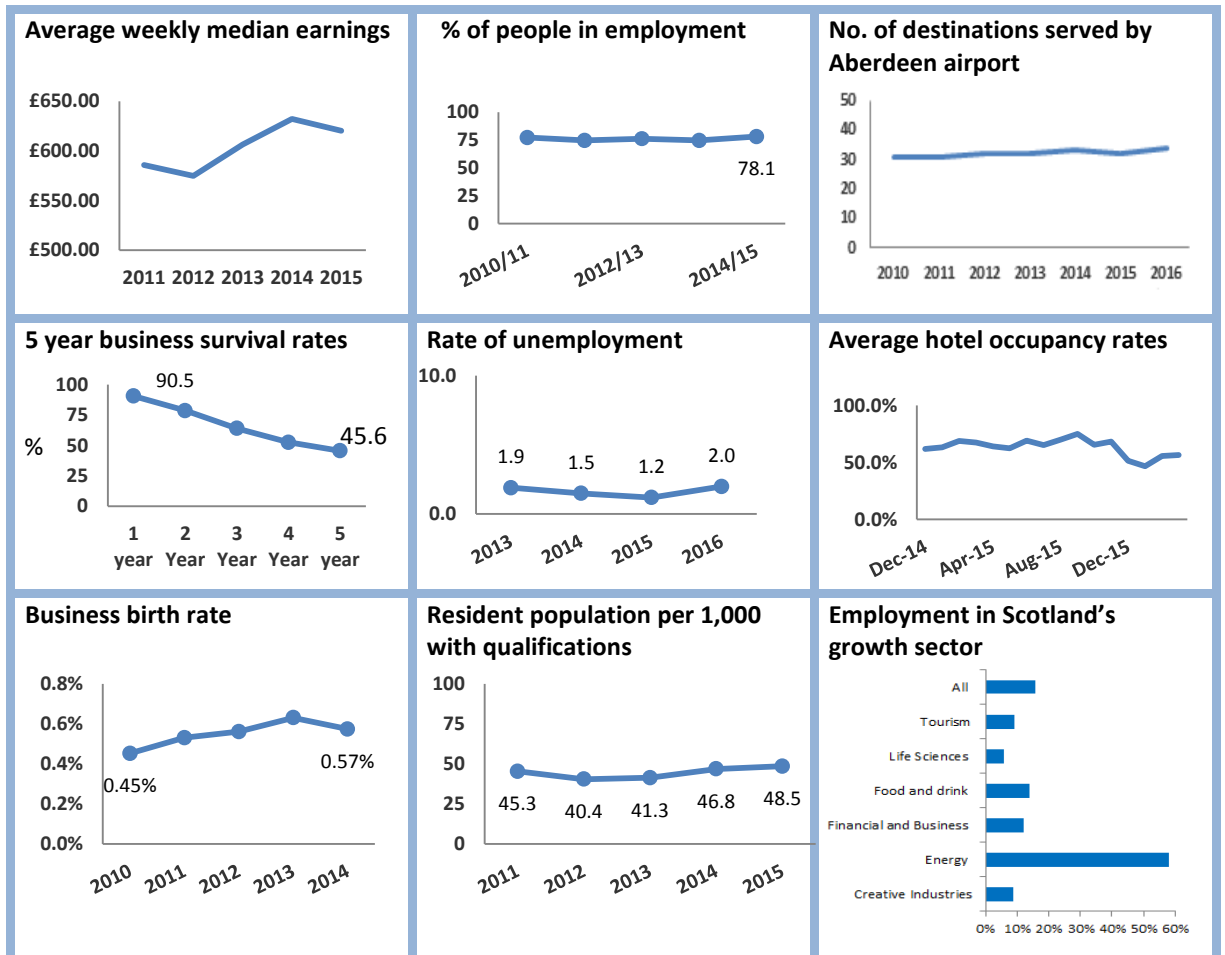
## ABERDEEN PROSPERS

The North East of Scotland is one of the most prosperous regions in the UK. There have been a number of constraints on accommodating this growth historically and in looking at the region's economic development, Aberdeen needs to be at the heart of a city region that competes with international city regions and not just with others in Scotland or the UK.

Economic activity in the North East is high, principally because of the North Sea Oil, and there are significant opportunities to sustain and grow activity in both the short and longer term. The immediate focus is on maximising economic recovery from remaining oil and gas reserves in the UK Continental Shelf while we identify ways to anchor expertise and activity in the North East region.

Key to this transition is the retention of the talent and transferable skills that currently exist within our businesses and educational institutions. In 2014 Aberdeen was ranked second among the UK's 63 largest cities in terms of the number of patents per 1,000 population, testimony to a variety of internationally significant research centres such as the National Subsea Research Institute, the Rowett, the Marine Lab and the James Hutton Institute.

### PLACE BASED INDICATORS OF ECONOMIC PROSPERITY:



It is important that expertise continues to be retained and developed within our schools, College and universities to encourage, grow and attract more world-leading innovation in this region. Two leading research universities are located in Aberdeen and provide a highly skilled workforce in applied sciences, technology and engineering.

If the UK leaves the UK then it will lose access to funds for EU member states. However, prior to any departure, there is also a risk of lower funding for UK research and innovation from the EU as even the risk of Brexit provides disincentives. Much of EU funding requires countries or regions from three or more member states to be working in partnership. The risk is that other member states or regions will be less likely to want to work with regions in the UK as it could create unnecessary risk for them in the event that the UK has to withdraw at some point depending upon Brexit negotiations.

## PRIMARY DRIVERS

In delivering this priority, we will focus our energy and efforts on working together to achieve the following primary drivers. These are the critical driving factors that the Partnership believes need to be addressed to be successful in ensuring Aberdeen prospers.

1. **Investment in infrastructure** - *Aberdeen City is a robust and resilient economy providing a vibrant built environment and attractive place for residents, students, business and tourists*
2. **Innovation** – *Aberdeen City has a reputation for enterprise, innovation and world class solutions*
3. **Inclusive economic growth** - *A skilled workforce for the future that provides opportunities for all our people*
4. **Internationalisation** – *Aberdeen City is a location of choice for investment, high value business activity and skills*

For each of these primary drivers we identify the underpinning primary and secondary drivers that the Partnership will focus on to deliver tangible improvement in these areas. The driver diagrams also identify the key measures that the Partnership will monitor to ensure it is having an impact.



## LEAD PARTNERS:

- Aberdeen City Council
- North East Scotland College
- North East Scotland Regional Transport Partnership (Nestrans)
- Robert Gordon University
- Scottish Enterprise
- Skills Development Scotland
- Scotland's Rural College
- University of Aberdeen



# 1. Investment in infrastructure - Aberdeen City is a robust and resilient economy providing a vibrant built environment and attractive place for residents, students, business and tourists

Infrastructure is critical for the City to remain an internationally competitive business environment and to secure a long term economic future - transport connectivity, information and communications technologies, business land and property and housing are key. We are committed to investing in an infrastructure that caters for the needs of a high performing international city economy – roads with capacity to cope with the demands of business, extensive air and sea links, digital connectivity to develop competitive business, and a competitive and accessible public transport system.

## HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 1a

Primary Drivers	Secondary Drivers	Improvement Outcomes					Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21	26/27		
We will regenerate our city centre to become a vibrant and attractive place to live, work and invest in	Develop a plan to incentivise bringing underused space above shops and long term empty retail units into residential use	Increase % occupancy in city centre premises	50%	60%	65%	70%	Aberdeen City Council	
We will unlock development potential and connectivity to international markets	Improve access to/ around Aberdeen International Airport	Increase number of destinations served by Aberdeen airport	32	34	36	42	Aberdeen Airport	
		Increase number of passengers using Aberdeen airport	3.5m	3.6m	>4m	>4.5m		
We will develop infrastructure for commuter, visitor and freight transportation	Submit a City Region Deal to the UK and Scottish Governments to fast track development of infrastructure	Number of vessels arriving at Aberdeen harbour	7,428	7,600	8,000	8,500	Aberdeen City Council Private Sector Nestrans Scottish Enterprise	
		Improve travel times Aberdeen to: Peterhead Fraserburgh	60mins 90 mins	- -	- -	45mins 60mins		
We will improve deployment of low carbon transport in the city and urban areas, through active travel networks	Work with European and National Funding programmes to improve renewable energy infrastructure	Reduce per capita local carbon emissions	6.8tonnes	6.5	6	5	Aberdeen City Council Nestrans	
		Number of hydrogen buses	10	10	15	20		
	Secure significant improvements in the city's green/active travel (walking, cycling) network	Increase the % of people cycling as main mode of travel	Increase the % of people cycling as main mode of travel	0.3%	0.4%	1%	2.5%	Private Sector Scottish Enterprise Sport Aberdeen
			Increase in satisfaction levels with city's green spaces	TBC	50%	70%	100%	

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
We will modernise our utilities infrastructure to support the economic growth ambitions	Regeneration of a 2Ha in East Tullos exploring delivery of a potential £150m energy from waste facility in 2021 to support low carbon power targets and development of new industries	Reduce per capita local carbon emissions (tonnes)	6.8	6.5	6	5	Aberdeen City Council Private Sector Scottish Enterprise
		% of household waste that is recycled	38.2%	39%	42%	50%	
We will provide business and public sector organisations with a level playing field in current and next generation information and communications technology	Develop an Inward Investment Plan that looks at how alternative financial models which can be used to invest in/deliver regional priorities of housing, broadband, etc.	Take up of commercial office space (square feet)	0.4m	0.5m	1m	1.4m	Aberdeen City Council Scottish Enterprise Scottish Development International UK Trade and Investment
		Increase in % of premises in receipt of superfast broadband	83	90	95	97	
		Increase in average download speeds (M/Bts)	19.5	25	35	50	
		Build at least 415 affordable houses a year	415 (target)	415	415	415	
We will ensure availability of land and premises to support business growth	Ensure that there is land and infrastructure available to support and grow decommissioning	Decrease in supply of derelict land (hectares)	24h	24h	22h	20h	Aberdeen City Council Scottish Enterprise Landowners
	Ensure businesses have access to a variety of immediately available and affordable premises and new use of existing brownfield	Decrease in supply of vacant land (hectares)	22h	22h	20h	18h	
We will enable Aberdeen to realise the development opportunities in the City Centre Masterplan and beyond	Prioritise development of those transport and other intervention areas in the Aberdeen City Centre Masterplan that deliver the biggest economic impact	Footfall in Aberdeen's Business Improvement District	TBC	+1%	+5%	+10%	Aberdeen City Council City Centre Masterplan stakeholders Nestrans
		Increase % of people accessing city centre using travel other than car.	TBC	+1%	+5%	+10%	

## LOCAL SUPPORTING STRATEGIES

[Economic Strategy 2015-2025](#)

[City Region Deal 2014-2025](#)

[City Centre Masterplan 2015](#)

[Local Development Plan 2016](#)

[Local Housing Strategy 2012 - 2017](#)

[Nestrans Regional Transport Strategy 2013-2035](#)

[Strategy for an Active Aberdeen 2016-2020](#)

## 2. Innovation - Aberdeen City has a reputation for enterprise, innovation and world class solutions

Building on our expertise in energy technology, a significant opportunity exists for Aberdeen to become a leading European City in the early deployment of hydrogen fuel cell vehicles, as well as becoming the hub for hydrogen technologies in Scotland. Today the city boasts Europe's largest fuel cell bus fleet and Scotland's first facility for hydrogen production and has developed a regional strategy to support these activities, in line with national low carbon economy. The availability of people with advanced skills that support innovation is an important asset from which to pursue our economic priorities – the two universities and North East of Scotland College will support the innovation agenda through the continuing development, of courses and programmes that strengthen the capacity for high value research and development.

### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 1b

Primary Drivers	Secondary Drivers	Improvement Outcomes					Lead Partners
		Improvement measures and aims	Baseline	17/18	20/21	26/27	
We will provide research and design infrastructure to support development of advanced technologies and innovation in other sectors	Strengthen the interaction between research and business by developing an Oil and Gas Energy and Learning Teaching Centre of Expertise	Maintain Aberdeen's high position in number of patents per head of population	Top 4 in UK	Top 4	Top 4	Top 4	Aberdeen City Council Private Sector Scottish Enterprise Skills Development Scotland Universities
We will accelerate the transition to a more balanced economy by maximising new technologies and growing clusters within oil and gas, the wider energy sector, and also food, drink, agriculture, health and life sciences	Develop the existing Biopharmaceutical Hub that would provide R&D infrastructure for creation and commercialisation of products	Improve employment in growth sectors of life sciences	700	700	800	1000	Aberdeen City Council Private Sector Scottish Enterprise Scottish Rural College Skills Development Scotland
	Develop an Agri Food and Innovation Hub that provides R&D infrastructure and expertise for regional primary producers, processors and manufacturers	Improve employment in growth sectors of food, drink and agriculture in City and Region	16,600	17,000	18,000	20,000	
We will maximise the potential of hydrogen, energy from waste and other renewables	Reduce emissions and promote alternative energy technologies through regional collaboration with and across all sectors	% of household waste that is recycled	38.2%	39%	42%	50%	Aberdeen City Council Private Sector Scottish Enterprise

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
technologies to develop a medium-long term demand for the transferable skills in the oil and gas sector	Vehicle replacement programme						Skills Development Scotland
	Deliver the supply chain development activities in the Renewables/Hydrogen Action Plan and its focus on developing these emerging fuel cell technologies	Increase energy production from other renewable technologies	TBC	+1%	+5%	+10%	
We will provide business and innovation support to entrepreneurs/ business start-ups and increase the diversity of funding options through an increase in accessibility of international investment	Provide access to finance through the SE Innovation Support, Business Angel Venture Capital and/ or Scottish Local Authorities Loan Fund in Aberdeen City	Increase business gateway start up numbers	1163	+2%	+5%	+10%	Aberdeen City Council Private Sector Scottish Enterprise Skills Development Scotland
		Business gateway “Growth companies” accepted into Scottish Enterprise’s Growth Pipeline	41%	43%	45%	50%	
		Number of FDI projects as measured by Ernst and Young	9	10	12	15	

## LOCAL SUPPORTING STRATEGIES

[Economic Strategy 2015-2025](#)

[City Region Deal 2014-2025](#)

[North East Scotland College Outcome Agreement 2015-16](#)

[North East Scotland College Curriculum Strategy 2015-16](#)

[Scottish Enterprise Business Plan 2015-2018](#)

### 3. Inclusive economic growth - A skilled workforce for the future that provides opportunities for all our people

Aberdeen has consistently performed above Scottish and UK levels of economic growth, working-age population growth and wages. It has the greatest projected growth of Scotland’s strategic development plan areas with a forecast 35% increase in households to 2035. While the high wages and salaries on offer in the oil and gas sector have attracted people into the region, this has caused recruitment challenges in other sectors, while a lack of affordable housing and income inequalities has led to people living away from key employment centres in the city.

#### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 1c

Primary Drivers	Secondary Drivers	Improvement Outcomes				Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21		26/27
We will develop the people and skills necessary to deliver economic development and, as a result, support diversification of businesses and economy	Delivery of Business Gateway to provide business start-up and development support, that is available to all businesses	Increase business gateway start up numbers	1163	+2%	+5%	+10%	Aberdeen City Council ACVO NES College Scottish Enterprise Scottish Rural College Skills Development Scotland Universities
		Business gateway “Growth companies” accepted into Scottish Enterprise’s Growth Pipeline	41%	43%	45%	50%	
	Increase the take up of SE support to businesses	Improve number of SE managed businesses	TBC	+2%	+5%	+10%	
	Construct an Economic Footprint for the CPP and develop an action plan based on Key findings and recommendations	% of Economic Footprint improvement recommendations implemented	TBC	30%	60%	100%	
	Support implementation of key actions from the emerging/ existing industry-led sector strategies for oil and gas, food and drink, tourism and life sciences	Improve employment in growth sectors of life sciences	700	700	800	1000	
		Improve employment in growth sectors of food, drink and agriculture in City and Region	16,600	17,000	18,000	20,000	
We will ensure that the North East of Scotland is a great place to be – as a visitor, worker, entrepreneur or resident	Develop iconic tourism attractions to capitalise on non-business tourism and leisure markets and stimulate diverse culture and creative offerings	Improve hotel occupancy rates	56.6%	60%	65%	70%	Aberdeen City Council Visit Aberdeenshire
		Increase tourists to Aberdeen	1.5m	+5%	+15%	+30%	
		Increase tourist expenditure in Aberdeen	£400m	+5%	+15%	+30%	

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
We will significantly improve the city through regeneration of our communities and ensuring a vibrant economy	Develop and implement Locality Plans for those communities experiencing socio economic disadvantage	Improve neighbourhood local statistics on employment, educational outcomes and health in Aberdeen City areas	TBC	+1%	+3%	+5%	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service
		Reduce the gap between these areas and the rest of Aberdeen	TBC	-1%	-2%	-3%	
		Increase take up of Employment related services in these areas.	TBC	+1%	+3%	+5%	
		Increase no of employers paying the Living Wage	TBC	+5%	+25%	+50%	
		Reduce no of low-skilled, low-paid people in insecure employment	TBC	-	-5%	-10%	
		Reduce % of children in living in poverty	TBC	-	-5%	-10%	
We will invest in our workforce, particularly young people, develop our future workforce and ensure all benefit from economic activity	Implement Developing the Young Workforce to strengthen vocational skills attainment levels and encourage apprenticeships	Increase the % of those achieving a modern apprenticeship of all those leaving an MA	70%	71%	72%	75%	Aberdeen City Council NES College Skills Development Scotland Sport Aberdeen
	Delivering high attainment levels and positive destinations for our young people and providing a future supply of skills for employers, inward investors and future entrepreneurs	Increase educational attainment at NVQ4 and above of resident population	47%	50%	55%	60%	
		Increase proportion of young people achieving successful destinations post-school	92%	+1%	+2%	+3%	
We will ensure there is access for all employers to qualified labour	Address skills shortages in key sectors including public services and health sectors as identified in the Regional Skills Strategy	Reduce proportion of employers reporting skills shortages by occupation	24%	23%	20%	15%	Aberdeen City Council Skills Development Scotland
	Working with the Employers Training Forum, embed the use of targeted recruitment and training clauses in our procurement strategies to ensure those areas with higher levels of economic inactivity can access skills/ training	Increase proportion of businesses that report investing in on-the-job training, technical or job-specific training	TBC	+2%	+5%	+10%	

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
	opportunities from public sector investments						
	Deliver £2.2m ESF Employability Pipeline Project to increase economic activity through training and work experience	Monitor success of ESF Employability Pipeline to increase economic activity	TBC	Target to be set when project is approved			
We will ensure housing that is affordable, across markets, is widely available, and in particular to support vital key workers in the education, care and health sectors	Consider viability of expanding Places for People, a joint venture model to deliver 'private rented sector' homes regionally	Build at least 415 affordable houses a year	415	415	415	415	Aberdeen City Council Private Sector
		Build 1094 houses a year	1094	1094	1094	1094	

## LOCAL SUPPORTING STRATEGIES

[Economic Strategy 2015-2025](#)

[City Region Deal 2014-2025](#)

[Local Housing Strategy 2012 - 2017](#)

[North East Scotland College Outcome Agreement 2015-16](#)

[North East Scotland College External Engagement Strategy 2014](#)

[North East Scotland College Curriculum Strategy 2015-16](#)

[Nestrans Regional Transport Strategy 2013-2035](#)

[Scottish Enterprise Business Plan 2015-2018](#)

## 4. Internationalisation - Aberdeen City is a location of choice for investment, high value business activity and skills

Internationalisation supports growth, innovation and productivity and is a key characteristic of successful regional economies. Internationalisation is already at the heart of the Aberdeen City Region, and is actually a driving force for the internationalisation strategy for the whole of Scotland. It has a long and successful history of exporting goods, expertise and talented people as well as being the home for large scale and sustained investment in sectors such as food and drink and oil and gas and energy. We want to build on our track record as one of the most international regions in the UK.

### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 1d

Primary Drivers	Secondary Drivers	Improvement Outcomes				Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21		26/27
We will improve the attractiveness for international trade and investment	Support the development of our harbour	Increase number of new jobs created from completed inward investment projects	TBC	+2%	+5%	+10%	Aberdeen City Council Visit Aberdeenshire
	Support the promotion and marketing of the place with Visit Aberdeenshire	Work with Visit Aberdeenshire to develop metrics to monitor and improve promotion and marketing of Aberdeen	TBC				
	Develop the £330m new Aberdeen Exhibition and Conference Centre to anchor existing international events and compete for new events	Number of FDI projects as measured by Ernst and Young	9	10	12	15	
We will improve multi-modal access to Aberdeen	Work with Aberdeen International Airport in supporting its development plans	Improve times to and from Aberdeen airport by: Road Rail Bus	TBC TBC TBC				Aberdeen City Council Scottish Development International UK Trade and Investment Nestrans
		Increase number of rail passengers arriving at Aberdeen station	3.75m	+2%	+5%	+15%	
		Increase amount of freight arriving at Aberdeen harbour	4.2m tonnes	+2%	+5%	+10%	



Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
We will support companies in all key sectors to identify market opportunities and develop products and services to grow sales in international markets	Provide internationalisation support to businesses in existing priority and new markets linking existing innovation and R&D capability, in both the private sector and academia	Increase number of inward trade delegations supported by ACC	30	32	34	38	Aberdeen City Council Scottish Enterprise
We will collaborate with UK and Scottish agencies and business in prioritising international business support ensuring that businesses benefit from international trade and investment opportunities	Promote the 'investor readiness' of the region to international institutional investors/sovereign wealth funds	Improve attitudes of businesses from Aberdeen, and of those wishing to do business here, on readiness to do business in Aberdeen	TBC	+2%	+5%	+10%	Aberdeen City Council Scottish Enterprise
We will attract the best possible range of incoming exhibitions and events and showcase the city's internationally recognised sports, arts and culture offer	Deliver a £30m refurbishment of Aberdeen Art Gallery in 2017	Increase footfall at Aberdeen tourist attractions	TBC	+2%	+5%	+10%	Aberdeen City Council Sport Aberdeen
		Improve number of national and international events at AECC by 10%	TBC	+2%	+5%	+10%	Visit Aberdeenshire

## LOCAL SUPPORTING STRATEGIES

[Economic Strategy 2015-2025](#)

[City Centre Masterplan 2015](#)

[City Region Deal 2014-2025](#)

[Tourism Partnership Strategy](#)

# PROSPEROUS PEOPLE

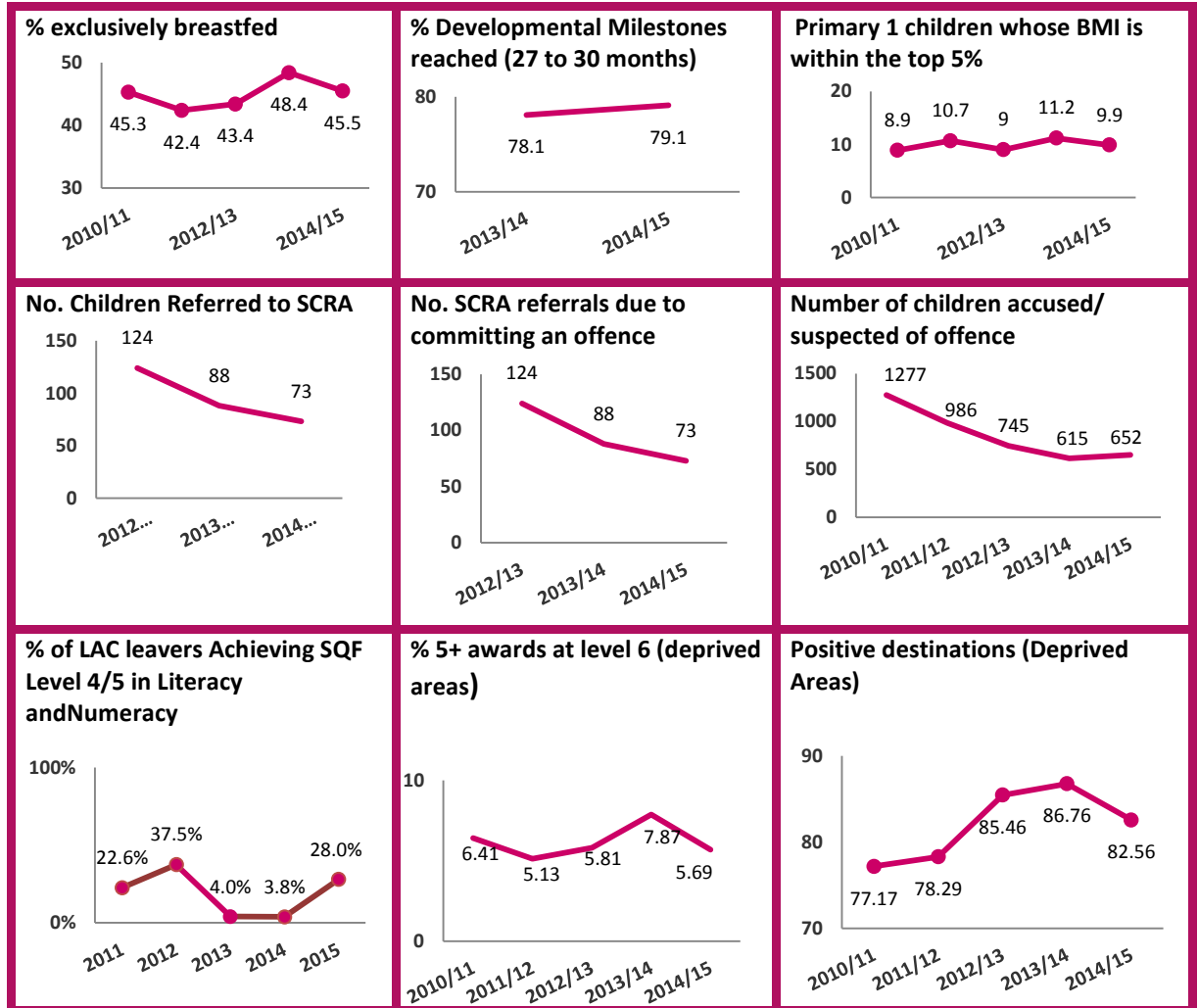
## CHILDREN ARE THE FUTURE

Our ambition is to support every child, irrespective of their circumstances, to grow, develop and reach their full potential. We want Aberdeen to be a city where there is equality of outcomes and opportunities for all our children. Our priorities reflect the importance we place on supporting equity of access to education, supporting families to provide the best care they can for their children. We will also invest in the health, including mental health, of our children and young people.

Investment in children is increasingly seen as one of the best and most valuable long-term investments we can make. Investing shared resources to target prevention and early intervention for children and young people is central to tackling inequality and improving life chances. Living in deprivation, often can contribute to poorer outcomes for children and young people. Research has shown that children who live in persistent deprivation are: less likely to achieve academically; meet developmental milestones; experience poor health and are at higher risk of behavioural problems.

Throughout our strategic and multi-agency approaches, we will work to ensure the seamless delivery of children's services at all stages of child development and growth. The foundation of an individual's health and wellbeing is laid in

### PLACE BASED INDICATORS OF PROSPEROUS PEOPLE:



early childhood. The period from conception to 2 years of age is of critical importance in a child's development. Positive development during pregnancy and in the critical months post birth is essential for ensuring the best possible start. By reducing teenage pregnancies, maternal smoking and increasing breastfeeding rates, we will help ensure that children have the best opportunity to reach their developmental milestones.

Aberdeen City offers rich opportunities for all children and young people to achieve and become responsible, confident and contributing adults. Through implementing future focused engagement and participation strategies across Aberdeen City, we will continue to ensure that children and young people are respected and included citizens in their city.

## PRIMARY DRIVERS

In delivering this priority, we will focus our energy and efforts on working together to achieve the following primary drivers. These are the critical driving factors that our Integrated Children's Services Partnership believes need to be addressed to be successful in ensuring children are the future.

- 1. Children have the best start in life – children in Aberdeen City are healthy, happy and safe, and enjoy the best possible childhood***
- 2. Children are safe and responsible – children and young people are safe from all forms of harm***
- 3. Children are respected, included and achieving – children and young people are listened to, respected, valued and involved in the decision-making process***

For each of these primary drivers we identify the underpinning primary and secondary drivers that the Partnership will focus on to deliver tangible improvement in these areas. The driver diagrams also identify the key measures that the Partnership will monitor to ensure it is having an impact.



### LEAD PARTNERS:

- Aberdeen City Council
- NHS Grampian
- ACVO
- Police Scotland
- Scottish Fire and Rescue Service

# 1. Children have the best start in life - children in Aberdeen City are healthy, happy and safe, and enjoy the best possible childhood

The period from conception through to age two is the most critical period in a child’s life. To ensure that children have the best start in life, their mother needs to be in good physical and mental health before and during pregnancy. During infancy and early childhood, children are flooded with new experiences that impact on their brain development, and there is an opportunity for us to support children to grow and to ensure that healthy and positive habits are formed from a young age.

## HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 2a

Primary Drivers	Secondary Drivers	Improvement Outcomes					Lead Partners
		Improvement measures and aims	Baseline	17/18	20/21	26/27	
We will expand and improve access to affordable childcare across the city	The expansion of early learning and child care; and out of school care	Increase number of available early learning and childcare places: City wide (aim to meet 100% of demand by 2020/21)	4402	5000	100%	100%	Aberdeen City Council NHS Grampian
	Ensuring continued quality of childcare provision	Aim to maintain % of Early Learning and Childcare Inspections at 100%	100%	100%	100%	100%	
		Increase Proportion of Positive inspection Outcomes (Quality Indicators)	91.4%	93.4%	100%	100%	
		Increased satisfaction of parents with ELCC services( proportion of parents surveyed indicating that they are ‘happy’ with the service)	90.1%	93.1%	100%	100%	
	Workforce development and expansion within early learning and childcare services	Improve Recruitment [Increase in number of staff entering early learning and childcare sector] Data based on a Training Needs analysis	1200	-	2400	-	
		Increase in number of staff undertaking qualifications to improve quality and meet SSSC					

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		requirements: Support workers Practitioners Lead practitioners Managers	50% 86% 25% 19%	70% 90% 50% 50%	85% 95% 75% 75%	90% 95% 90% 90%	
We will expand supports for young Looked After Children and their families	Expansion of Me2 programme to support Looked After Children 2 year olds	Increase the no. of places available with a view to meeting 100% of demand	110	220	100%	100%	Aberdeen City Council NHS Grampian Sport Aberdeen
We will improve health supports and outcomes for families, children and young people	Alignment of policy and planning developments in line with the Healthfit 2020; ChildHealth 2020; and Health and Wellbeing local delivery plans.	Increase in % of babies exclusively breastfed at 6-8 week review	36.1%	-	46%	-	Aberdeen City Council NHS Grampian Sport Aberdeen
		Decrease in smoking during pregnancy (3 year rolling average)	14.1%	-	7%	-	
		Improvement in child dental health [% of P1 children receiving a 'low risk' letter from basic inspection]	67.2%	69.5% (Current Scottish rate)	77%	-	

## LOCAL SUPPORTING STRATEGIES

[Aberdeen City Council Parent Involvement Strategy 2014-2017](#)

[Aberdeen City Strategy for Autism 2014-2024](#)

[Aberdeen Community Learning and Development Plan 2015 - 2018](#)

[Aberdeen City Council Strategic Business Plan Refresh 2016/17](#)

[Integrated Children's Services Plan 2011-2015](#)

[Parenting Strategy 2012](#)

[NHS Grampian Local Delivery Plan 2015-2016](#)

## 2. Children are safe and responsible - children and young people are safe from all forms of harm

Everyone has a responsibility to keep children and young people safe from harm, and no single agency can do this alone. Children need to be kept safe from harm in order to thrive and reach important developmental milestones, and to ultimately become responsible and contributing citizens. Keeping children safe means more than ensuring their physical safety; looking after their emotional and mental well-being is equally important.

### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 2b

Primary Drivers	Secondary Drivers	Improvement Outcomes					Lead Partners
		Improvement measures and aims	Baseline	17/18	20/21	26/27	
We will ensure that children and young people are safe at home	Implementation of the Reclaiming Social Work	Reduce the number of young people in out of Authority Places (Definition of out of authority currently under review so please regard baseline as an estimate)	42	-10%	-25%	-90%	Aberdeen City Council Active Aberdeen Partners Police Scotland Scottish Fire and Rescue Service
		Ensure CP re-registration rates will be in line with the national average (rate per 1000 pop aged 0-16)	Ab: 3.3 Scot:2.9	-	-	-	
We will improve multi agency support for vulnerable children and young people	Implementation of Getting it Right For Every Child in line with the requirements of the Children and Young People (Scotland) Act 2014 including but not limited to GIRFEC Operational Guidance and training for the 3 <sup>rd</sup> sector	Increase in % of children's plans assessed as good (Currently in development)	TBC	-	100%	100%	Aberdeen City Council Active Aberdeen Partners NHS Grampian Police Scotland
		Monthly Reviews of Children's Plans	TBC	100%	100%	100%	
We will ensure all children and young people are supported to be responsible and contributing citizens	Improvements in early intervention supports for offenders/victims and parents	Reduce no. young people suspected/accused of multiple crimes	190	170	150	100	Aberdeen City Council AFC Community Trust Police Scotland Scottish Fire and Rescue Service Sport Aberdeen StreetSport Transition Extreme
		Reduce youth crime (No. of children accused/ suspected of offence)	652	587	457	326	
		Reduce exclusion rates (per 1000 pupils)	40	35	25	10	
		Increase no. young people engaged in diversionary activity programmes	TBC	+2%	+5%	+10%	

## **LOCAL SUPPORTING STRATEGIES**

[Aberdeen City Council Parent Involvement Strategy 2014-2017](#)

[Integrated Children's Services Plan 2011-2015](#)

[Parenting Strategy 2012](#)

[NHS Grampian Local Delivery Plan 2015-2016](#)

[National Guidance for Child Protection in Scotland 2014](#)

### 3. Children are respected, included and achieving - children and young people are listened to, valued, respected and involved in the decision-making processes in Aberdeen

Every child has a right to be treated with respect and dignity at all times, regardless of their age, gender, ethnicity or background. They all reserve the right to express their views on matters that directly affect them and to have those views listened to and considered. A child or young person who feels respected and included is one who is more likely to succeed in life. It is also important for children to feel that they are part of a supportive community that helps them to achieve their potential.

#### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 2c

Primary Drivers	Secondary Drivers	Improvement Outcomes				Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21		26/27
We will implement a city wide strategy to promote participation of children and young people and children's rights, in partnership with other services within and beyond the council, including Unicef UK	Implement relevant aspects of the Children and Young People's Rights and Participation Strategy	Number of School S&Q, VSE HMle reports identifying pupil participation as a key area of strength	TBC Dec 17	+10%	+20%	+50%	Aberdeen City Council ACVO (3 <sup>rd</sup> Sector)
	Promote Youth Democracy and Political Literacy, in accordance with ICS Participation Strategy	Increase no. of established forums whereby young people can participate in youth democracy	TBC Dec 17	+10%	+20%	+50%	
We will ensure that all children are supported to live and be educated in their local community	All young people with Additional Support Needs are educated in their local community in line with 'Aberdeen City Inclusion Review' recommendations	Percentage of pupils identified as having an additional support need educated in their local community.	80%	85%	95% or >	95% or >	Aberdeen City Council ACVO (3 <sup>rd</sup> Sector) NHS Scotland Police Scotland
		Reduction in Number of young People with ASN being transported	559	500	400	250	
		Decrease no. of LAC educated out with the local authority (snapshot June 16, subject to variances in total LAC population size)	232	200	100	50	
We will close the outcome gap for all children and young people	Partnership working to evaluate and deliver targeted support to schools and their local communities	Improve Proportion of Positive School Inspection Outcomes (Quality Indicators/ Primary and Secondary School Combined)	90%	93%	100%	100%	Aberdeen City Council NES College Police Scotland



Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		Reduce Attainment Gap between highest and lowest achieving 20% (Tariff Scores)	1752	1700	1600	1450	Universities
		Increased LAC Attainment (% of LAC achieving Literacy and Numbers at SQF Level 4 or above	28%	33%	50%	60%	
		% of teachers improving awareness of equality and diversity through CPD (Survey to be developed	Dec 2017	+10%	+10%	+10	
We will maximise the employment, education and training opportunities for all school leavers	Engage partners to expand and improve provision of post school learning and employment opportunities for young people	Increase in the proportion of young people entering positive destinations upon leaving school (follow up SLDR survey)	91.1%	93.1%	95%	97% >	Aberdeen City Council NES College Skills Development Scotland Universities
		Increase in the proportion of young people from deprived areas entering positive destinations upon leaving school (follow up SLDR survey)	82.6%	83.6%	85%	90%	
		Increase in % of young people progressing into a positive destination on completion of an Activity Agreement	77%	79%	82%	85%	
		Increase in the proportion of 16-19 year olds recorded as participating in education employment or training	91.0%	92.0%	94%	97% >	
		Increase in number of young people completing formal and informal Achievement Awards:					
		Formal (SQA Accredited)	365	401	587	800+	
		Informal (Non -Accredited)	713	784	1048	1500	

## **LOCAL SUPPORTING STRATEGIES**

[Aberdeen City Council Parent Involvement Strategy 2014-2017](#)

[Aberdeen City Strategy for Autism 2014-2024](#)

[Aberdeen Learning Strategy](#)

[Integrated Children's Services Plan 2011-2015](#)

[Parenting Strategy 2012](#)

[NHS Grampian Local Delivery Plan 2015-2016](#)

[Aberdeen City Council Strategic Business Plan Refresh 2016/17](#)

[Aberdeen Community Learning and Development Plan 2015 - 2018](#)

# PROSPEROUS PLACE

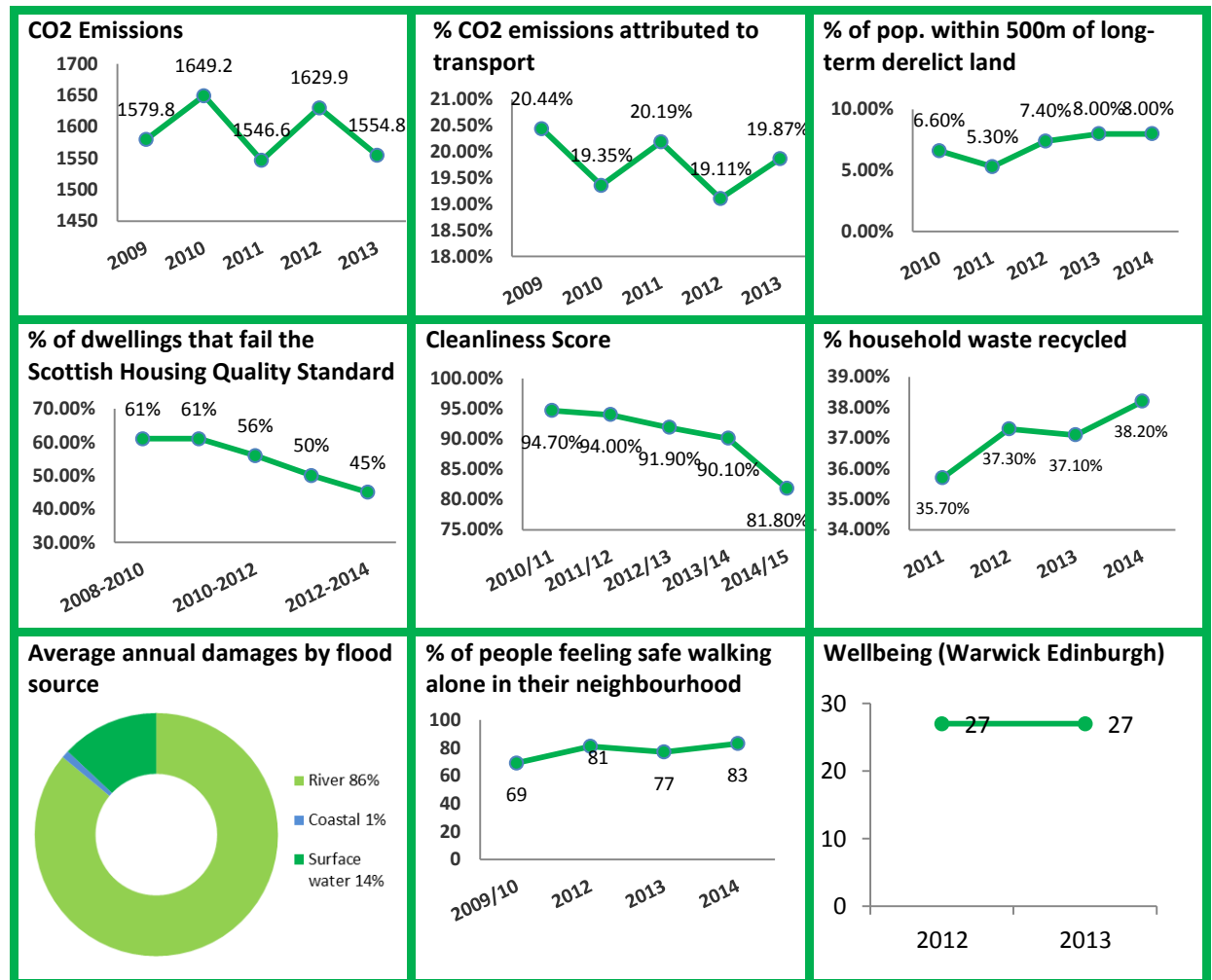
## EMPOWERED, RESILIENT AND SUSTAINABLE COMMUNITIES

The quality and design of a place can significantly influence the ability of individuals and communities to live in healthy, sustainable ways. Issues such as wellbeing and quality of life, physical and mental health, social and cultural life, the provision of quality sport and leisure facilities and open space, carbon emission and energy use are all influenced by the quality of the environment. Involving communities in the shaping of Aberdeen City will inspire people to collectively reimagine and reinvent the city as a place that contributes to their health, happiness, and wellbeing.

Embracing the opportunities presented by community empowerment legislation will enable communities to have a greater influence on their built environment and greenspace, and on the services delivered in their neighbourhood.

Everybody wants to live in a place where they feel safe. But safety is not just about being protected from crime and risk of accident. Aberdeen City holds approximately 80% of the flood risk within the North East of Scotland.

### PLACE BASED INDICATORS OF PROSPEROUS PLACE:



There are 5 areas within Aberdeen City that have been classified by the National Flood Risk Assessment as being potentially vulnerable to flooding. The main areas at high flood risk in Aberdeen are along the large watercourses, including the River Dee, River Don, the Denburn, and the coast and harbour-side area. The environment is integral to the quality of life enjoyed in Aberdeen City and is vital in encouraging the wellbeing of citizens. Aberdeen has an established green heritage and is held in high regard across the UK as an “in-bloom” destination. Good quality, attractive green spaces and air quality promote exercise and improve people’s health and overall quality of life.

Aberdeen’s booming economy in recent years has placed the city’s infrastructure below and above the ground under significant pressure and that infrastructure is now struggling to keep pace. Significant investment is required to improve infrastructure to ensure that the city remains an attractive and connected place to invest, live and visit and to maintain the region’s competitive advantage in the Future Cities era.

## PRIMARY DRIVERS

In delivering this priority, we will focus our energy and efforts on working together to achieve the following primary drivers. These are the critical driving factors that the Partnership believes need to be addressed to be successful in delivering a prosperous place.

**1. *Safe and resilient communities - Aberdeen is a place where people are safe from harm***

**2. *People friendly city - a city where people to choose to invest, live and visit***

For each of these primary drivers we identify the underpinning primary and secondary drivers that the Partnership will focus on to deliver tangible improvement in these areas. The driver diagrams also identify the key measures that the Partnership will monitor to ensure it is having an impact.



## LEAD PARTNERS:

- Aberdeen City Council
- ACVO
- Civic Forum
- NHS Grampian
- Police Scotland
- Scottish Fire and Rescue Service
- Sport Aberdeen

## 1. Safe and resilient communities - Aberdeen is a place where people are safe from harm

A fundamental sense of safety and wellbeing has the greatest impact on people’s lives and builds community empowerment and resilience. Preventing crime and antisocial behaviour continues to be a priority for partnership working, but climate change and extreme weather events also pose a significant risk of harm to our communities. Flooding is the most common issue facing Aberdeen, which bears 80% of the flood risk of the North East. Our joint approach to prevention, rescue and recovery is critical to minimise the risk of harm.

### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 4a

Primary Drivers	Secondary Drivers	Improvement Outcomes				Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21		26/27
We will develop community and business resilience awareness as well as enhancing ability to respond	Raise awareness of Community Resilience across a range of community groups	Number of community groups that include Community Resilience within their local plans	TBC 2017	25%	50%	100%	Aberdeen City Council Police Scotland Scottish Fire and Rescue Service Scottish Water Scottish Environmental Protection Agency
	Assist Communities and Businesses to develop and maintain effective Resilience Plans	Increase no. of communities with Resilience plans in place	1	15	100%	100%	
		Assess effectiveness of community resilience arrangements through testing and exercising	1	15	100%	100%	
We will maintain resilient and effective Category 1 and Category 2 Responders (as defined by Civil Contingencies Act 2004)	Maintain resilience within and between Category 1 responders through partnership working and continuous assessment	Development of resilience self-assessment toolkit	Feb 2017				Aberdeen City Council Police Scotland Scottish Fire and Rescue Service Scottish Water Scottish Environmental Protection Agency
		Self-assessment and identification of recommendations for improvement	Apr 2017				
	Develop and maintain single and multi agency emergency plans and arrangements based on national, regional and local risk assessments	Maintain participation of all partners in Local Resilience Partnership groups and plans	100%	100%	100%	100%	

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner	
	Coordinated multi-sector response to adverse weather conditions through Community Action Days	No. of public sector organisations actively participating in Community Action Days	TBC	1	5	12	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service	
		Increase the no. of crises averted as a result of the visiting schedule picking up an immediate problem (no heating, electricity, water etc)	TBC	+10%	+30%	+70%		
We will prevent and reduce the incidence of crime, disorder and antisocial behaviour and tackle the underlying causes of such behaviour to ensure that Aberdeen is a place where people are, and feel, safe	Proactively investigate youth annoyance and antisocial behaviour	Reduce the number youth annoyance and antisocial behaviour incidents reported to: Council – Anti-social behaviour	3372	-1%	-5%	-10%	AFC Community Trust Aberdeen City Council Police Scotland Sport Aberdeen StreetSport Transition Extreme	
		Police Scotland – Youth Annoyance	2213	-1%	-5%	-5%		
		Reduce number of persistent offenders involved in incidences of youth annoyance and anti-social behaviour:						
		Council – Anti social behaviour	74	-1%	-5%	-10%		
	Police Scotland – Youth Annoyance	60	-1%	-5%	-10%			
	Increase the no. of young people engaged in diversionary activity programmes who take on a coaching or volunteering role within their communities.	TBC	+2%	+5%	+10%			
	Educating Young People involved in youth annoyance to actively reduce the number of wilful fires in Aberdeen City	Reduce incidences of wilful raising through fire safety themed education and awareness sessions being delivered to schools in localities where respective incidents show greater prevalence	290	-1%	-5%	-10%	Scottish Fire and Rescue Service	
	Promote fire safety in the home amongst the elderly and young alike	Increase partner referrals for home and fire safety visits around higher risk cases	529	+1%	+5%	+10%	Aberdeen City Council ACVO	

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		Maintain /Increase levels of home and fire safety education across primary schools (Absafe)	944	+1%	+5%	+10%	Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service
		Maintain home fire safety visits including care and repair / home-check	2769	+1%	+5%	+10%	
	Develop a safe culture around alcohol consumption and its effect on the City and residents	Work in partnership to reduce the % of violent crimes* (Violent Crime* = All Assaults, Serious Assaults, Attempted Murder, Murder, Robbery and Assault with intent to rob. (inc. Emergency Service / Police Assaults)	24644	-1%	-10%	-7%	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service
		Increase no. of participants in Best Bar None and Unight to promote responsible drinking: Best Bar None Unight	42 17				
	Raise public awareness around the issue and impact of Domestic Abuse to affect an increase in reporting and a reduction in incidences	Increase no. Awareness raising events tackling Domestic Abuse across Aberdeen City.	6	12	18	24	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service
		Increase the number of referrals made through the Disclosure Scotland Domestic Abuse Scheme (DSDAS)	112	+1%	+5%	+10%	
		Monitor and reduce the number of domestic abuse incidents	2535	-	-2%	-5%	
	Develop enhanced partnership working to prevent and reduce crime of all types and the subsequent fear/perception of crime across Aberdeen City	Work in partnership to reduce all crime across Aberdeen City (Crime = All Group 1 (Violence), Group 2 (Sexual Offences), Group 3 (Crimes of Dishonesty), Group 5 (Other Crimes), Group 6	24644	-1%	-5%	-10%	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		(Miscellaneous Crimes and Offences), Group 7 (Road Traffic Offences)					Police Scotland Scottish Fire and Rescue Service
		Increase % of people who feel safe in Aberdeen City (City Voice respondents)	83%	+1%	+4%	+7%	

## LOCAL SUPPORTING STRATEGIES

[Aberdeen City Waste Strategy 2014-2025](#)

[Aberdeen Local Development Plan 2016](#)

[ADP Alcohol Strategy 2009-19](#)

[ADP Drug Strategy 2011-21](#)

[Climate Change Study 2011](#)

[Local Housing Strategy 2012 - 2017](#)

[Local Transport Strategy 2016 - 2021](#)

[Nestrans Regional Transport Strategy 2013-2035](#)

[North East Flood Risk Management Strategy](#)

[Strategic Development Plan 2014](#)

[Strategic Housing Investment Plan 2015-2020](#)

[Sustainable Energy Action Plan](#)



## 2. People friendly city – a city where people to choose to invest, live and visit

As our population continues to grow and diversify, it is imperative that our city is built so it benefits people, the environment and the economy. This means building a city where all have the opportunity to enjoy the natural environment that can improve health, reduce stress and increase life expectancy. Preservation and enhancement of our environment is therefore vital to maintain social and economic wellbeing, as well as providing health, recreation and employment benefits to our communities.

### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 4b

Primary Drivers	Secondary Drivers	Improvement Outcomes				Lead Partners		
		Improvement measures and aims	Baseline	17/18	20/21		26/27	
We will be a city whose built environment is fit for keeping an ageing population safe and healthy and puts the child at the centre of design	Streets are designed with older people in mind to ensure 'walkability' of local neighbourhoods, particularly with regards to the provision of seating facilities to break up the pedestrian journey	Achieve Older people friend status using the Design of Streets with Older People in Mind Toolkit	TBC	60%	80%	100%	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service Sport Aberdeen	
	Build a child friendly city to ensure that the best interests of the child is a primary consideration	Achieve UNICEF Child Friendly City status (pilot project, criteria to be confirmed)	TBC	60%	80%	100%		
		Increase % schools recognised by UNICEF as Rights Respecting School	TBC	+5%	+10%	+20%		
	Ensure that all areas of the City and everyone in our communities have access to opportunities to participate in a range of health and fitness activities	Reduce the % of inactive:	Adults	20%	20%	17%		15%
			children	TBC	15%	12%		8%
		Increase % uptake of recreational walking	62%	64%	66%	708%		
	Ensure all public swimming pools and fitness gyms are accessible for people with a disability	TBC	60%	70%	100%			
Sustainable food provision in Aberdeen, tackling food poverty, developing community food skills	Increase provision of meals provided during school holidays to children entitled to free school	TBC	25%	50%	75%	Aberdeen City Council ACVO		

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
	and knowledge and delivering sustainable food provision	meals					Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service
		Reduce no. of people affected by Household Food Insecurity	TBC	-10%	-25%	-60%	
		Increase provision of allotments and community food growing spaces	468	+1%	+10%	+25%	
We will create an attractive, welcoming environment in partnership with our communities	Creating a new place based community on a 3000 unit housing development, which includes a Learning Hub to deliver education, social and health, sports and leisure facilities for all ages	Improvement measures emergent – place shaping and planning by public partners is developing in a very different way from the past					Aberdeen City Council Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service Sport Aberdeen
	Encourage communities to get involved in improving their local environment through friends of parks groups and environmental walkabouts	Increase in no. of people involved in friends of parks groups	TBC	+	+	+	Aberdeen City Council
		Increase in no. of people involved in environmental walkabouts	TBC	20%	100%	200%	
		Increase in number of asset transfer requests	TBC	1	2	3	
		Maintain level of Britain in Bloom or Beautiful Scotland awards achieved	Gold	Gold	Gold	Gold	
		Increase number of 'It's your neighbourhood' awards achieved'	5	5	7	12	
		Increase in volunteers involved in Britain in bloom and other environmental opportunities	TBC	+	+	+	

## **LOCAL SUPPORTING STRATEGIES**

[Accelerate Aberdeen: Super-connected Cities Programme](#)

[Local Transport Strategy 2016 - 2021](#)

[Strategic Development Plan 2014](#)

[City Centre Masterplan 2015](#)

[Local Development Plan 2016](#)

[Local Housing Strategy 2012 - 2017](#)

[Nestrans Regional Transport Strategy 2013-2035](#)

[Strategy for an Active Aberdeen 2016-2020](#)

# ENABLING TECHNOLOGY

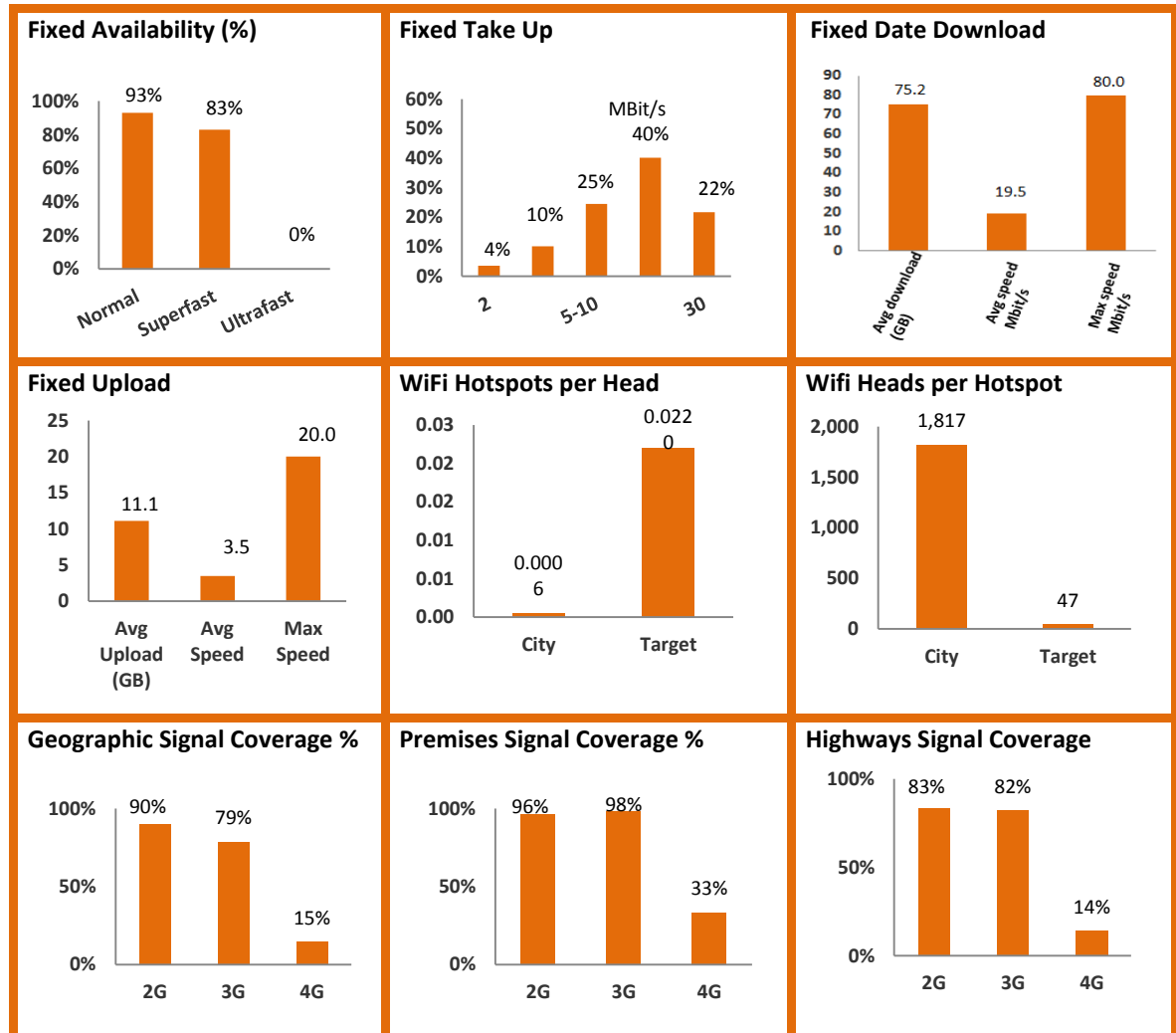
## CREATING A DIGITAL PLACE

Digital technologies are part of daily life for the significant majority of people and businesses. We pay for shopping and do our banking online; communicate and share with family, friends and business associates using video or social networks; and book cinema tickets from our mobile devices while sitting in cafes.

Digital technologies are transforming how we deliver public services, allowing communities to engage in different ways and providing more opportunities for businesses.

A key to this is world class connectivity. As the indicators opposite show Aberdeen is behind the best connected regions for most indicators. Through this plan we will address this shortfall. We will also exploit the use for data, stimulate innovation and ensure that our people have digital skills.

### PLACE BASED INDICATORS OF THE SMART CITY REGION:



## PRIMARY DRIVERS

In delivering this priority we will focus on the following primary drivers. These are the factors that the Partnership believes will create a truly digital place.

- 1. Digital Connectivity** – *Provide the first-class, fixed and mobile digital connectivity necessary for the economy to grow, communities to prosper, and for government and citizens to interact.*
- 2. Data** - *Work collectively to develop and implement a common, data-driven approach to decision-making that will both protect communities and enable prosperity.*
- 3. Digital Innovation** – *Aberdeen City is the location of choice for businesses to develop in digital innovation, supported by academic and public sector activity.*
- 4. Digital Skills and Education** – *Aberdeen City invests in education in cutting edge digital skills and knowledge, from primary school to post-graduate research, and supports citizens and our workforce to apply this to daily life.*

For each of these primary drivers we identify the underpinning primary and secondary drivers that the Partnership will focus on to deliver tangible improvement in these areas. The driver diagrams also identify the key measures that the Partnership will monitor to ensure it is having an impact.



### LEAD PARTNERS:

- Aberdeen City Council
- Aberdeenshire Council
- Aberdeen University
- ACVO
- Moray Council
- Robert Gordon University
- NHS Grampian
- Nestrans
- Police Scotland
- Scottish Government
- Scottish Futures Trust
- Scottish Fire and Rescue Service
- Transport Scotland
- Visit Scotland

## 1. Digital Connectivity – providing the first-class, fixed and mobile digital connectivity necessary for the economy to grow, communities to prosper, and for government and citizens to interact

High speed, ubiquitous connectivity is at the heart of building a smart city and supporting communities. Ensuring that communities and businesses can access ultrafast fibre and world class wireless is critical to prosperity and protection in the city.

### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 5a

Primary Drivers	Secondary Drivers	Improvement Outcomes				Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21		26/27
We will ensure businesses, citizens, the public and third sectors have access to the ultrafast fibre broadband	Provide citizens and visitors with the opportunity to connect easily from their homes or other locations	% of households have superfast broadband.	83%	95%	100%	100%	Aberdeen City Council Scottish Government UK Government
		% Businesses have access to ultrafast broadband.	0%	20%	100%	100%	
	Ensure that businesses can prosper through better connectivity	Attract public and private sector investment in digital infrastructure	0%	£10m	£15	£35m	
We will ensure businesses, citizens, the public and third sectors have access to quality Wi-Fi and wireless connections	Citizens and visitors need good connections to enhance their experience of city	% of free Wifi across the city	0%	20%	100%	100%	Aberdeen City Council
	Businesses and public sector providers rely on wireless connections to provide services.	% coverage of boosted 4G coverage and 5G capability across the city.	33%	60%	100%	100%	
	Public sector needs a means to capture data to deliver high quality services and protect its citizens	% of city with sensor network to capture data and run CCTV	0%	20%	100%	100%	

## 2. Data – work collectively to develop and implement a common, data-driven approach to decision-making that will both protect communities and enable prosperity

Public sector partners do not use data consistently well to understand service delivery, develop policy, and drive operational efficiencies. We all need to improve our data quality, apply standards for its collection, recording and storage, and implement the means to share data securely. We can then apply data science techniques so that we can understand complex inter-connectedness of service provision, predict demand and impact, and rationalise how we collaborate for outcomes, and develop policy, at a city regional level.

### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 5b

Primary Drivers	Secondary Drivers	Improvement Outcomes				Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21		26/27
We will share data across public sector partners in order to deliver services and protect citizens	Ensure that there are common standards across public sectors organisation	Secure internationally recognised standards accreditation		Dec 17			Aberdeen City Council NHS Grampian Police Scotland Aberdeenshire Council
	Provide a secure shared data platform for use by all partners and businesses	Deliver a regional data platform		Dec 17			
We will use data to enable evidence based business and policy decisions of Community Planning Aberdeen	Build data analytics capability within the community planning partnership to exploit city data platform	Number of employees across the CPP with a high level of analytical skills	0	10	20	30	Aberdeen City Council Aberdeen University Robert Gordon's University

### 3. Digital Innovation – Aberdeen City is the location of choice for businesses to develop in digital innovation, supported by academic and public sector activity

Aberdeen will develop as a city which is known for excellence in digital innovation. This will build on existing skills and capacities, and will involve all actors in the city. This programme will have an ambitious span: from designing the urban environment to developing solutions to address the challenges of tele-medicine for an aging population, from involving citizens in the co-design of digital services based on open data, to harnessing opportunities presented by Internet of Everything (IoE), to creating living labs which test solutions to complex interconnected issues over longer timespans.

#### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 5c

Primary Drivers	Secondary Drivers	Improvement Outcomes				Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21		26/27
Grow a digital economy to support both public sector challenges and private enterprise.	Grow a substantive digital economy within the city	Number of digital start ups	42	50	70	100	Aberdeen City Council Open Data Institute Aberdeen
	Establish the right environment to exploit digital opportunities	Number of living labs across the city	1	3	10	20	
Support community capacity building through the use of technology	Enable citizens to be supported in their own homes through telecare	% increase in citizens receiving care in the home.	5%	10%	30%	70%	Aberdeen City Council NHS Grampian Scottish Centre for Telehealth and Telecare Scottish Fire and Rescue Service
	Develop a state of the art dashboard to provide community with information on assets, alerts, groups and networks	Dashboard fully operational		Dec 17			
	Develop applications that can be used to help those most in need	Number of community applications released each year	0	5	10	20	



## 4. Digital Skills and Education – Aberdeen City invests in education in cutting edge digital skills and knowledge, from primary school to post-graduate research, and supports citizens and our workforce to apply this to daily life.

It is essential to the city’s future that our citizens, workforce and decision makers have the skills and confidence to exploit digital technologies, make intelligent decisions, and interact using modern tools and platforms.

### HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 5d

Primary Drivers	Secondary Drivers	Improvement Aims				Lead Partners	
		Improvement measures and aims	Baseline	17/18	20/21		26/27
All employees, managers, elected officials, and management boards of our organisations will have the skills	Need to ensure that all public sector employees have the right skills to work in a modern business environment	% of public sector employees with a standards level of digital skills	5%	10%	30%	90%	Aberdeen City Council Aberdeenshire Council NHS Grampian
Students and school leavers are provided with access to digital skills, and the means to raise their digital literacy	All public sector partners will develop opportunities for placement for students in ICT, Data Science and related disciplines and encourage skills transfer	% of school leavers and students who have high levels digital skills	TBC	40%	80%	100%	Aberdeen City Council NESCOL The Robert Gordon University Aberdeen University Data Lab
Our citizens will have access to learning opportunities to develop their digital skills, digital literacy, and data literacy	We will work with the 3 <sup>rd</sup> sector to plan a comprehensive range of adult training	% of citizens who feel comfortable using digital tools	TBC	15%	50%	90%	Aberdeen City Council Silver Surfers ACVO NES College

# HOW WE WILL DO OUR BUSINESS

## **Community engagement and building our asset base**

Our ambition is to support the achievement of better outcomes for all. Improvement is about people – their lives, aspirations, skills and talents – and we recognise people as our most valuable asset. In different communities across Aberdeen, assets range from skills and knowledge to local clubs, groups and informal community networks. Effective engagement with people and communities about how local services are planned and delivered is integral to how we will deliver this plan. We will finalise our Community Empowerment, Engagement and Participation Strategy to ensure the Partnership is united in its approach to working with people to help them achieve their aspirations for our communities.

## **Evaluation and performance management**

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

## **Sharing and using data**

Joining up public sector data is critical to making service delivery more efficient, more cost-effective and to help serve our customers better. It will enable us to design and deliver new services, realign and reform how we deliver existing services and cease providing services that are no longer fit for purpose. When data is used effectively, everyone benefits.

We are committed to making data more openly available to others. By allowing others to access 'our' data, we will have a better understanding of the impact of our joint interventions and the collective difference we are making to achieving better outcomes for our people and communities.

## **Joint resourcing**

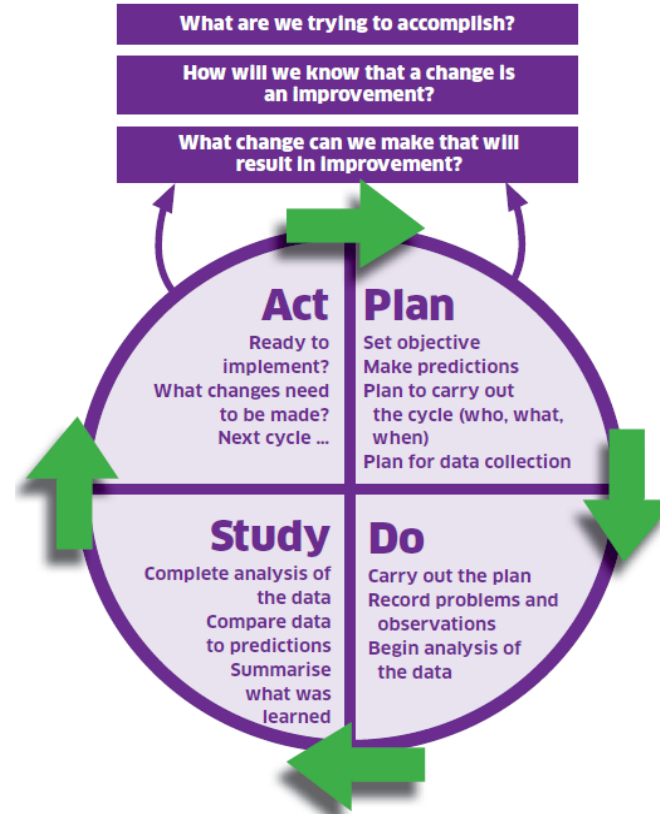
CPA is the only strategic forum where partners in Aberdeen are able to jointly plan how to deploy collective resources to achieve the agreed priorities set out in the Local Outcome Improvement Plan (LOIP). CPA will develop its approach to joint resourcing to ensure the LOIP is the focal point for the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

## Improvement and innovation

It is proposed that CPA will adopt the Model for Improvement for driving improvement activity across the Partnership. It is a structured approach to improvement which can be used for any area of business and is designed to break down change into manageable chunks. Each small part is then tested to make sure that the things we are aiming to improve are actually improving. Adapted by the Institute of Health Improvement (IHI) for the Scottish Government, it has been widely used to deliver improvements in the NHS and is currently being rolled out across local government; specifically in the area of Early Years. Aberdeen's Integrated Children's Services Partnership has a number of improvement projects underway using this methodology.

## Equality

A central theme of this Local Outcome Improvement Plan is a commitment to tackling the inequalities that exist within our society as a result of socio-economic disadvantage. People can also face barriers because of their race, gender, age, disability, sexual orientation or religion or belief. In delivering this plan, the Partnership will seek to tackle inequality in the city in whatever form it manifests itself, through clear and coordinated approaches.



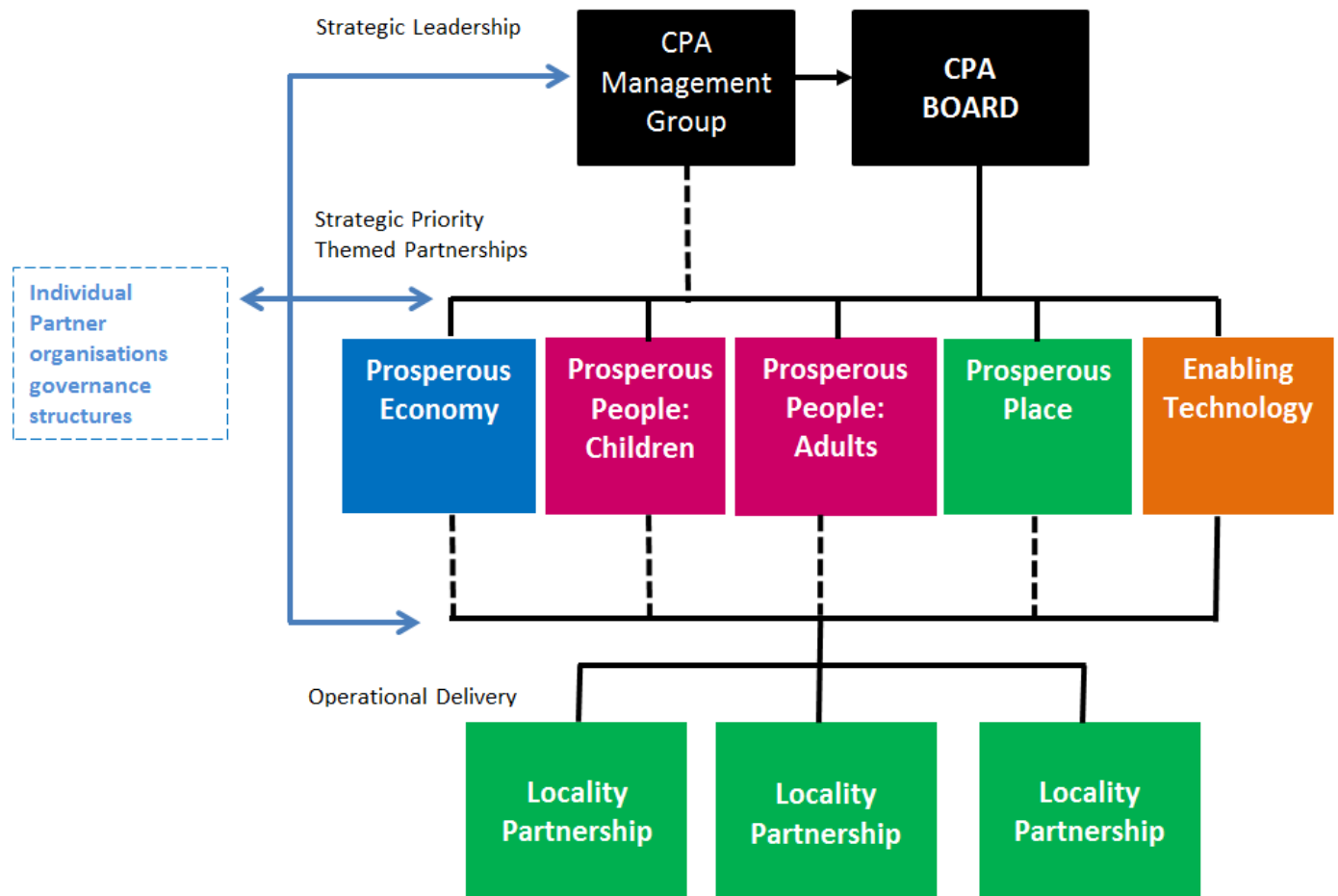
# GOVERNANCE AND ACCOUNTABILITY

Community Planning Aberdeen is at a turning point in terms of structural change and is undertaking a comprehensive review of how we are organised to deliver.

Strong leadership will continue to be provided by the Community Planning Aberdeen Board and Management Group.

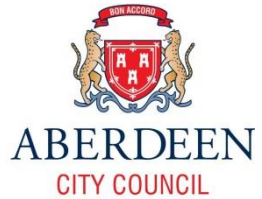
The diagram to the right illustrates the Partnership's intention to create five strategic level partnerships which will support and be accountable to the Board and Management Group for delivery of the priorities identified within this plan.

Locality Partnerships will also be established to ensure that critical outcomes are being achieved for our most disadvantaged communities in Aberdeen.



# ENDORSEMENTS

This document is endorsed by the following Community Planning Partners:





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