

Aberdeen - A place where all people can prosper

COUNCIL DELIVERY PLAN 2021-2022



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SECTION 1:

CHIEF EXECUTIVE'S INTRODUCTION

This Council Delivery Plan ('the Plan') forms part of our strategic planning approach, flowing from Aberdeen City's Local Outcome Improvement Plan, the Council's Policy Statement, the Council's Strategy Framework and the Council's Legislative Duties. Each of these establishes a range of commitments and requirements and the Plan identifies how we will meet these for 2021/22. The Plan describes our journey of change, key achievements delivered in 2020/21 and our priorities for 2021/22.

2020/21 Covid-19

Since the publication of the Council's 2020/21 Delivery Plan every aspect of society has been affected by the exceptional circumstances of the Covid-19 pandemic. Of course, the personal impact has been severe and tragic for many people. The broader impact on the city of Aberdeen, and the Council's role in supporting the city and its people, will continue to be felt into the foreseeable future. This Plan both explains how services were affected during the last 12 months, as well as reflecting how future service delivery will be shaped by the post pandemic environment.

The Council's journey of change

2021/22 signals a milestone for Aberdeen City Council. In August 2017 the Council agreed to implement a new system of management and delivery known as the "Target Operating Model". At the same time, the Council also agreed a Transformation Portfolio which would enable:

- the delivery of the Target Operating Model by the end of 2020/21;
- the delivery of up to £125 million of savings over five years to 2022/23; and
- the delivery of the Council's digital strategy.

The commitment to the Target Operating Model has been a constant focus of the organisation in the 3 years since. Through our ambitious programme of change, the Council has transformed its organisational design; its governance arrangements; its approach to strategic planning and commissioning of services; its use of technology and digital services; fundamental change in service delivery for customers; the nature and role of our workforce; and how the organisation works collaboratively with its partners.

As we enter 2021/22, the vision of the Target Operating Model set out in 2017 is now in place. This Delivery Plan shows, throughout, how the operating model supports the planning, commissioning and delivery of services and allows the Council to meet the range of commitments for the people and place of Aberdeen.

Of course, the journey of change does not stop and this Delivery Plan sets out how the Council is continuing its journey of transformation, responding to a changing world by embracing new ways of doing business, meeting changing needs of customers and communities as we emerge from the Covid-19 pandemic.

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

1. Our Purpose (what our business is):

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

2. How do we do business:

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

3. How we behave as an organisation:

A focus on the Council's culture.



Our Purpose is aligned to the vision of the Local Outcome Improvement Plan (LOIP) for Aberdeen - 'a place where all people can prosper'. The LOIP identifies how Community Planning Aberdeen, a multi-agency partnership, will work together to ensure Aberdeen is a place where all people can prosper, regardless of their background or circumstances. The LOIP reflects a broad range of priorities identified through a data and intelligence led approach, including population needs assessment; the views of our citizens and communities; and data from improvement activity. Significant work is carried out, in conjunction with partners, to deliver the joint commitments and outcomes of the LOIP. The LOIP was refreshed in 2019 and a further refresh will be completed during 2021.

In addition, responding to the Covid-19 pandemic, a socio-economic rescue plan was developed in June 2020, which aligns to the strategic themes of the LOIP and focusses on actions which were required immediately to mitigate the impact of the pandemic. The socio-economic rescue plan has influenced the proposed commissioning intentions for 2021/2022 and will be key in shaping the refreshed LOIP in 2021.

Our operating model provides the platform to deliver the scale and pace of modernisation and transformation required in terms of **How we do Business**. 2020/21 saw further progress in the Council's implementation of a commissioning approach which drives the Council's planning and budgeting and enabled a comprehensive review and realignment of our commitments and resources in response to the Covid-19 pandemic. Our investment in flexible digital services, skills and data management allowed Council staff and services to maintain effective operations during the pandemic and ensures we are able to maximise the emerging opportunities which modern technology offers. With the Target Operating Model now in place, we are continuing to build on what has been achieved during 2021/22.

How we behave as an Organisation has continued to be progressed and during 2020/21 our Guiding Principles and Behaviours, which were co-created with staff in 2018/19 have been more relevant than ever. They represent the culture that our staff want to work within and that when embedded will support delivery of our organisational capabilities, derived from the TOM. During 2020/21 they were woven through everything we do as an organisation, and key steps were taken towards our workforce of the future for example through staff flexibility and adaptability and the adoption of digital technologies throughout the pandemic. As a result of our experiences during the pandemic, a Future of Work survey was conducted to understand how staff have experienced work during this time and how key areas such as digital and technology, work/life balance and communications could be shaped for the future.

The following section provides a reflection on some of the achievements of 2020/21, many of which reflect the necessary response to the Covid-19 pandemic:

WHAT OUR BUSINESS IS:

- Supported children and parents during the pandemic, improving access to digital technology and connectivity; supporting family health and wellbeing; and strengthening parents' ability to support learning at home whilst in lockdown and beyond. Over 5000 chromebooks were issued to families during the first period of school closure, with 94% of all children and young people from 3-18 engaging positively, and over 12,000 devices during the second period, with 97% engaging positively.
- Provided emergency childcare for over 1,000 families of key workers from the first day of lockdown in March 2020 and around 1,500 families in January 2021.
- Established a Virtual School Helpline which handled 3,500 calls from the first day of lockdown.
- Provided breakfast, lunch and afternoon meals service through hub schools to children of key workers and vulnerable children, as well as vouchers to those entitled to free school meals.
- Development of three Family Wellbeing Hubs, located in the City's three priority areas, to ensure the safety and wellbeing of vulnerable children through flexible and agile support to children and families where there are elevated levels of concern.
- Delivery of uninterrupted children's social work services during the pandemic with partner professionals across the service adapting to provide essential services for children and their families.
- Developed new and sustainable digital supports for children and families which have ensured children who were at risk of coming into care to remain within their families.
- Delivery of welfare, financial and wellbeing support to vulnerable and shielded individuals impacted by the pandemic through the Support Line which has managed over 30,000 requests for assistance and over 50,000 calls in total.
- Delivery of business support and funds for Aberdeen businesses directly affected by Covid-19 restrictions.
- Agreement of a Net Zero Vision and supporting Strategic Infrastructure Plan for Energy Transition. Subsequently, securing £62m ring-fenced for energy transition projects, with officers contributing towards business cases for an Aberdeen Hydrogen Hub programme and Energy Transition Zone.
- Approval, through the Aberdeen City Region Deal, of accelerated grant funding to allow construction of the BioHub to double the number of life sciences companies in the north-east.
- Progressed roll out of full fibre infrastructure with 21 sites connected by December 2020 with a further 41 due to be connected by March 2021.
- Progressed developer led sites with the aspiration to deliver 723 council house units.
- Continued work on construction of an Energy from Waste Plant.
- Handover of the Anaerobic Digestion plant was achieved in December 2020.
- Approval, with partners, of a Child Friendly Cities Plan.
- Continued with the delivery of new Early Learning & Childcare facilities.
- Awarded the contract to deliver the City's Cycle Hire Scheme.
- The launch of a Responsible Business Platform to promote opportunities for the wider business community to engage in activities that will benefit communities, highlighting how businesses can align corporate social responsibility with the priorities of the LOIP.

HOW WE DO BUSINESS:

- The implementation of effective civil emergency governance arrangements ensuring appropriate decision making was maintained during the pandemic to protect members, staff and customers.
- Comprehensive review and realignment of the Council's commitments and resources in response to the Covid-19 pandemic.
- Multiple digital achievements, including further implementation of O365, effectively enabling mass remote working; delivery of the largest device refresh in the Council's history; increasing online customer services; strengthening the capture, flow and use of critical data.
- Establishment and implementation of the Socio Economic Rescue Plan as an immediate response to mitigate the impact of Covid-19.
- The agreement of Local Rescue Plans for the City's 3 priority localities to ensure our most disadvantaged communities received practical and emotional support in response to the pandemic.
- Alignment of locality planning between the Council and Aberdeen City Health & Social Care Partnership.
- Approval of a Medium Term Financial Strategy.
- Completion of the 2019/20 Audited Accounts by June 2020.
- Further development of the Council's Risk Management Framework including the approval of a Risk Appetite Statement.
- Production of the 2020 Population Needs Assessment to inform future planning and service design.
- Co-location of Police Scotland staff within the Council's HQ, as part of broader Queen's Street redevelopment.
- Named as the United Kingdom's Local Authority of the Year 2020 at the MJ Achievement Awards.

HOW WE BEHAVE:

- Mental health action plan year 2 agreed at SGC and delivered throughout Covid-19 pandemic with additional supportive measures.
- Internal movement of staff (temporary movement) set up and utilised to support areas of high demand and critical service delivery during the pandemic through voluntary movement and flexibility of our workforce.
- Internal movement of staff (re.cr.uit scheme) fully enabled on digital tool, launching our new approach to internal recruitment, following a year of utilising and developing the principles of the scheme.
- O365 adoption and change process as undertaken in partnership with Microsoft to fully enable collaboration whilst high numbers of colleagues were working from home.
- Progress made in the delivery of our Workforce Plan which supported the embedding of the Target Operating Model by 2021/22.
- Digital adoption programme delivered following direct engagement with front line staff, 1600 frontline staff given licenses and supported to use their own devices to improve communications and engagement.
- Confirmation of Investors in Young People Gold Award.
- Confirmation of Defence Employers Recognition Scheme Gold Award.
- Participation in the pilot Equally Safe at Work accreditation.
- Internal communications approach throughout Covid-19 as praised by staff and TU partners.
- Future of Work survey undertaken to understand staff perspectives on the pandemic and how this shapes our work moving forwards.
- Covid-19 staff advice and guidance published in a timely fashion throughout the pandemic response, working in partnership with Trade Union colleagues.





SECTION 2: OUR BUSINESS FOR THE YEAR

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

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

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

Section ii) contains the statutory duties being placed on the Council, aligned to the LOIP outcome themes

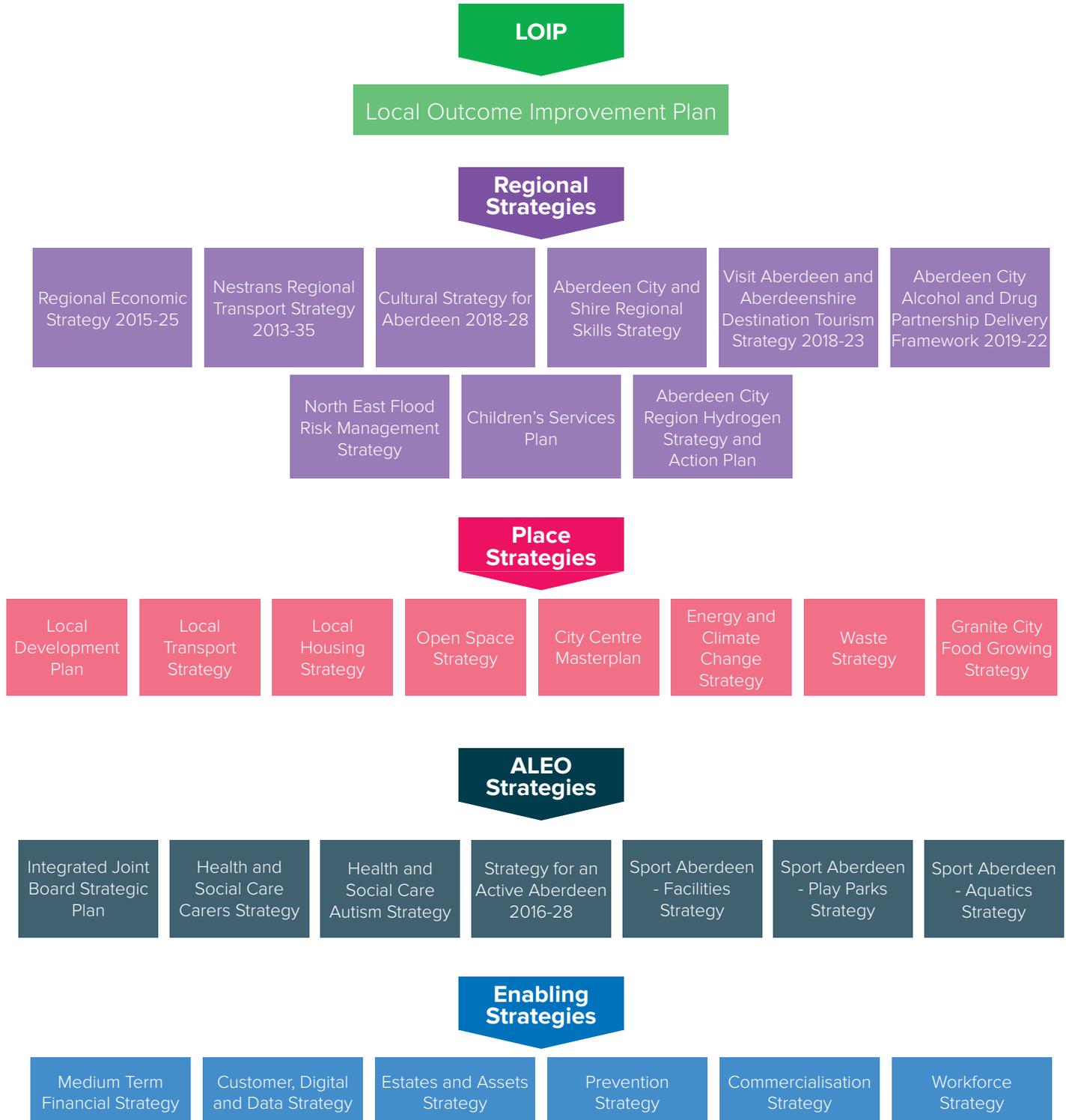
Section iii) contains the commitments arising from the Council's approved Policy Statement, aligned to the LOIP

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

Section i)

Strategy Framework

As part of our commissioning approach, the Strategic Commissioning Committee in November 2019 approved a Strategy Framework for the Council, providing clarity on what strategies we have and assurance that our strategies are sufficiently aligned to the LOIP.



The diagram above illustrates the agreed Strategy Framework, with the addition of the Prevention, Commercialisation and Workforce strategies. Enhancing the framework with the addition of the three enabling strategies, will help to further embed the design principles and organisational capabilities, as well as support future transformation as part of the commissioning cycle.

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

Delivery, and subsequent review, of the strategy framework is an ongoing process. A tracker is in place to facilitate the commissioning and recommissioning of strategies, and their associated implementation plans, and the commissioning and recommissioning of strategies will continue throughout 2021/22.

Section ii)

Statutory Duties

The table below identifies new legislation that may impact the Council directly during 2021/22.

PEOPLE (Children)	PEOPLE (Adults)	PLACE
<ol style="list-style-type: none"> 1. The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill 	<ol style="list-style-type: none"> 1. Restricting Foods Promotions Bill 2. Legislation to be considered to implement recommendations of the Fireworks Review Group 3. Public sector off-payroll working for clients (Change in HMRC Rules) 4. Forensic Medical Services (Victims of Sexual Offences) (Scotland) Bill 5. Hate Crime and Public Order (Scotland) Bill 6. Counter-Terrorism and Sentencing Bill 2019-21 7. Domestic Abuse Bill 2019-21 8. Welfare of Dogs (Scotland) Bill 9. Redress for Survivors (Historical Child Abuse in Care) (Scotland) Bill 10. Domestic Abuse (Protection) (Scotland) Bill 	<ol style="list-style-type: none"> 1. Revised statutory Code of Conduct under section 14 of Property Factors (Scotland) Act 2011 2. Civic Government (Scotland) Act 1982 (Licensing of Short-term Lets) Order 2021 and Town and Country Planning (Short-term Let Control Areas) (Scotland) Regulations 2021 3. The Valuation Appeal Committee (Procedure in Civil Penalty Appeals) (Scotland) Regulations 2020 4. The Town and Country Planning (General Permitted Development and Use Classes) (Scotland) Amendment Order 2020 5. Heat Networks (Scotland) Bill 6. Travelling Funfairs (Licensing) (Scotland) Bill

The Council maintains a legislation tracker to monitor these laws and any other new laws that may have an impact on the operation of the Council. An outline of the new laws and the service response to any new laws will be reported through the Council’s Legal Bulletin which is published on the Council’s intranet on a regular basis.

National Legislation (Children)

Title of Legislation	Summary of duties	Requirements to Implement in 2021/22	Financial Implications
The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill	Bill incorporates the UNCRC into the law in Scotland. Public authorities must not act in a way that is incompatible with the UNCRC and must report every 3 years on what they have done to meet the UNCRC requirements.	Not known when in force.	LAs already under a duty to report on UNCRC compliance. Some one-off costs anticipated for training materials and guidance. The Scottish Government will provide a fund to support Local Authorities (LAs).

National Legislation (Adults)

Title of Legislation	Summary of duties	Requirements to Implement in 2021/22	Financial Implications
Restricting Foods Promotions Bill	Restriction of multi-buys and junk food displays at checkouts	Scottish Government will consider whether necessary. If necessary, not known when in force. These measures have been postponed due to Covid 19.	To be enforced by Environmental Health or Trading Standards. No estimate of costs at this time.
Legislation to be considered to implement recommendations of the Fireworks Review Group	Mandatory conditions before consumers are able to purchase fireworks require consideration, including: <ul style="list-style-type: none"> • restrictions on the days fireworks can be sold; • no fireworks areas / zones where it is not possible for fireworks to be set off; and • a proxy purchasing offence so adults are not able to give adult fireworks to children under the age of 18 without prosecution. 	Scottish Government have indicated intention to introduce regulations to implement some of the recommendations. Not known what further legislation may be introduced. Not known when in force.	Will include some measures to be enforced by Trading Standards. No estimate of costs at this time.
Public sector off-payroll working for clients (Change in HMRC Rules)	Public Authorities need to determine the employment status of a worker to see if the off-payroll working rules apply. This is to ensure that, for example, personal service company employees pay the same tax and NI as employees.	In force 06/04/2021	No financial impact anticipated.

Title of Legislation	Summary of duties	Requirements to Implement in 2021/22	Financial Implications
Forensic Medical Services (Victims of Sexual Offences) (Scotland) Bill	Bill would mean health boards must provide forensic medical services. These services are for victims of sexual offences. Would mean health boards will have to offer a self-referral service for victims.	Not known when in force.	There are no direct costs to local authorities – the Bill does not impose any statutory duties on them. To the extent that self-referral will require modest adjustments to working practices when local authorities support vulnerable people it is considered that the costs of changing practices will be minimal.
Hate Crime and Public Order (Scotland) Bill	Bill aims to update existing laws and consolidate these into one Bill, while also adding to the groups currently specifically protected by hate crime laws.	Not known when in force.	Main anticipated costs for LAs are - training of the community justice workforce and building capacity to undertake preventative work to ensure the success of the legislation. Any additional costs are anticipated by Criminal Justice Social Work to be covered from their grant under section 27 of the Social Work (Scotland) Act 1968.
Counter-Terrorism and Sentencing Bill 2019-21	A Bill to make provision about the sentencing of offenders convicted of terrorism offences, of offences with a terrorist connection or of certain other offences; to make other provision in relation to terrorism; and for connected purposes. Criminal Justice Social Work must provide reports on the offender and the offender's circumstances.	Not known when in force.	Any additional costs are anticipated by Criminal Justice Social Work to be covered from their grant under section 27 of the Social Work (Scotland) Act 1968.
Domestic Abuse Bill 2019-21	Provides for extraterritorial jurisdiction for sexual and stalking offences, to implement Council of Europe Convention on preventing and combating violence against women and domestic violence.	Not known when in force.	Scottish Government impact assessment doesn't anticipate additional costs for local authorities. Around 20 new cases per year are anticipated across Scotland. These will generally be offences committed by Scottish residents against victims outwith the UK.

Title of Legislation	Summary of duties	Requirements to Implement in 2021/22	Financial Implications
Welfare of Dogs (Scotland) Bill	Requires the Scottish Government to make changes to the system for licensing dog breeding. Result will be that more breeders will need to have a licence.	Not known when in force.	Licensing to be administered by local authorities. Any additional costs anticipated to be met from additional licence fees.
Redress for Survivors (Historical Child Abuse in Care) (Scotland) Bill	Sets up a scheme, administered by a new body called Redress Scotland, to make financial payments ('redress payments') to survivors of historical child abuse in care in Scotland.	Not known when in force.	Redress payments will be met by the Scottish Government. However, a collective contribution to the scheme from local authorities is being sought by COSLA. [It is proposed that the Scottish Government "top slice" the local government funding settlement by a total of £100 million over a number of years, starting with a £5 million reduction in 2022-2023. No reduction is proposed for 2021-2022]. In addition to this contribution, there is a significant likely cost to local authorities of processing access to personal data and related support.
Domestic Abuse (Protection) (Scotland) Bill	The Bill as introduced creates new types of protection notices and orders to protect people from domestic abuse.	Not known when in force.	Costs to local authorities of administering community sentences and providing reports, also of rehousing suspected perpetrators prevented from returning home. Housing Access and Support anticipate the cost of rehousing suspected perpetrators to be lower than the cost of rehousing victims, as rehousing victims often requires large enough properties for children as well as the additional administrative costs of school moves in some cases. Any additional costs for Criminal Justice Social Work are anticipated to be covered from their grant under section 27 of the Social Work (Scotland) Act 1968.

National Legislation (Place)

Title of Legislation	Summary of duties	Requirements to Implement in 2021/22	Financial Implications
Revised statutory Code of Conduct under section 14 of Property Factors (Scotland) Act 2011	Additional obligations on property factors – including the Council – to provide information to homeowners and to ensure that contractors are aware of the Code’s requirements.	Not known when in force.	Currently anticipated that this will amend the code of practice rather than introduce new statutory requirements. Unlikely to be any financial impact on this basis, due to factoring revenue being ring fenced funding.
Civic Government (Scotland) Act 1982 (Licensing of Short-term Lets) Order 2021 and Town and Country Planning (Short-term Let Control Areas) (Scotland) Regulations 2021	Local Authorities must establish licensing schemes and may designate control areas for short-term letting.	Comes into force on 1 April 2021. However, local authorities will have until 1 April 2022 to establish a licensing scheme in their area and open it to receive applications.	Local authorities can charge fees to cover the establishment and running costs associated with the licensing scheme. This will be administered by the Private Sector Housing Team in Early Intervention and Community Empowerment.
The Valuation Appeal Committee (Procedure in Civil Penalty Appeals) (Scotland) Regulations 2020	Regulations make provision for appeals to a valuation appeal committee (“VAC”) in relation to assessor penalty notices and local authority penalty notices under the Non-Domestic Rates (Scotland) Act 2020	In force 01/04/2021.	No financial implications anticipated.
The Town and Country Planning (General Permitted Development and Use Classes) (Scotland) Amendment Order 2020	Amends the Town and Country Planning (General Permitted Development) (Scotland) Order 1992 to introduce new classes of permitted development rights and makes a minor amendment to the Town and Country Planning (Use Classes) (Scotland) Order 1997.	In force 01/04/2021.	No financial implications anticipated.
Heat Networks (Scotland) Bill	A heat network operator and potentially heat suppliers need to apply for a heat licence. Will give LAs additional powers to designate heat network zones, but also additional obligations to review network zone areas.	Not known when in force, but regulatory framework anticipated to be in place during 2023.	A local authority (or its ALEOs) may need to pay for a licence if it operates a heat network. Some cost on local authorities of providing Building Assessment Reports, of planning process, of duty to consider zoning. Cost of these activities estimated at £150,000 per year initially. Scale of overall financial impact not yet known with any certainty, but no costs anticipated during 2021-2022.

Title of Legislation	Summary of duties	Requirements to Implement in 2021/22	Financial Implications
Travelling Funfairs (Licensing) (Scotland) Bill	The Bill is designed to make it easier for operators to put on travelling funfairs in Scotland.	Not known when in force	The Bill would standardise licensing fees for funfairs at £50 per application. ACC licensing fees are currently up to £650 per application. On average one licence is issued every 5 years. The estimated financial impact is therefore estimated at £120 per year.

Section iii)

Council's Policy Statement

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

ECONOMY	PEOPLE	PLACE
<ol style="list-style-type: none"> 1. Assess the digital needs of the region, working with our partners to ensure the city has the required infrastructure. 2. Continue the TECA development, including anaerobic digestion plant. 3. Increase city centre footfall through delivery of the City Centre Masterplan, including the redesigned Union Terrace Gardens, Provost Skene House and Queens Street development. 4. Support the Aberdeen Harbour expansion and work collaboratively to maximise tourism opportunities, including attracting high value cruises and energy transition activity in offshore renewables. 5. Review Council industrial estate to ensure it supports the Regional Economic Strategy. 6. Continue to deliver Aberdeen 365, an annual calendar of headline and feature events. 7. Continue to maximise community benefit from major developments. 8. Campaign for the reform of local government finance, including business rates and the replacement of Council Tax. 9. Open negotiations to secure funding for a second Aberdeen City Region Deal. 10. Use Business Loans Scotland to help lift the finance barrier for small and medium enterprises. 11. Work with both governments in order to unleash the non-oil and gas economic potential of the city. 12. Support the delivery of the three innovation hubs as part of the Aberdeen City Region Deal. 	<ol style="list-style-type: none"> 1. Completion of school estate review (P1) and development of estate strategy for next 5-10 years (P2). 2. Development of four new primary schools – Tillydrone, Torry, Milltimber and Countesswells. 3. UNICEF Child Friendly accreditation. 4. Work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes. 5. Support the implementation of Developing the Young Workforce, seek to gain the highest level of investors in young people accreditation and ensure there is a focus on supporting pupils excel in STEM subjects. 6. Explore how the successes of the Sistema project can be shared and spread across the city. 7. Commit to closing the attainment gap in education while working with partners across the city. 8. Review of local adult protection arrangements and implement an improvement programme. 9. Continue to promote diversion activities for youths and adults in our city with enhanced focused on our three locality areas. 10. Reduce fuel poverty across our most deprived communities through combined heat and power schemes, including the Energy from Waste Plant, and supporting community owned energy solutions. 	<ol style="list-style-type: none"> 1. Build up our existing strength in hydrogen technology. 2. Support efforts to develop the inward investment opportunities including Energetica corridor. 3. Refresh the local transport strategy, ensuring it includes the results of a city centre parking review; promotes cycle and pedestrian routes; and considers support for public transport. 4. Cycle hire scheme. 5. Continue to invest to resurface damaged roads and pavements throughout the city. 6. Development of locality plans across the city in conjunction with communities. 7. Build 2,000 new Council homes and work with partners to provide more affordable homes, ensuring future developments address the needs of a changing population.

Economy

Policy Statement	Progress and 2021/22 Key Milestones
<p>1. Assess the digital needs of the region, working with our partners to ensure the City has the required infrastructure</p>	<ul style="list-style-type: none"> • Work has continued throughout the year with the City Network Extension project to extend Aberdeen City Council’s fibre network to 57 additional sites across the City. This work is expected to be complete in Summer 2021. Building on this, discussions are well advanced looking at opportunities for an aggregated public sector demand approach to extend fibre further into the City Region. • Construction has commenced on a new duct network. This work is being taken forward with engagement with commercial organisations to consider opportunities to utilise the expanded network, such as future innovation opportunities. • Overarching all of the above a detailed gap analysis has been undertaken to inform future planning.
<p>2. Continue TECA development, including anaerobic digestion plant</p>	<ul style="list-style-type: none"> • The TECA development has been a resounding success since opening on 2 August 2019, hosting a number of significant events. However the global pandemic Covid-19 enforced the closure of the venue. This has impacted on mass gatherings and to date the venue has not re-opened for events. • Both hotels are currently operating but under strict controls and work practices along with the two hotels on site. • Taken together the development is affording opportunities as a venue to help combat the Covid-19 threat, including its use as a mass vaccination centre. • Handover of the Anaerobic Digestion plant was achieved in December 2020. • The Council plans to market vacant sites at an appropriate time.
<p>3. Increase city centre footfall through delivery of the City Centre Masterplan, including the redesigned Union Terrace Gardens, Provost Skene House and Queens Street development</p>	<p>Covid-19 has impacted the delivery of all Capital projects requiring a review of all delivery dates. This remains a fluid situation. Bearing this in mind;</p> <ul style="list-style-type: none"> • Provost Skene House is expected to be complete in Autumn 2021. • The redevelopment of Union Terrace Gardens is expected to be complete in late 2021, with only seasonal landscaping works to follow. • Queens Street – development work has continued and demolition work has commenced with one of the ancillary buildings. This work will be complete in Spring 2021. Discussions are also underway with stakeholders across the delivery of the wider development.
<p>4. Support the Aberdeen Harbour expansion and work collaboratively to maximise tourism opportunities, including attracting high value cruises</p>	<ul style="list-style-type: none"> • The delivery of the Aberdeen Harbour South Expansion is facing a 12-18 month delay. The delay to the project is not anticipated to negatively impact on Aberdeen’s ability to maximise future green energy opportunities. • Part of this delay aligns with the wider Covid-19 impact across the construction industry. The opening of the new harbour, which will increase tourism, will align with the delivery of other key city attractions. • Explore feasibility for a city region freeport/ greenport model to maximise commercial and economic opportunities from the expansion.
<p>5. Review Council industrial estate to ensure it supports the Regional Economic Strategy</p>	<ul style="list-style-type: none"> • The Council approved its Net Zero Vision and supporting Strategic Infrastructure Plan for Energy Transition in June 2020. • Discussions are underway for two of these key projects – Aberdeen Hydrogen Hub programme and the Energy Transition Zone around Aberdeen Harbour Expansion South. • Aligning with the above, approaches are being made for support from relevant UK Government sources in support of the offshore renewables sector specifically. • Work continues looking for potential development options across the city.

Policy Statement	Progress and 2021/22 Key Milestones
<p>6. Continue to deliver Aberdeen 365, an annual calendar of headline and feature events</p>	<ul style="list-style-type: none"> • The 2020 event programme was curtailed by the Covid-19 pandemic, with all events cancelled/postponed from April 2020 onwards. • The primary focus now is on planning and development of returning to events later in 2021, as well as any opportunities for any hybrid or test formats in the interim.
<p>7. Continue to maximise community benefit from major developments</p>	<ul style="list-style-type: none"> • The Covid-19 pandemic has impacted the delivery of projects which has subsequently impacted the achievement of expected community benefits. • Work will continue to implement the policy and look to maximise benefits from all developments throughout 2021/22.
<p>8. Campaign for the reform of local government finance, including business rates and the replacement of Council tax.</p>	<ul style="list-style-type: none"> • Council engagement with businesses to continue. • Officers continue to work with colleagues on development of a Transient Tourism Levy and also COSLA work on local powers and levers to support economic growth. • The Council provided evidence to the Local Government and Communities Committee of the Scottish Parliament in October 2020, exploring the sustainability of local government, specifically in the context of the Covid-19 pandemic. This provided the opportunity to highlight the challenges for non-domestic rates. Legislative changes by the Scottish Government, passed as part of Covid-19 response, has delayed the development of Transient Visitor Levy.
<p>9. Open negotiations to secure funding for a second Aberdeen City Region Deal</p>	<ul style="list-style-type: none"> • Aligning with the Regional Economic Strategy the Council is developing business cases to bid for a share of the Scottish Government ring-fenced £62m for energy transition projects. • Continue in 2021/22 to seek assistance from relevant UK Government sources in support of wider ‘green’ investments that will support energy transition and decarbonisation, but initially concentrating on the offshore renewables sector specifically.
<p>10. Use Business Loans Scotland to help lift the finance barrier for small and medium enterprises</p>	<ul style="list-style-type: none"> • Continue to promote Business Loans Scotland to local businesses through the Business Gateway. • Through the alignment to Community Planning Aberdeen’s refreshed Local Outcome Improvement Plan, continue with the implementation of the Council Socio-Economic Rescue Plan to support local businesses through the Covid-19 pandemic period. • Deliver Covid Business Grants on behalf of UK Government and Scottish Government and provide information, advice and guidance to businesses in response to Covid-19 and as the economy emerges from its impacts.
<p>11. Work with both governments in order to unleash the non-oil and gas economic potential of the City</p>	<ul style="list-style-type: none"> • See City Region Deal 2. • An inward investment focus on energy transition is being coordinated with Department of International Trade and Scottish Development International and Invest Aberdeen, along with other industry partners. • Participation at various infrastructure investment promotional activity.
<p>12. Support the delivery of the 3 innovation centres envisaged by the Aberdeen City Region Deal</p>	<ul style="list-style-type: none"> • OGTC is supporting technology development with cross-industry organisations to deliver a number of goals that will solve key industry challenges. • The BioHub, whose aim is to double the number of life sciences companies in the north-east, will see construction start in 2021. • Seedpod, an industry development hub, aims to realise the industry’s ambition to double the size of north east Scotland’s £2.2 billion food and drink sector. A planning application was submitted to Aberdeen City Council in Feb 2021. SeedPod aims to increase sector turnover by 5% per annum. It will help established companies accelerate growth through innovation and technology adoption, market and product development, global consumer focus and provide start-up production space and development facilities for high-growth new businesses.

People (Children & Young People)

Policy Statement	Progress and 2021/22 Key Milestones
1. Completion of school estate review (P1) And development of estate strategy for next 5-10 years (P2)	<ul style="list-style-type: none"> The review has been delayed as a result of the Covid-19 pandemic and the impact it has had on service delivery within education settings. The school estate review will be carried out in 2021.
2. Development of four new primary schools – Tillydrone, Torry, Milltimber and Countesswells	<ul style="list-style-type: none"> The Covid-19 pandemic has had a delay impacting across all capital projects both in terms of design and construction delivery. The construction of the new primary school at Milltimber is underway with the remaining three commencing construction in 2021.
3. UNICEF Child Friendly accreditation	<ul style="list-style-type: none"> UNICEF have approved high level planning ambitions. Partners across the Community Planning Partnership are now developing a detailed series of local plans aligned with the overall plan.
4. Work with the Scottish Government to provide flexible and affordable childcare for working families on the lowest incomes	<ul style="list-style-type: none"> In lieu of the Covid-19 pandemic, a new target date of August 2021 has been set by the Scottish Government to deliver 1140 hours. Design and construction works, overseen by the ELC Expansion Programme Board, are now well underway.
5. Support the implementation of Developing the Young Workforce, seek to gain the highest level of investors in young people accreditation and ensure there is a focus on supporting pupils to excel in STEM subjects	<ul style="list-style-type: none"> The Developing the Young Workforce agenda is being reset in lieu of the Covid-19 pandemic. The review will look to utilise the strength of the partnership to help improve young people's pathways into employment and training in emerging growth areas. The service has continued to increase in the number of young people accessing apprenticeships, this work is also being re-set in line with national changes to the procurement process.
6. Explore how the successes of the Sistema project can be shared and spread across the city	<ul style="list-style-type: none"> In lieu of the Covid-19 pandemic, a review will be carried out in 2021 across partnership organisations looking at optimum ways to share and learn good practice. Key priorities will be consideration of alternative settings, and how the data will be shared to ensure a strong joint approach to outcomes across the city.
7. Commit to closing the attainment gap in education while working with partners across the city	<ul style="list-style-type: none"> Improved analysis of 'the gap' resulting in more impactful targeting of resource. Reviewing current data to take account of the impact of the pandemic in order to identify and address changing gaps. Currently reviewing local data and research available to help support a refresh of the National Improvement Framework Plan aligned to the LOIP. Improved accountability through new education management structure.
8. Review of local adult protection arrangements and implement an improvement programme	<ul style="list-style-type: none"> A comprehensive review of adult protection operational procedures is now completed. New model to be implemented and full action plan in place. Biennial Report was submitted to Scottish Government in December 2020 which includes improvement plan for next 2 year period. Despite the advised delay in the commencement of the adult protection external inspection, work will continue to develop a self-evaluation and evidence file.

Policy Statement	Progress and 2021/22 Key Milestones
9. Continue to promote diversion activities for youths and adults in our city with enhanced focus on our three locality areas	<ul style="list-style-type: none"> • These services continue virtually, and service reinstatement proposals have been submitted to increase service delivery for youth services.
10. Reduce fuel poverty across our most deprived communities through combined heat and power schemes including the Energy from Waste Plant and supporting community owned energy solutions	<ul style="list-style-type: none"> • Construction works for the new Energy from Waste facility, located at East Tullos is underway with delivery planned for 2022. • Torry Heat Network Phase 1 will commence construction works to align with the delivery of the EfW plant.

Place

Policy Statement	Progress and 2021/22 Key Milestones
1. Build up our existing strength in hydrogen technology	<ul style="list-style-type: none"> • This work links with the Energy Transition Vision and Strategic Infrastructure Plan for the City. • Development consideration with partners will be carried forward in 21/22 looking to build upon the significant investment already made in terms of plant and equipment to ensure Aberdeen remains at the forefront of deploying hydrogen technology in the UK. • Develop the Aberdeen Hydrogen Hub project: scaling up renewable hydrogen production and distribution while extending the application of hydrogen power in transport/ mobility to housing and the emerging hydrogen export market. • Establishing the best operating model for the Council to facilitate commercialisation of hydrogen in the region for jobs, training and supply chain purposes.
2. Support efforts to develop the Energetica corridor	<ul style="list-style-type: none"> • Consideration for the development of a Hydrogen Hub (phase 1) within the corridor. • Continue with the delivery of a developer led social housing site proposal, and following due diligence, seek construction commencement in 2021. • Explore feasibility for a city region freeport / greenport model to maximise commercial and economic opportunities from the expansion.
3. Refresh the local transport strategy, ensuring it includes the results of a city centre parking review; promotes cycle and pedestrian routes; and considers support for public transport	<ul style="list-style-type: none"> • The review of the Local Transport Strategy (LTS) will follow the review of the Regional Transport Strategy which was approved in February, 2021. • The review of the LTS will take cognisance of the new Roads Hierarchy and opportunities for public transport and active travel intervention options with a phased timeline for delivery.
4. Cycle Hire Scheme	<ul style="list-style-type: none"> • Concession contract has been awarded to ShareBike. The proposed rollout of the project will be taken forward in 21/22
5. Continue to invest to resurface damaged roads and pavements throughout the city	<ul style="list-style-type: none"> • The delivery of £10 million extra funding provided in 2020/21, for expenditure over a 4-year period, has been impacted by the Covid-19 pandemic. • Projects will continue to be delivered through 21/22 and beyond.

Policy Statement	Progress and 2021/22 Key Milestones
6. Development of locality plans across the city in conjunction with communities	<ul style="list-style-type: none"> • Agreed locality plans will be rolled out across the city. • Work with Torry team to support maximising opportunities for communities from ScotWind seabed leasing, Aberdeen Harbour South and Energy Transition Zone.
7. Build 2,000 new Council homes and work with partners to provide more affordable homes, ensuring future developments address the needs of a changing population	<ul style="list-style-type: none"> • Summerhill and Wellheads – construction works ongoing 652 units. • Continue with buy-back opportunities. • New construction works will commence for both council owned sites and developer led sites. • It is expected that the target of 2,000 homes will be at various stages of delivery in 21/22. • Continue with the design development of other Council led sites along with the procurement of a second tranche of developer led sites.

Section iv)

Supporting delivery of the LOIP through Council commissioning intentions

This section of the Council Delivery Plan sets out a series of commissioning intentions which define the contributions which the Council will make to the delivery of the LOIP and which frame the ask of our commissioned services. These commissioning intentions define the contribution, from a single agency perspective. It should be noted that partners will also have single agency intentions to meet their obligations derived from the LOIP.

ECONOMY	PEOPLE (Children & young people)	PEOPLE (Adults)	PLACE
<p>1. 10% increase in employment across priority and volume growth sectors by 2026.</p> <p>2. 90% of working people in Living Wage employment by 2026.</p>	<p>3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.</p> <p>4. 90% of children and young people will report that they feel mentally well by 2026.</p> <p>5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.</p> <p>6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.</p> <p>7. Child Friendly City which supports all children to prosper and engage actively with their communities by 2026.</p> <p>8. 25% fewer young people (under 18) charged with an offence by 2026.</p>	<p>9. 25% fewer people receiving a first ever Court conviction each year by 2026.</p> <p>10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.</p> <p>11. Healthy life expectancy (time lived in good health) is five years longer by 2026.</p> <p>12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.</p>	<p>13. No one in Aberdeen will go without food due to poverty by 2026.</p> <p>14. Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate.</p> <p>15. 38% of people walking and 5% of people cycling as main mode of travel by 2026.</p>

The City's LOIP will be refreshed during the course of 2021. All significant changes will be reviewed and reported to Council for consideration of required actions.

Commissioning Intentions – 2021/22

The Council's Commissioning Intentions for 2021/22 were approved, in principle, by the Strategic Commissioning Committee in November 2020. The intentions are aligned to the stretch outcomes of the Local Outcome Improvement Plan and the Council's strategy framework. Changes to the intentions for 2021/22 reflect:

- A strengthened alignment of the intentions to support the Council's priorities of Energy Transition and Net Zero carbon emissions. Through the 2021/22 planning process, each of the proposed intentions were reviewed to ensure that every opportunity was identified for the commissioned services to support these Energy Transition and Net Zero priorities. A number of additions and revisions have been made on that basis. Overall, this assessment shows that 52 intentions are identified as having a positive benefit (directly or indirectly); 38 have a neutral impact; and no intentions identified as having a negative impact.

	Economy	People	Place
Directly Supports	7	0	12
Indirectly Supports	5	21	7
No impact	12	26	0
Negative Impact	0	0	0

- The Covid-19 related restrictions within which services will continue to operate during 2021/22, including the ability to deliver a cultural programme, open leisure facilities and progress planned expansion of early learning and childcare.
- The support which communities and particularly vulnerable groups will need following the impact of the pandemic and lockdown restrictions, including the development of Family Wellbeing Hubs.
- The financial position of the Council and the broader public sector, as set out in the Council's Medium Term Financial Plan.

LOIP stretch outcomes

LOIP stretch outcome 1.		
10% increase in employment across priority and volume growth sectors by 2026 (Economy LOIP theme)		
Key drivers	Commissioning Intentions	Key Measures
1.1 Diversification of the economy into other growth sectors including wider energy related sectors; tourism; food and drink; life sciences; health and social care and construction. Lead: Richard Sweetnam	Support diversification of the city's tourism sector by securing new audiences through support to cultural venues, programmes and other events, including delivery of the Aberdeen 365 delivery model, The Event Complex Aberdeen, operation of the new Aberdeen Art Gallery, the archives and museums service and ACC supported venues in the city <i>(subject to operations reopening following pandemic restrictions)</i>	<ul style="list-style-type: none"> Number employed in creative and cultural business enterprises Annual visitors to the Art Gallery and museums Total number of Events 365 events/ visitors
	Support diversification into new energy markets, and in particular work to support the SIP – Energy Transition and projects capitalising on offshore renewables and hydrogen. This is also supported by City Region Deal delivery of OGTC, and other innovation projects in that programme	<ul style="list-style-type: none"> ETZ Business Case submitted to UK Government and Scottish Government Hydrogen Hub Business Case submitted to Scottish Government and drawdown of £10.5million/ Phase 1 of funding
	Progress redevelopment of Union Terrace Gardens	<ul style="list-style-type: none"> Project delivery on time
	Maximise income generation opportunities from the Council's Tourism, Archives and Events assets	<ul style="list-style-type: none"> £380k per annum target assuming 'normal' trading conditions achieved in 22/23
	Promote the city and its venues to new national and international audiences through a service level agreement with VisitAberdeenshire, collaborating with Aberdeen Art Gallery, Museums and Archives, Culture Aberdeen, VisitScotland and industry	<ul style="list-style-type: none"> Number of tourists visiting Aberdeen Art Gallery and Museums attractions annually Number of tourists visiting the city annually
	Prepare an up to date Local Development Plan to deliver development opportunities for Aberdeen	<ul style="list-style-type: none"> Number of development opportunities Number of approved applications for development
	Deliver decisions on planning, building standards and roads construction consent applications to enable growth in new sectors	<ul style="list-style-type: none"> Average time (weeks) to deliver commercial planning applications % of traffic regulation orders processed within agreed timescale % of building warrant applications processed within agreed timescale
	Work with partners to ensure that public and private sector development sites are delivered and monitored through the housing and employment land audits	<ul style="list-style-type: none"> Number of development sites delivered
	Deliver Invest Aberdeen to attract and maintain existing company locations; and secure financial investment to support economic development. Focussing on promotion of SIP – Energy Transition and attracting new inward investment	<ul style="list-style-type: none"> Delivery of the 2021/2022 Business Plan Conversion rate (%) of contacts leading to investment
	Deliver Hydrogen buses and new activity to deliver Aberdeen Hydrogen Hub	<ul style="list-style-type: none"> Phase delivery within timescales of additional 10 hydrogen buses Delivery of partnership with a commercial operator(s) for the production of renewable hydrogen, storage and distribution
	Deliver the MoU with BP to support the Council's energy transition	<ul style="list-style-type: none"> Activities across themes of waste, housing, energy services provision or H2 Implementation of the Council's own route map towards decarbonisation
	Develop Regional Spatial Strategy to ensure National Planning Framework 4 secures the best outcome for Aberdeen and the North East	<ul style="list-style-type: none"> RSS agreed with partners and approved by ACC RSS accepted by Scottish Government and in NPF4 Projects proposed within the Aberdeen City Council boundary are included in NPF4

<p>1.2 Developing the talent and future workforce necessary to support diversification of businesses and economy.</p> <p>Leads: Richard Sweetnam Graeme Simpson Eleanor Sheppard</p>	<p>Commission new employability activity through No One Left Behind, Young Person Guarantee, Parental Employability Support Fund and Kickstart</p>	<ul style="list-style-type: none"> • Number of people progressing positively through the employability pipeline from council-operated employability programmes • Number of young people achieving positive destinations • Number of jobs created as a result of wage incentives • Number of people in low-skilled, low-paid and insecure employment • % of unemployed people assisted into work from council operated employability programmes
<p>1.3 Improving investment into Aberdeen and Aberdeen businesses.</p> <p>Leads: Richard Sweetnam Gale Beattie</p>	<p>Working with city and regional partners, ensure there is an 'investor ready' pipeline of development opportunities in response to new enquiries as a result of Council and City Region Deal supported investment</p> <p>Support delivery of the Business Gateway contract and evaluate its impact</p> <p>Support Aberdeen Harbour in its expansion</p> <p>Leverage external funding to deliver Council economic priorities</p> <p>Support delivery of affordable housing in Aberdeen and support a balanced approach to funding to ensure a thriving registered social landlord sector and widen the availability of affordable homes for the citizens of Aberdeen</p>	<ul style="list-style-type: none"> • Number of new companies attracted to the city • Amount (£) of new investment attracted to the city • Number of business births • Number of business deaths • Number of business gateway start-ups per 10,000 population • Working with city and regional partners to develop a green port zone if a decision is made to proceed, subject to feasibility • Supporting city and regional partners to develop and deliver the Energy Transition Zone delivery in response to ScotWind seabed licensing rounds • Leverage ratio (%) – Council £ to External £ • Amount of grant funding secured from Scottish Government • Number of affordable and council house units under construction / provided

LOIP stretch outcome 2.

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

Key drivers	Commissioning Intentions	Key Measures
<p>2.1 Promoting inclusive economic growth for our most disadvantaged communities</p> <p>Leads: Richard Sweetnam Craig Innes Derek McGowan Eleanor Sheppard Isla Newcombe</p>	<p>Commission new employability activity through No One Left Behind, Young Person Guarantee, Parental Employability Support Fund and KickStart</p>	<ul style="list-style-type: none"> • Number of people progressing positively through the employability pipeline • Number of young people achieving positive destinations • Number of jobs created as a result of wage incentives • Number of people in low-skilled, low-paid and insecure employment • Number of young people achieving accredited awards • Number of foundation, modern and graduate apprenticeship places offered by the Council per year • Number of work experience placements offered across the Council • Number of work experience placements arranged outwith the Council • Number of employers providing positive feedback on the young people they've supported on work experience • Number of staff engaged in mentoring young people • Number of internships offered to / successfully completed by care experienced young people • Number of parents experiencing in-work poverty supported by Council-operated employability programmes • Number of disabled parents supported by Council-operated employability programmes
	<p>Increase the value of the Council's community benefits programme through tendering processes</p>	<ul style="list-style-type: none"> • Value of Council community benefits programme • Number of contracts which have community benefits / social value outcomes clearly defined • Annual reporting of the delivery of the social value outcomes and their impacts • A Climate Friendly weighting is introduced at tendering stage for contracts

<p>2.1 Promoting inclusive economic growth for our most disadvantaged communities</p> <p>Leads: Richard Sweetnam Craig Innes Derek McGowan Eleanor Sheppard Isla Newcombe</p>	<p>Provide Community Learning and Development services, subject to implications of Covid-19 restrictions, that ensure:</p> <p>i) Young people are confident, resilient, and optimistic for the future (& Young people's perspectives are broadened through new experiences and thinking)</p>	<ul style="list-style-type: none"> • Number of youth work interventions/ programmes in schools • Number of under 12 volunteers • Number of volunteers participating in training • Number of work experience placements • Number of young people achieving awards and types of awards • Number of positive destinations • Number of young people reporting they feel more confident, resilient and optimistic for the future
	<p>ii) Adult learners are confident, resilient and optimistic for the future (& Adult learners critically reflect on their experiences and make positive life changes for themselves and their community)</p>	<ul style="list-style-type: none"> • Number of Adult Learning participants • Number of Family Learning participants • Number of learning opportunities • Number volunteers delivering learning opportunities
	<p>iii) Adult Learners apply their skills, knowledge and understanding across the four areas of life (& Adult Learners participate equally, inclusive and effectively & Adult Learners are equipped to meet key challenges and transitions in their lives)</p>	<ul style="list-style-type: none"> • Number of learning opportunities • Number of participants • Increase in funding • Number of learners who engage in 80 hours or more learning • Number learners from marginalised groups – for example, Criminal Justice, Travellers • Number of SQAs • Number of learners moving on to college • Number of learners moving on to employment • % of learners who express increase in confidence • % of learners who have gained / improved skills
	<p>Support and expand out of school care in line with the expansion of early learning and childcare and the new National Framework for Out of School Care (2019) to meet the needs of families</p>	<ul style="list-style-type: none"> • Number of after school club places • Number of breakfast club places • Number of childminder places • Number of day nursery places
<p>Operate a policy of guaranteed interview scheme for care experienced and ex-offender applicants</p>	<ul style="list-style-type: none"> • Number of care experienced and ex-offender applicants • Number of care experienced and ex-offender individuals employed 	

2.2 Ensuring access for all employers to skilled labour Leads: Richard Sweetnam Eleanor Sheppard	Increase the range and number of accredited courses being provided by schools and partners	<ul style="list-style-type: none"> • Number of partners supporting delivery of the Senior Phase • Range of learning pathways offered across the partnership aligned to growth areas in the local labour market • Number of accredited courses being provided by schools and partners • Number of young people completing a newly introduced course progressing onto a positive destination • Number of young people taking up places on the new courses • % of school websites sharing information on learning pathways • Complementary tariff points achieved by young people in SIMD 1&2 • Staying on rates
	Increase the number of young people taking up foundation apprenticeships	<ul style="list-style-type: none"> • Number of young people starting a Foundation Apprenticeship • Number of young people completing a Foundation Apprenticeship • Increase in number of young people able to complete work based elements of apprenticeships, subject to Covid-19 restrictions • % of young people with a Foundation Apprenticeship who have moved into a sustained positive destination • Number of schools participating in Foundation Apprenticeships

LOIP stretch outcome 3.

95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026 (People children and young people LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
3.1 Ensuring that families receive the parenting and family support they need Leads: Graeme Simpson Eleanor Sheppard	Subject to reconfirmation of the statutory duty, ensure all parents who are keen to access 1140 hours of ELCC are able to do so, including expansion of the estate	<ul style="list-style-type: none"> • Number of Early Learning and Childcare places allocated to eligible 2s inclusive of places for the children of Care Experienced parents • % of eligible population allocated Council funded ante pre-school and pre-school nursery places in local authority and partner provider Early Learning and Childcare settings
	Support all early learning and childcare settings to deliver early learning and childcare provision in line with National Quality Standard	<ul style="list-style-type: none"> • Combined % of partner provider Early Learning and Childcare centre inspections receiving positive Care Inspectorate and Education Scotland reports per financial year • % of quality indicators rated as Good or above during inspections of local authority and partner provider Early Learning and Childcare centres by the Care Inspectorate • % of positive evaluations of quality reference indicators from Education Scotland and Care Inspectorate inspection reports of publicly funded Early Learning and Childcare
	Offer PEEP (Parents as Early Education Partners) universally across all Local Authority settings from January 2021 (dependant on lifting of Covid-19 restrictions)	<ul style="list-style-type: none"> • % of parents who can access PEEP in their local ELC setting • Number of families who have engaged with PEEP
3.2 Keeping young children safe Leads: Graeme Simpson Eleanor Sheppard	Improve the Council's recognition and response to indicators of cumulative neglect	<ul style="list-style-type: none"> • Number / rate of children on Child Protection Register under the category of neglect • Number / rate of recorded offences of cruelty, neglect and unnatural treatment of children • Number of emergency hospital admissions for unintentional injury to children under 5 years
	Improve the Council's recognition and response to the child protection implications of domestic abuse, coercive control, emotional abuse, FGM, Ethnicity, prevent, forced marriage and disability	<ul style="list-style-type: none"> • Number / rate of children, including unborn children, on the Child Protection Register by age and category • Children and young people subject to a Child Protection Order in a 12-month period • Number of Child Protection Investigations where Joint Investigative Interview took place in a 12-month period • Number of initial case conferences and conversion rate to registration
	Adopt a strength based and participatory approach to child protection practice	<ul style="list-style-type: none"> • Number of Child Protection Register case conferences which take a strength base approach
3.3 Supporting early speech, language and literacy Leads: Eleanor Sheppard	Deploy early learning and childcare excellence and equity practitioners to lead direct support to children and families to help close the gap in those aged 2-5	<ul style="list-style-type: none"> • % of P1 pupils achieving Curriculum for Excellence levels by Scottish Indices of Multiple Deprivation Quintiles
	Agree and implement an approach to supporting early language acquisition and development	

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

LOIP stretch outcome 4.		
90% of children and young people will report that they feel mentally well by 2026 (People children and young people LOIP theme)		
Key drivers	Commissioning Intentions	Key Measures
4.1 Improving the knowledge, understanding and skill of the universal workforce to recognise and respond to emerging mental wellbeing vulnerability Leads: Eleanor Sheppard	<p>Build capacity across the universal provision to identify and support children and young people and their families with emerging mental health needs and deliver bespoke targeted support to children and young people and their families who have established mental health needs</p>	<ul style="list-style-type: none"> • Number of young people recorded as being bullied in SEEMiS module • Number of appropriate referrals to the school Nurse for targeted mental health support • Number of children and young people being supported by the Fit Like Family Wellbeing Hubs

<p>4.2 Increasing children's and parents' knowledge and understanding of their own physical and mental wellbeing</p> <p>Leads: Gaeme Simpson Eleanor Sheppard</p>	<p>Raise awareness of signs of positive wellbeing in parents, carers, children and young people</p>	<ul style="list-style-type: none"> • Number of school communities who can evidence their work to actively raise awareness • Number of children and young people being supported by the Fit Like Family Wellbeing Hubs
<p>4.3 Early intervention and prevention of self harming behaviours through timely and effective support for those with mental health issues.</p> <p>Leads: Gaeme Simpson Eleanor Sheppard</p>	<p>Building on the establishment, during the Covid-19 response, of hubs to provide flexible and agile support to children and families with elevated levels of concern, commission a Family Wellbeing Service and the operation of 3 Family Wellbeing Hubs</p>	<ul style="list-style-type: none"> • Successful establishment of 3 Family Wellbeing Hubs • % of S2 and S4 pupils who report they feel mentally well • Number of children and families supported through the Family Wellbeing hubs • % of those supported through the Family Wellbeing Hubs who can evidence an improvement in their wellbeing

<p>LOIP stretch outcome 5.</p>		
<p>95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026 (People children and young people LOIP theme)</p>		
Key drivers	Commissioning Intentions	Key Measures
<p>5.1 Improving education outcomes for care experienced children and young people</p> <p>Leads: Gaeme Simpson Eleanor Sheppard</p>	<p>Increase capacity of all educational resource to support identified vulnerabilities</p> <hr/> <p>Improve educational outcomes for care experienced children and young people</p>	<ul style="list-style-type: none"> • Number of care experienced young people receiving a bespoke education support pathway • % attendance of Care Experienced children and young people • % of vulnerable 2-4 year olds accessing early years provision • % of care experienced parents accessing ELC for their 2 year old • % of care experienced young people (S4-6) who leave school and go to a sustained positive destination • % of care experienced school leavers attaining SCQF Level 3 in Literacy and Numeracy • % of care experience young people leaving school with 4 or more SCQF awards at Level 3 • School exclusion rates (per 1,000 'looked after children') • % of care experienced pupil school attendance • % of care experienced pupils accessing the MCR Pathways programme

5.2 Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity Leads: Graeme Simpson Eleanor Sheppard	Further develop an integrated approach to supporting children to remain in their community	<ul style="list-style-type: none"> • Increase % of children being looked after in the community either at home or in a kinship placement • % of looked after children who experience 3 or more school moves whilst 'looked after' • % of looked after children placed in an external foster placement • % / number of looked after children placed in external residential placements
	Increase the number of children and young people remaining in a placement between 16-18 years	<ul style="list-style-type: none"> • Number of children and young people remaining in a placement between 16-18 years
5.3 Supporting children and young people to understand and access multiagency throughcare and aftercare services Leads: Graeme Simpson Eleanor Sheppard	Support children and young people to understand and access multiagency throughcare and aftercare services	<ul style="list-style-type: none"> • Number of 15-year-olds in care with a pathway plan • Number of care leavers who receive throughcare and aftercare support • Number of 16+ year-olds in care • Number of young people offered targeted support linked to tenancy sustainment • % of care leavers accessing their benefit entitlement
5.4 Improving physical and emotional health outcomes for care experienced young people Leads: Graeme Simpson Eleanor Sheppard	Increase the physical and emotional health outcomes for care experienced young people	<ul style="list-style-type: none"> • % of care experienced children and young people who report feeling mentally well • Number of children that report being happy in their care placement
	Provide, through Sport Aberdeen and other ALEOS, activities for care experienced children (outcomes will be proportionate to timings of ALEO operations returning, some of which may be staggered during the year)	<ul style="list-style-type: none"> • % of care experienced children taking part in sport and physical activity • % of care experienced young people reporting an improvement in their physical and / or mental health and well-being

LOIP stretch outcome 6.

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

Key drivers	Commissioning Intentions	Key Measures
<p>6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs)</p> <p>Leads: Graeme Simpson Eleanor Sheppard Richard Sweetnam</p>	<p>Improve pathways for all to employment and training and provision of additional support for identified groups including care experienced and those with additional support needs</p>	<ul style="list-style-type: none"> • % difference between 30% most and least deprived for literacy and numeracy • Number of young people leaving school with no qualifications • % of S3-S5 pupils identified as ‘at risk’ of disengaging that stay on • Number of winter leavers with a positive destination • % of children and young people with additional support needs who have a transition plan to support transition from early years to primary, from primary to secondary and from secondary to post school • Number of Developing Young Workforce programmes available to young people with a disability or with additional support needs • Number of care experienced young people engaging in Council-operated employability programmes • Number of care experienced young people participating in Council internships • Number of young people making positive progress along the employability pipeline • Number of people with additional support needs engaging in employability programmes • Number of people with criminal convictions engaging in employability programmes • Number of people from identified groups progressing along the employability pipeline • Number of people from identified groups progressing along the employability pipeline achieving a qualification
<p>6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school</p> <p>Leads: Graeme Simpson Eleanor Sheppard Derek McGowan</p>	<p>Increase the capacity of parents and carers to support children and young people to achieve positive outcomes</p> <p>Continue to support and expand the Sistema “Big Noise Torry” project</p>	<ul style="list-style-type: none"> • Availability of information on suitable learning pathways to support young people into the local labour market • Number of children participating in the “Big Noise Torry” programme • Attendance levels in programme activities • Number of hours delivered • Rate of sustained involvement by children and young people in the programme

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

LOIP stretch outcome 7. Child Friendly City which supports all children to prosper and engage actively with their communities by 2026 (People children and young people LOIP theme)		
Key drivers	Commissioning Intentions	Key Measures
7.1 Secure required six UNICEF badges to gain Child Friendly City status Equality and Inclusiveness Leads: Graeme Simpson Eleanor Sheppard	Make Aberdeen child friendly where children feel safe, heard, nurtured and able to flourish	<ul style="list-style-type: none"> • Achieve UNICEF Child Friendly Accreditation badges in: Participating; Child Friendly Services; Place; Culture; Co-operation and Leadership; and Communication

LOIP stretch outcome 8. 25% fewer young people (under 18) charged with an offence by 2026 (People children and young people LOIP theme)		
Key drivers	Commissioning Intentions	Key Measures
8.1 Young people receive the right help at the right time through provision of a strong universal offer alongside availability of multi-disciplinary targeted interventions (using a trauma-informed approach) to improve outcomes for young people at risk of becoming involved in the Justice System Leads: Derek McGowan Graeme Simpson	<p>Review and refresh the whole system approach to Youth Justice to better ensure effective and early support</p> <p>Identify and engage with young people at risk of involvement in offending behaviour to ensure that they do not enter the criminal justice system</p>	<ul style="list-style-type: none"> • % of young people identified as at risk who are receiving a targeted intervention • Number of young people charged with an offence • Number of instances of antisocial behaviour reported to i) the Police, ii) the Council • Reconviction rates for 16 and 17 year olds

LOIP stretch outcome 9.

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

Key drivers	Commissioning Intentions	Key Measures
<p>9.1 Taking an effective, trauma-informed, problem-solving whole system approach to offending by 16 and 17 year olds</p> <p>Leads: Derek McGowan Graeme Simpson</p>	<p>Deliver support to young people who receive an Early and Effective Intervention or are diverted from prosecution by the Crown Office and Procurator Fiscal Service and are referred to Social Work Services</p> <p>Provide appropriate support to young people who go to Court</p>	<ul style="list-style-type: none"> • Number of young people ‘diverted’ to Children’s Social Work Services • Number of young people jointly reported to SCRA & Procurator Fiscal • Number of 16/17 year olds subject to a Compulsory Supervision Order due to offending behaviours. • Number of 16/17 year olds in Youth Offender Institute • % of young people who go to court who receive a dedicated youth service
<p>9.2 Tackling antisocial behaviour in problem areas with appropriate and effective interventions</p> <p>Leads: Derek McGowan Graeme Simpson</p>	<p>Deliver effective interventions in targeted areas to reduce instances of anti-social behaviour</p>	<ul style="list-style-type: none"> • Number of offences committed by age group • Number of people involved in three or more Police Crime Files • Number of new cases • Number of repeat complaints • Overall cost of demand • Number of referrals to partners • Length of sustained engagement with support services worker • Number of diversionary activities held • Number of different types of diversionary activity • Number of children and young people participating in diversionary activities
<p>9.3 Ensuring a targeted approach to diverting over-18s from prosecution to effective interventions aimed at reducing the likelihood of reoffending, where appropriate</p> <p>Leads: Derek McGowan Sandra Ross</p>	<p>Deliver relevant support to people who:</p> <ul style="list-style-type: none"> i) receive a Fiscal Work Order and ii) are diverted from prosecution and referred to Criminal Justice Social Work Service for supervision 	<ul style="list-style-type: none"> • Number of Fiscal Work Orders commenced • Number of Fiscal Work Orders successfully completed • Number of over-18s diverted (by the Procurator Fiscal) to Social Work • Number of over 18’s receiving Fiscal Work Orders who also received diversion under 18 • % of people reconvicted within a year of receiving a community or custodial sentence
<p>9.4 Changing attitudes about domestic abuse in all its form</p> <p>Leads: Derek McGowan</p>	<p>Increase reporting of domestic abuse issues through frontline staff awareness training</p>	<ul style="list-style-type: none"> • Number of awareness raising sessions and staff participating • Number of staff reporting confidence in tackling domestic abuse issues when they arise • Number of staff reporting domestic abuse • Number of secondary schools with mentors in violence prevention (MVP) scheme in place • Number of secondary pupils reporting they are confident to tackle and report domestic abuse issues • Number of reports of domestic abuse submitted by under 18 year olds

LOIP stretch outcome 10.

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

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

LOIP stretch outcome 11.

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

Key drivers	Commissioning Intentions	Key Measures
<p>11.1 Supporting vulnerable and disadvantaged people, families and groups</p> <p>Leads: Derek McGowan</p>	<p>Ensure that all homeless people and people at risk of homelessness are offered support to find a home</p>	<ul style="list-style-type: none"> • Tenancy sustainment rates • Number of tenants in temporary accommodation who remain in that locality upon accessing permanent accommodation • Number of evictions from Council housing due to tenancy arrears • Number of homeless presentations which repeat within a 12-month period • Number of previously homeless households who do not sustain their tenancy for at least one year, unless for positive reasons • Length of homeless and support assessment periods • Use of hostel accommodation and temporary properties • Average homeless journey (days)
	<p>Increase number of homeless people receiving health and wellbeing support</p>	<ul style="list-style-type: none"> • Number of homeless people receiving support • Number of referrals to Substance Misuse support agencies • Length of sustained engagement with support agencies
	<p>Continue with the Priority Family approach to improve outcomes for families and reduce demand on CPP partners</p>	<ul style="list-style-type: none"> • Number of families achieving 3 or more improved outcomes measures • Reduction in demand for social work services, police and court
	<p>Through Sport Aberdeen, Aberdeen Sports Village and Bon Accord Care (<i>achievement of full year targets will be dependent on timings of operations reopening to the public</i>):</p> <ul style="list-style-type: none"> • identify and remove barriers to becoming and remaining active • provide appropriate opportunities to target the inactive and support lifelong engagement • promote and provide progressive opportunities to ensure continued activity and reablement • work with key groups & networks to ensure continuous and appropriate engagement • review current opportunities to ensure the diverse needs of the community are met • develop opportunities to reflect local needs based on community engagement • further develop targeted programmes to positively impact in health inequalities 	<ul style="list-style-type: none"> • Rate of inactive people in targeted groups • Rate of sustained lifelong engagement in physical activity and sport for targeted groups • Physical activity of adults meets recommendations • Numbers participating in activities from targeted activity

LOIP stretch outcome 12.

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

Key drivers	Commissioning Intentions	Key Measures
<p>12.1 Increase support for children and young people at risk of developing drug and alcohol problems</p> <p>Leads: Derek McGowan Graeme Simpson Eleanor Sheppard</p>	<p>Target youth work services with priority groups of children and young people</p> <p>Align drug support services to Family Wellbeing Hubs</p>	<ul style="list-style-type: none"> • Number of engagements re drug and alcohol by youth/street workers • Measures to be confirmed
<p>12.2 Reduce levels of harmful alcohol consumption across the whole population through “making every opportunity count” approaches</p> <p>Leads: Derek McGowan</p>	<p>Increase use of the Making Every Opportunity Count (MEOC) approach in 2021/22</p>	<ul style="list-style-type: none"> • Number of services using Making Every Opportunity Count • Number of Making Every Opportunity Count conversations held • % of Making Every Opportunity Count conversations resulting in engagement with support services • Length of engagement with support services
<p>12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol</p> <p>Leads: Derek McGowan</p>	<p>Increase the number of individuals who are able to access support for substance misuse</p>	<ul style="list-style-type: none"> • Number of referrals to support services • % of referred individuals who access support they have been referred to • % of referred individuals who sustain engagement for 6 months • Number of people undertaking effective interventions
<p>12.4 Increase visibility and support of recovery in our communities</p> <p>Leads: Derek McGowan</p>	<p>Commission the promotion and use of drugs and alcohol recovery pathways</p>	<ul style="list-style-type: none"> • Number of referrals made to support agencies • % of people referrals resulting in support being provided • Length of engagement with support agency • Number of citizens with lived experience who provide support in their community • Number of community support groups • % of referred individuals who enter further education • % of referred individuals who enter employment

LOIP stretch outcome 13.

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

Key drivers	Commissioning Intention	Key Measures
<p>13.1 Increasing food resilience at individual and community level by establishing self-governing community co-operatives to offer further supportive ways of providing food</p> <p>Leads: Derek McGowan Gale Beattie Eleanor Sheppard</p>	<p>Reduce food poverty and implement the provision of the Granite City Food Growing Strategy</p>	<ul style="list-style-type: none"> • Number of new community growing places • Number of people participating in food growing activities in community spaces • Number of known community food growing spaces including environmental considerations in their site design and management • Value of sales and donations from community grown produce
<p>13.2 Developing and supporting community efforts in making our green space productive and resilient.</p> <p>Leads: Derek McGowan Gale Beattie Eleanor Sheppard</p>	<p>Encourage people of all ages and abilities to get involved at their local allotment linking in all relevant policy such as the Community Empowerment Act, Part 9</p>	<ul style="list-style-type: none"> • Number of new community growing places: total and in priority localities • Number of schools/ELC settings engaged in food growing initiatives

LOIP stretch outcome 14.

Addressing climate change by reducing Aberdeen’s carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate (Place LOIP theme)

Key drivers	Commissioning Intentions	Key Measures
14.1 Reducing emissions across the city through delivery of Aberdeen’s Sustainable Energy Action Plan ‘Powering Aberdeen’ Leads: Gale Beattie Mark Reilly	Deliver Aberdeen Adapts - Adaptation Plan for climate change in Aberdeen	<ul style="list-style-type: none"> • % of clusters with Climate Change Adaptation embedded within their risk register • % of internal strategies and policies with climate change adaptation embedded • % of teams / clusters supported to identify and assess relevant climate risks and opportunities and ensure outputs are embedded across their workstreams • % of Council actions completed for Aberdeen Adapts • % of workforce completing Climate Adaption Awareness Training within the Council
	Ensure compliance of Council strategies, policies and processes with environmental legislation through Strategic Environmental Assessment, Habitat Regulation Assessment etc.	<ul style="list-style-type: none"> • Number of staff who have undertaken awareness training on the requirements to undertake SEA, HRA, EIA, etc. • % of strategies, programmes and plans compliant with SEA, HRA, EIA
	Reduce carbon emissions from all Municipal Solid Waste (MSW) treatment and disposal	<ul style="list-style-type: none"> • Carbon emissions from household waste generated and managed per person
	Promote the circular economy and an overall reduction in waste	<ul style="list-style-type: none"> • Tonnes of household waste arising • % Waste recycled/re-used/recovered • Number of supported re-use activities and opportunities in the city
	Increase re-use and recycling of Aberdeen City Council (non-household) generated waste	<ul style="list-style-type: none"> • Tonnes of ACC waste generated • % of ACC waste re-used • % of ACC waste recycled • % of ACC waste recovered
	Increase participation and awareness of recycling and re-use services in Aberdeen	<ul style="list-style-type: none"> • Participation rates in recycling and re-use services
	Reduce road congestion to improve air quality and reduce emissions	<ul style="list-style-type: none"> • % of driver journeys delayed due to congestion • Mean PM 10 concentrations at air quality monitoring sites
	Manage and expand a safe, healthy tree stock	<ul style="list-style-type: none"> • Number of city tree stock
	Increase the energy efficiency of council housing stock	<ul style="list-style-type: none"> • Number of dwellings meeting Energy Efficiency Standard for Social Housing • Number of households in fuel poverty • Number of households in extreme fuel poverty • Carbon emissions from housing
	Deliver a Low Emission Zone for Aberdeen	<ul style="list-style-type: none"> • LEZ identified and approved by ACC

<p>14.2 Developing a bottom up approach to community resilience to encourage greater ownership and independent action towards preventing and mitigating impact of climate change.</p> <p>Leads: Gale Beattie Mark Reilly Derek McGowan</p>	<p>Improve resilience to flooding and ensure the safety of the environment, including commissioning of capital works for a new defence scheme at Millside and Paddock Peterculter</p>	<ul style="list-style-type: none"> • % of resilience plans in place for areas most vulnerable to flooding (Deeside, Peterculter, Bridge of Don and Denmore) • Number of Flood events per annum • Cost of damages due to flooding; snow/ ice; and other severe weather incidents • Number of people displaced from their homes due to: flooding; snow/ ice; and other severe weather incidents
	<p>Develop and encourage the community to get involved in improving and sustaining their local environment including the promotion of nature conservation, recreation and education in parks and greenspaces to tackle climate change</p>	<ul style="list-style-type: none"> • Number of partners and volunteers involved in parks and bloom groups • Number of “friends of” groups • % of residents reported as being satisfied or fairly satisfied with their local green space city-wide and in priority localities • Number of new community growing places city-wide and in priority localities • Number of people participating in food growing activities in community spaces • Number of Green Flag awards in schools • Cost of damages incurred due to flooding; snow/ ice; and other severe weather incidents • Number of blue, green infrastructure initiatives delivered
	<p>Encourage community resilience and increase signposting to preferred partners</p>	<ul style="list-style-type: none"> • Number of community resilience plans • Number of referrals for advice, support and care (employment, health, finance, housing, environmental) • Number of community visits to raise awareness of resilience issues in localities
	<p>Increase community participation in winter maintenance and other resilience issues</p>	<ul style="list-style-type: none"> • Number of community groups involved in winter resilience programmes • Number of salt bags delivered to communities • Admissions to hospital through falls on ice • Demand reduction on roads services etc through community involvement
	<p>Improve the provision of open space and deliver appropriate access to open space through Core Path Plans, Open Space Audit and Strategy Review and Food Growing Strategy</p>	<ul style="list-style-type: none"> • % of residents reported as being satisfied or fairly satisfied with their local green space • Use of green space based on ‘open space audit’ • Feedback on ‘natural space’ from the Place Standard Tool
	<p>Enable greater opportunities for engagement and participation in development planning placemaking</p>	<ul style="list-style-type: none"> • Number of placemaking and consultation events held across the city • % of events where engagement or participation took place • Number of children and young people involved in placemaking events • Number of people attending events held across the city • % of digital responses to consultation processes

LOIP stretch outcome 15.

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

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



SECTION 3: HOW WE DO OUR BUSINESS

Section i)

Our Commissioning Approach

2020/21 saw the Council further embed its commissioning approach to service planning and delivery.

The Strategic Commissioning Committee initially approved the Council's approach to outcome-based commissioning in 2018. Building on this, the Committee subsequently reviewed the implementation of the approach and approved a joint strategic commissioning approach for both the Council and Aberdeen Integrated Joint Board in 2019. The approved strategic commissioning approach now provides the basis for the development of the Council's annual planning and budgeting. In addition, during 2020, and in response to the Covid-19 pandemic, because this approach aligns the use of resources with commitments, the Council was able to quickly and comprehensively review and reprioritise all commitments, including commissioned services, and its use of resources, in the context of a radically changed environment.

Strategic commissioning includes:

- assessing and forecasting needs;
- linking investment to agreed outcome;
- considering options;
- planning the nature, range and quality of future services; and
- putting these services in place.

For Aberdeen City Council, this is reflected in the key elements of a commissioning led approach to planning and budgeting, shown in the figure below.



Adopting this commissioning led cycle ensures that:

- agreed outcomes, and the strategies for delivering those outcomes, are addressing the needs of the city; (PNA, LOIP, Strategies)
- annual planning and commissioning intentions focus on implementing our strategic priorities; (Council Delivery Plan, Commissioning Intentions)
- the agreed levels of service to be delivered are affordable and reflect the demand for those services; (Service Standards)
- a balanced budget is set which aligns to those commissioning intentions and service standards (Budget)
- the impact of the services we commission on outcomes is monitored, understood and drives future improvement and planning (Outcome Performance Management)

Data Led Analysis of Service Demand and Service Design

In line with the strategic commissioning approach, the 2021/22 planning and budgeting process was begun in early 2020/21 with a data led, service by service analysis of service demand; statutory duties; workforce; digital transformation; contracts; assets and fees & charges. This provided the basis for designing the services for 2021 onwards which will most effectively deliver improved outcomes.

Demand Management - A systematic approach has been taken to the analysis of demand. This approach has provided a model to classify the nature of demand; gain a greater understanding of how to meet that demand differently; and reduce future demand upon services. This will result in a shift away from responsive “negative” demand to planned “value” demand.

The following classification of demand has been adopted:

- **Value demand** - these are the demands we want customers to place on the system. These prevent future negative demand through earlier intervention.
- **Negative demand** - turning off negative demand has an immediate impact on our capacity. Negative demand is further sub-divided into:
 - o Failure demand - demand from service failure or poor design
 - o Avoidable demand - demand arising from behaviours that can be influenced or changed
 - o Excess demand - providing a higher level of service than is needed to meet demand
 - o Co-dependent demand - demand unintentionally reinforced and entrenched by service dependence
 - o Preventable demand - demand which could have been prevented by intervening earlier

Each of the Council’s services have undertaken this demand analysis and it has underpinned the design of services for 2021/22 and beyond which a) will reduce negative demand and b) include the identification of related options for reducing cost to ensure the service to be commissioned, and the standards at which these are delivered, are affordable within available resources.

Section ii)

Transformation Portfolio

The council's environment continues to be extremely complex and multi-dimensional, with significant demand and a high ambition for improvement. This places pressure on how we resource all elements of council activity to the desired level and where funds are deployed for best value. The events that have occurred in 2020 because of the global health pandemic have made this even more challenging going forward.

The Medium-Term Financial Strategy (MTFS) sets out assumptions regarding the ongoing short-term implications of Covid-19 in terms of financial year 2021/22, and then goes on to make some informed assumptions for financial years 2022/23 – 2027/28.

The overall financial challenge ahead is likely to sit within a range of financial scenarios. The MTFS identifies the following range over the next 7 years.

Extract from MTFS - Table 8: Budget Gap Scenarios

General Fund Budget Gap	Budget 2020/21 £m	Forecast 2021/22 £m	Forecast 2022/23 £m	Forecast 2023/24 £m	Forecast 2024/25 £m	Forecast 2025/26 £m	Forecast 2026/27 £m	Forecast 2027/28 £m
Upside Scenario	0	28	32	34	38	40	43	47
Central Scenario	0	30	49	65	82	98	114	131
Downside Scenario	0	53	80	106	132	157	184	211

Regardless of the challenges ahead, the foundation for the Council's transformation remains our collective vision for the future of Aberdeen and our understanding of the strategic outcomes we need to address, as articulated in our strategies, the Local Outcome Improvement Plan (LOIP) and the Council Delivery Plan. Nevertheless, taking account of the emerging fiscal and economic challenges, the scale of service redesign will have to increase.

Evidently, transformation is not only about delivering the necessary savings; there is an even more crucial need for organisational culture to be strategically oriented towards the capabilities embedded by the Council's Target Operating Model (TOM) e.g. preventing customer demand, anticipating demand, supporting customers to manage their demand, and in the event, we respond to demand ensuring that staff are working with a focus on outcomes. A very deliberate attempt has been made, and will continue to be made, towards influencing the culture of the organisation as well as ensuring that all staff have the right skills and working environment to operate within our changing operating model.

Therefore, looking forward, and within the context described by the MTFS, the Transformation Portfolio has been reviewed during 2020 and refocused on the capabilities and actions to support deeper and broader service redesign that will be required to ensure financial stability in future years. The below outlines the priorities for the next phase of the Transformation Portfolio, which will build upon our systemic redesign of services to ensure we respond to and shape future demand. Specifically, our transformation activity will focus on:

- Taking full advantage of opportunities presented through the rapid acceleration of digital technology, the availability and management of data and how this can support both planning and transactional services for our customers. The Council has, and will continue to, invest in new IT systems and technologies to increase productivity and efficiency through end-to-end processes, improve customer journeys and information.
- The flexibility of our workforce and the ability to respond to different demands and a different environment. We will continue to invest in the culture, training and development that will deliver a diverse and inclusive workforce for the future.
- The use of our physical assets to support transformation of our services and deliver an increased return for the Council. The Council holds significant physical resources, and, through the implementation of an updated Estate and Asset Strategy, we will continue to work to optimise the use of our assets. We will improve the use of data to ensure we fully understand the nature and value of our assets to support informed decision making.
- Working closely with our partners, customers and communities to deliver inclusive, whole system redesign. Building on our work to identify and reduce negative demand, it is clear that much of the demand which local authorities experience can only be effectively reduced through early intervention and prevention activity delivered jointly with our partners including, where appropriate, “co-production” of local services with communities. Our partnership work will be driven through both Community Planning Aberdeen and the north east Multi-Agency Transformation Management Group.





SECTION 4: HOW WE BEHAVE AS AN ORGANISATION

The delivery of our transformation programme and the embedding of the TOM by 2021 has been supported through the embedding of our **7 organisational capabilities**. These organizational capabilities flowed from the design principles of the TOM and to fully realise these we have focused on embedding them in **what** we do as an organisation, and importantly how we do it through the development of our individual capabilities (**skills, knowledge** and how we **behave**) and our **culture**.

Key workforce improvement projects have been delivered in order to support the shift towards our workforce under the TOM, with clear progress made. Building on these strong foundations and learning from the last year and the experiences of the pandemic along with engagement with our staff will enable the next phase of our workforce transformation, beyond the embedding of the TOM – stretching the aims it articulates to be able to develop and deliver on a co-created vision for the future of work at ACC.

Where we have come from



Our workforce under the TOM



Our workforce under the TOM represents that of a 21st Century Public Servant. We need every person to feel connected to our aims, outcomes and to each other and feel able to challenge and support those around them. To continue on this journey needs more than just traditional face-to-face training; we also need to continue to systematically transform our culture.

Organisational culture is difficult to define, though often simply described as 'the way we do things around here', it is made up of a combination of a multitude of factors that build on and influence each other over time – some of these are visible and some are not. The three main areas that make up culture are:

1. **Behaviour and artefacts** – things we can see and hear such as structures, and processes; how we dress; the language we use towards each other; the way we interact with each other; the visible results of the decisions we make
2. **Espoused values** – the things which we say are important to us collectively and that we visibly pay attention to for example through written policy documents

3. **Assumed values** – the things which are taken for granted; our assumed shared beliefs and understandings (not visible)

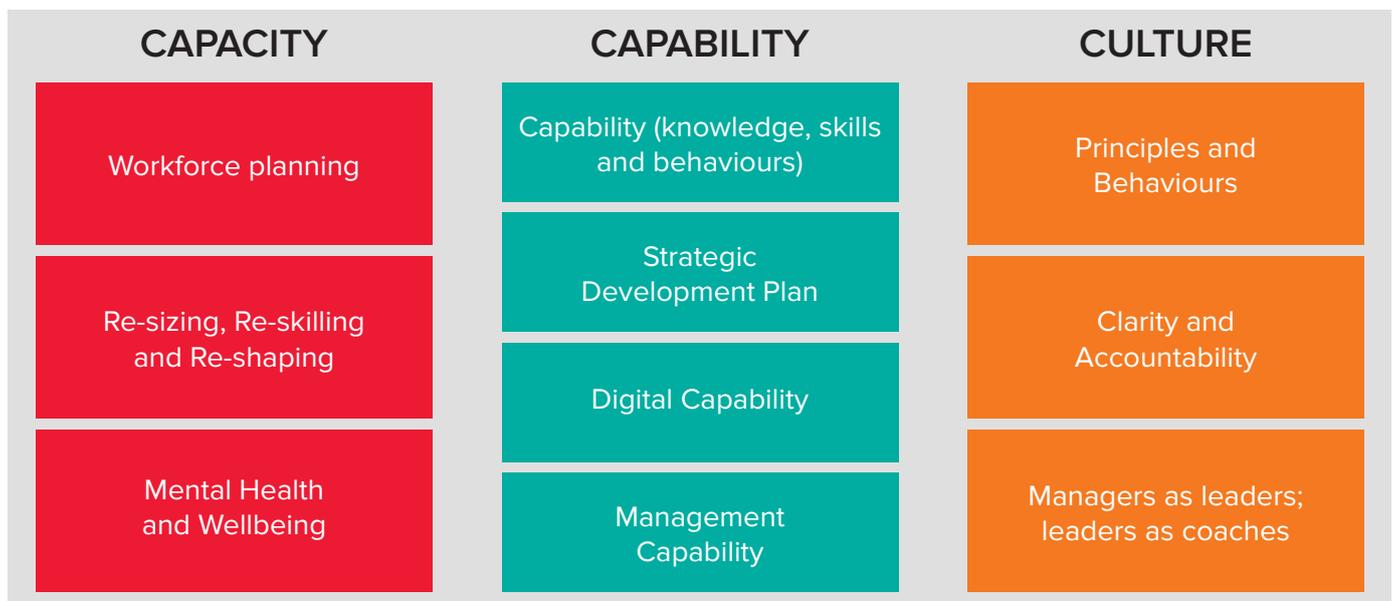
Continuing our cultural journey means focussing on elements of levels 1 and 2 above and paying attention to level 3 and the impact it has. Whilst the deliberate actions we take to change our espoused and visible values, policies, processes and structures are important – it is the behaviour and actions of all staff and in particular our leaders that will make the biggest difference. Our culture change journey is therefore underpinned by a focus on capability development, including a strong emphasis on the capability of our leaders and managers, known to play a critical role in the employee experience. All our activity in the area of culture development continues to be based on the premise of co-creation and collaboration.

This is a journey which we began in 2017 with the approval of the TOM. During 2018/19 our Guiding Principles and Behaviours were co-created with around 2,500 members of staff. They represent the culture that our staff want to work within and will deliver our 7 organisational capabilities. Knowledge, skills and behaviours underpinning these principles and capabilities were then embedded within our capability framework for all staff which sits within our new appraisal process. Our workforce development plan then focussed on providing learning for all staff to enable them to meet these expectations.

As we look to the future, our Guiding Principles continue to be at the heart of our cultural journey, whilst the behaviours, knowledge and skills captured in our capability framework will be reviewed and adapted recognising the progress that has been made and the learning taken since 2017 and from the last year during the pandemic in particular.

What does this mean?

Our main areas for action need to continue to support the capacity of the organisation to deliver its purpose, the capability of each person to do this with new skills and ways of working required, and we need to continue to bring all of this together in a thoughtful way to deliberately shift our culture so as to further embed our workforce of the future and stretch the aims of the TOM. Our workforce plan has delivered against the following areas and will be refreshed during 2021/22.



This approach and the areas of focus we have undertaken have been seen to enable greater flexibility and agility for the Council. This was evidenced in the successful temporary movement of staff during the pandemic to areas of greatest demand. 1600 people volunteered to take on alternative roles and several hundred did so, showing both a cultural signal of flexibility, a connection held by a high proportion of staff to our core organisational purpose and our ability to move swiftly to address shifts in demand.

Digital adoption throughout our workforce also offers great opportunity by allowing people to work in a more agile way, facilitated by an investment in mobile technology. Leveraging technology allows people to work away from fixed locations meaning greater flexibility and more time with our customers in their homes without the need to return to the office. Over 2500 people were able to switch to working from home over night when lockdown was announced in March 2020, due to the investments that have been made in both technology and digital skills, which have continued throughout 2020.

Our managers and leaders have met the challenges of the past year head on. Our key Leadership network, the Leadership Forum, has proven invaluable as a means of communicating and engaging with our leaders and managers and has moved into a digital space through the use of Microsoft Teams. Having started with around 200 hierarchically selected managers, the network has grown to over 500, building on a model of distributed leadership. As we move forward, this group will be critical to shaping the Future of Work, to developing our culture and ultimately to the success of the organisation.

Our new internal recruitment and internal movement of staff scheme, re.cr.uit, (retaining employees. changing roles. using internal talent) focuses on an employee's 'fit' to roles rather than purely on their technical qualifications and skills. The scheme enables us to develop our internal workforce talent and to support the kind of flexible careers that our staff tell us they want. It is a key tool to develop the flexible and agile workforce we need now and in the future to be able to deliver our priorities and meet our outcomes. In addition, there has been a key focus on the development of a range of talent pipelines to support our key and critical roles, this includes supporting our Developing the Young Workforce(DYW) agenda, providing an apprenticeship programme to bring in new talent to the organisation. The focus on the DYW agenda has been integral to our workforce approach – supporting current and future capacity requirements of the organisation and re-shaping and re-skilling our own workforce. Achievement of Investors in Young People (IYYP) Gold accreditation in March 2020 was a key success as a result of this focus.

Two years into our annual mental health action plans our support for wellbeing throughout the pandemic has been praised by staff, and continues to be an area of focus. Throughout this challenging period we have made every effort to be supportive and flexible – acknowledging that this has affected people not only in their working lives but as parents, carers, families and individuals. Our ethos of being a socially responsible employer is embedded in our approach to employee relations and wellbeing, which has had to move at a rapid pace over the past year to respond to changing guidance to keep staff and their families safe and well.

2021/22 Deliverables	
Capacity	<ul style="list-style-type: none"> • Delivery of a full year and at least two cycles of learning and improvement of our internal movement scheme re.cr.uit • Delivery of absence improvement plans • Development of internal and external relief pools as a method of supporting gaps in the workforce • Development of strategically aligned talent pipelines • Reduction in the use of agencies to support gaps in the workforce resourcing • Delivery of our mental health action plan for a third year and focus on data-led local interventions aimed at reducing absence and improving mental health and wellbeing
Capability	<ul style="list-style-type: none"> • Significant focus on learning and development through the delivery and refresh of the strategic workforce development plan • Refresh of the capability framework for all staff • Continued shift to digital and online learning methods to support flexible working • Focus on management development to support a coaching approach and competence and compassion in undertaking employee relations policies • Upskilling of managers through a suite of learning opportunities - focussing on a mix of 'competence building', leadership skills and coaching approaches
Culture	<ul style="list-style-type: none"> • Development of worker styles to support future flexibility and agility • Review and refresh of CR&D appraisal process for frontline staff • Review and refresh core employee relations policies to further support our cultural aims and objectives • Continue to focus on leadership and management development through learning opportunities, communications and support further development of the Leadership Forum • Aspiring leaders programme • Refresh our corporate workforce plan

Each area will have a number of measures which will be developed and tracked as part of our performance management framework. Examples are given below.

Capacity	Capability	Culture
Use of overtime and spend on agency	Improvement in performance against capability frameworks	Culmination of capacity and capability measure and in addition:
Changes in shape and size of the organisation	Contribution to formal engagement activity – i.e. appraisal completion; champions networks; leadership forum	Monitoring of the Team Culture Assessment contained in the new online appraisal
Successful recruitment to 'hard to fill' roles	Ratings against management objective	Pulse check against Guiding Principles and other key engagement issues
Absence figures		
Monitoring balance between external and internal recruitment	Digital adoption and assessment	



SECTION 5: PERFORMANCE MANAGEMENT

This Council Delivery Plan is part of a strategic planning thread which flows from:

- Aberdeen City's Local Outcome Improvement Plan
- The Council's policy statement
- National, regional and city strategies
- Legislative duties

Each of these establishes a range of commitments and requirements. The Council Delivery Plan identifies how the Council will meet these commitments and requirements for 2021/22 expressed as:

- commissioning intentions with key measures; and
- project deliverables.

The implementation of these commitments and requirements will be supported and scrutinised through the Council's Performance Management Framework, which establishes robust performance management of service delivery whilst ensuring everyone within the organisation knows their personal contribution towards achieving outcomes. The key elements of the Performance Management Framework are described below.

1. Scrutiny of Outcomes

Delivering improved outcomes for the City and its communities is, of course, the ultimate measure of success. Whilst outcomes are continuously reviewed jointly with our partners through Community Planning Aberdeen, through 2020/21, the Council scrutinized the achievement of outcomes through:

- The Strategic Commissioning Committee's consideration of:
 - o the LOIP Annual Performance Report (August 2020)
 - o Locality Plan Annual Reports (November 2020)
 - o the Council's Commissioning Intentions and associated key measures (November 2020)
 - o a Population Needs Assessment (February 2021)
- The development and online publication of an "Aberdeen Outcomes Framework"

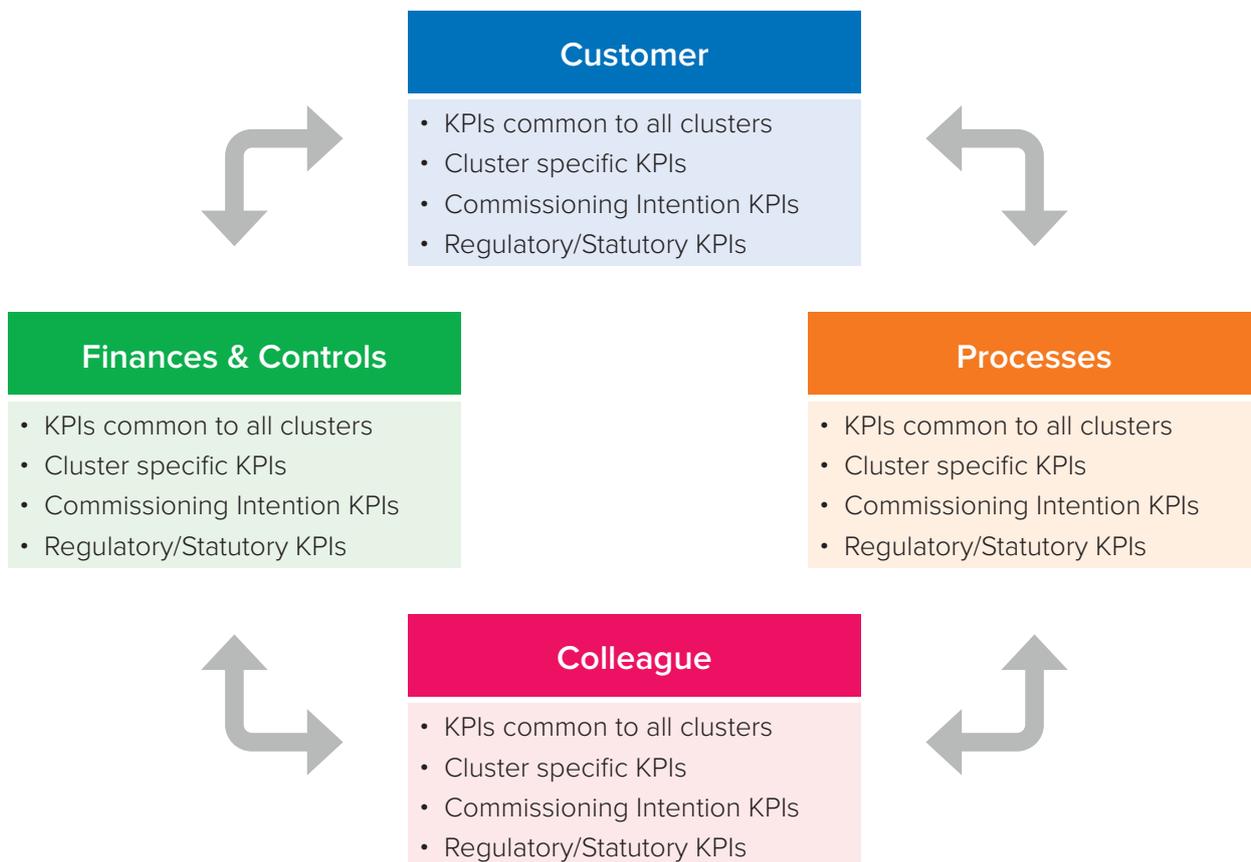
Each of these, will be repeated in 2021/22.

2. Scrutiny of Service Delivery

Performance Scorecards

Each of the Council's commissioned services will maintain and monitor a service performance scorecard during 2021/22. Scorecards are aligned to the Council Delivery Plan and ensure a consistent approach to accountability, scrutiny and performance management within each service area.

The scorecards are presented under four perspectives to help describe how well the Council is: responding to the needs of customers; ensuring efficient processes; supporting staff; and managing finances and controls.



Each of these four performance perspective will be underpinned by a suite of key performance indicators (KPIs). These KPIs will include:

- i. KPIs which are common to all clusters e.g. level of staff absence (*Staff Perspective*);
- ii. KPIs which are specific to clusters including KPIs relating to all agreed commissioning intentions and service standards*; e.g. Unit costs per transaction (*Finance & Controls Perspective*); Average processing time (*Processes Perspective*); and
- iii. Additional KPIs required through regulatory and statutory reporting arrangements, including all Local Government Benchmarking Framework measures and all Statutory Performance indicators.

*The design of Council services and the allocation of resources is considered in the context of the standards to which those services will be delivered. Service standards have been categorised as relating to:

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

As described above, compliance with our service standards will be measured throughout the year and reported to the Council's committees, within performance scorecards.

Reporting and Scrutiny Arrangements

Performance scorecards will form the basis of regular performance reports to the Council's committees throughout 2021/22, enabling members to perform their scrutiny role. This reporting will be done in two ways:

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

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

Secondly, some committees have responsibility for aspects of performance which relate to all clusters. For example, the Staff Governance Committee has a key role in monitoring the overall performance relating to staff.

Committee	Performance Reporting	Cluster
Staff Governance Committee	Council Wide Staff Perspective	People & Organisation
City Growth & Resources	Council Wide Finances Perspective	Finance

In addition to the scrutiny undertaken by elected members, officers will continuously monitor performance through operational dashboards and portals, with regular reporting to relevant management teams; and escalated and aggregated reporting to the Corporate Management Team and/or Extended Corporate Management Team.

During 2020/21 significant progress was made in the development of interactive reporting of performance data through the Council’s chosen performance visualisation and analytical tool, PowerBI. This reporting includes the “Aberdeen Outcomes Framework” which is publicly available; a “Managers Portal” which hosts a wide range of essential data and analytics; as well as numerous service specific dashboards and reports. The use of PowerBi will be expanded during 2021/22 to extend the roll out of “real time” interactive dashboards to support elected members, staff, partners and the public to access relevant and up to date data, analytics and insights.

3. Improvement

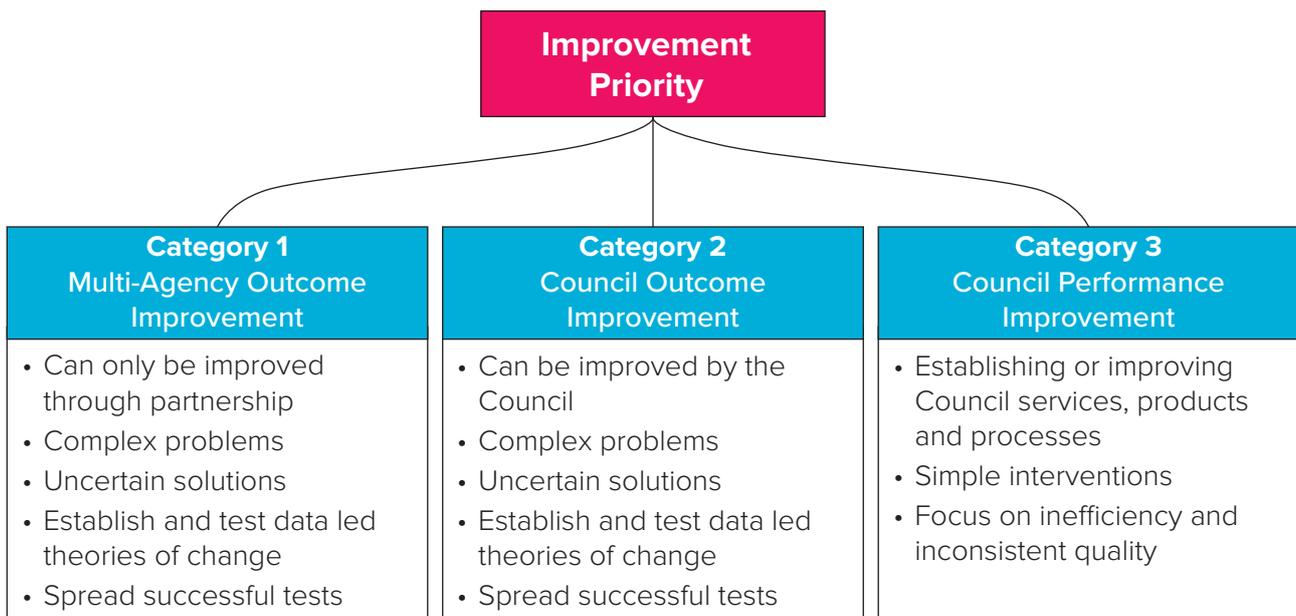
The purpose of the performance management framework is to provide assurance of performance levels and to deliver improvement. During 2020/21, through the scrutiny of the Council’s committees and the executive leadership of a “Performance Board”, a number of formal improvement projects were established in response to underperformance. These were:

- Street Lighting Faults
- Housing Rent Arrears
- Repair and Letting of Empty Housing (Voids)
- Sickness Absence in Targeted Areas
- Customer Complaints and Subject Access Request Handling in a Targeted Area

This approach will be continued in 2021/22 and the Council’s committees and the Performance Board will continue to consider and agree areas where further improvement activity should be initiated.

For each priority improvement area identified the undernoted steps are followed:

- i. Define the desired improvement - a concise description of the issue to be addressed / the performance to be improved upon. It identifies the gap between the current state and the desired state.
- ii. Identify the nature of the improvement - there are 3 categories of improvement project. The improvement methods applied and the tools used will vary, depending on which category the project falls in to. The categories are:



iii. Establish and implement improvement projects - How each improvement project is taken forward will also depend on which category applies:

- **Category 1** - Multi-agency outcome improvement projects are identified and agreed by Community Planning Aberdeen and included within the Local Outcome Improvement Project. The Council has led the development and supports the application of a common “Quality Improvement” methodology, based on the Institute for Healthcare Improvement “Model for Improvement”. The methodology takes an intelligence led approach to deliberate and repeated tests of change and spreading successful tests. Council officers also lead or support partners in the delivery of individual improvement projects.
- **Category 2** - Council outcome improvement projects can be identified and agreed by the Council’s committees or the Corporate / Extended Corporate Management Team and Performance Board. The method of improvement used in each project can vary, however, these should take an explorative, agile approach suitable to dealing with complex challenges, where the problem and solution may not be fully understood at the outset. These are often strongly connected to how people behave, require customer input and feedback, and have a high speed of development and change. Methods include the “Quality Improvement” methodology used by Community Planning Aberdeen; “Design Thinking”; Customer Experience Mapping; Scrum; etc.
- **Category 3** - Council performance improvement projects can be identified and agreed by the Council’s committees or the Corporate / Extended Corporate Management Team and Performance Board. The methods of improvement used in each project can vary and will be connected to understanding, mapping and establishing or improving services, products and processes, removing inefficiency and improving consistency, feedback and quality. Methods include LEAN; 6 Sigma; business process Re-engineering; Kanban; Design Thinking; Scrum; etc.

iv. Monitor the effectiveness of improvement projects - All Category 1 projects are monitored by Community Planning Aberdeen. Category 2 and Category 3 improvement projects will be recorded and progress monitored against the agreed project stages below. Performance levels will be monitored as per arrangements for the scrutiny of outcomes and service delivery outlined above.

Project Progress Scale

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

