

# Aberdeen - A place where all people can prosper

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## COUNCIL DELIVERY PLAN 2023-2024



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# SECTION 1:

## CHIEF EXECUTIVE'S INTRODUCTION

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This Council Delivery Plan ('the Plan') forms part of our strategic planning approach. It sets out our contribution to Aberdeen City's Local Outcome Improvement Plan, the Council's Policy Statement, the Council's Strategy Framework and the Council's Legislative Duties. Each of these establishes a range of commitments and requirements and the Plan identifies how we will meet these for 2023/24. The Plan describes our journey of change, key achievements delivered in 2022/23 and our priorities for 2023/24.

### **The Council's journey of change**

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

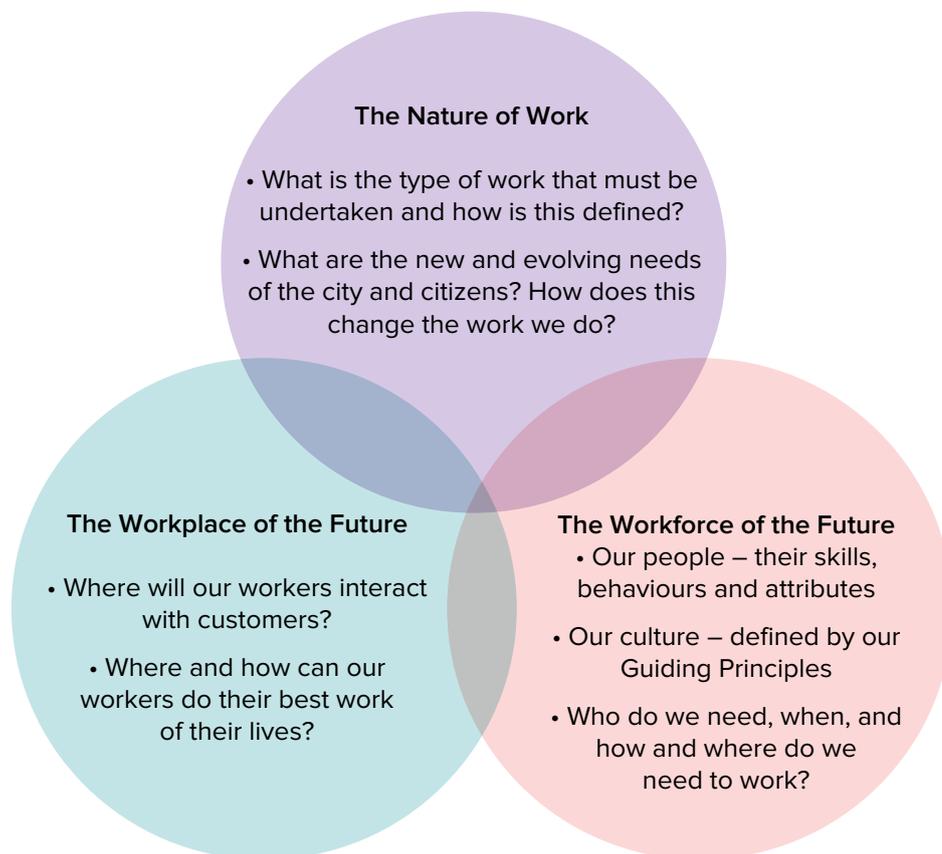
The current global social, economic and environmental challenges, including the legacy and continuing impact of Covid-19; inflation and the increasing cost of living; and climate change are also being felt acutely by the City and people of Aberdeen. This makes it imperative that we extend and accelerate many aspects of our journey of change, including our joint working with partners; digital access to services; and the use of data to identify those most in need. Whilst, in some respects the future path and scale of these challenges remain uncertain, there is no doubt their impact will continue to be felt into the foreseeable future and that that impact will extend to include long term physical and mental health "debt", social and economic challenges on businesses and individuals and unprecedented financial pressures on local authorities. Many different challenges will continue to emerge from these pressures, and we must continue to find different answers and solutions. In the face of these stresses, the fragility of existing public services is evident and it is vital that we continue to reinvent public services and to do that we must embrace the opportunity for significant and permanent change in order to renew our system to make it better fit for the future.

To support the necessary scale of transformation, in August 2022 the Council agreed a new Target Operating Model (TOM 1.2) for 2022-27, including identifying the investment required to enable change and release the level of savings outlined in the Council's Medium Term Financial Strategy. TOM 1.2 includes:

- An ambitious transformation programme for the Council
- Key programmes of multi-agency transformation to tackle areas where shared demand pressures exist and can be mitigated through whole system reform
- And strategies to further modernise enabling services including Estates and Assets; Customer, Digital and Data; Workforce; and Intervention and Prevention

The key strategic linkages to create the future environment for the way in which we will operate can be summarised in the following dimensions:

- The ‘nature of our work’ (why we work) - we work to prevent our citizens from experiencing negative and harmful outcomes and increasingly will be providing less direct service delivery and focusing more on helping our citizens, families, and communities to be empowered to help themselves and each other.
- Building our ‘Workforce of the future’ (how we work and how we behave) - enabled by technology, the public sector and partner organisations have, and will increasingly make use of, more varied work arrangements, accessing more diverse pools of skills and capabilities, both inside, outside and across organisational boundaries. As a result of the next phase of our digital maturity journey, our staff will undertake less and less transactional work, thereby creating more capacity for our workforce to focus on building relationships with citizens and supporting community capacity building. We will work with a singular focus on outcomes, working as groups of staff to make our contribution to those outcomes. And as teams, we will enjoy increased empowerment and flexibility.
- Re-imagining our ‘Workplace of the future’ (where we work) - technology, and new models for employing talent, are starting to redefine the workplace and its organisational supports. These changes have and will continue to impact physical workspaces (including remote and hybrid work) along with policies that promote employee well-being. We will no longer define our workplace by a defined building and instead will view our workplace as wherever we can best serve our citizens.



TOM 1.2 is being delivered within a broader context of change in the role of local government, with a growing movement to increasingly:

- Unlock community action by strengthening and rebalancing the relationship between local government and citizens.
- Lead council and cross-sector partnerships with a focus on outcomes to work across borders and boundaries.
- Enable a functioning, trusted local and central government relationship to both understand the local context and translate ambitious national aspiration into effective local action for communities.
- Design for people's needs, by responding to the needs, expectations and wants of citizens.
- Create digital, design and technology enabled transformation which enables councils and partner organisations to prioritise human interaction and to focus on outcomes over bureaucratic processes.
- Tackle inequality and meet the needs of all citizens, recognising the diversity of communities and playing a proactive role in tackling inequality of outcome and embedding rights-based approaches.

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



# SECTION 2:

## A LOOK BACK OVER 2022/23

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2022/23 was a challenging year, with the impact of the pandemic and the growing cost of living crises impacting on Aberdeen and its communities. The Council's workforce continued to adapt to the changing environment and meet these challenges, working with citizens and our partners to deliver essential services and protect the city and its people from harm. Some of the highlights of the year include:

### ECONOMY

- The Business Gateway service provider has employed a Community Business Adviser to target engagement and support for those considering establishing or growing a business in the City's priority areas and is also providing support to people coming off or significantly reducing benefits, to start a business.
- In the financial year to December 2022 the Business Gateway has supported 246 new business start-ups and 98 established businesses to grow.
- Redundancy Support and Jobs Fair events attracted more than 1,600 job seekers.
- Ongoing employability support has been provided to increasing numbers of people from across the city.
- Pilot employability projects in development for delivery in priority areas.
- The External Funding Team secured over £16.6 million. These include:
  - £5,617,358 from the Scottish Government Low Carbon Infrastructure Transition Programme
  - £7,176,831 from the UK Government Shared Prosperity Programme
  - £2,865,000 from the Scottish Government Local Authority Covid Economic Recovery Fund
  - £847,000 from the Scottish Government Place Based Investment Fund
  - £100,000 from the Scottish Government just Transition Fund
- The Aberdeen City Region Deal (ACRD) envelope is now worth £1.001 billion (excluding MOU) with 68% of the available spent to date.
- A Local Employability Partnership (LEP) was established. The LEP Delivery Plan was approved by the Council in June and received positive feedback from Scottish Government. The Plan sets out the priorities of the LEP over the next 3 years and will be reviewed and updated on an ongoing basis.
- A Dynamic Purchasing System has been developed for the procurement of employability services.
- The Financial Inclusion team helped identify unclaimed benefits of over £4m.
- An Employer Recruitment Incentive scheme was launched, offering premium rate to SMEs, including third sector, employers paying the Real Living Wage.
- 74 employers headquartered in the city are now Real Living Wage accredited - a 68% increase since the Aberdeen Prospers LOIP project started, with 1600 workers receiving uplift in pay.
- A paid work experience scheme has been developed to support unemployed people move into employment, particularly in the health and social care sector. Another has been created specifically for care experienced young people, offering paid placements within the Council.
- The North East Economic Recovery and Skills Fund, which supported c3,900 people to access training, employment and paid work placements, concluded. The evaluation report is due to be published in early Spring.

- A Long Term Unemployed Fund, supporting people aged 25+ out of work for at least 12 months into employment, is on track to support 100 people into roles in public and third sector jobs.
- The expansion of Early Learning and Childcare from 600 to 1140 hours has enabled parents and carers time to work and study, with emerging evidence that parents are taking advantage of this opportunity.
- Considerable progress has been made in the development of ABZ Campus. ABZ Campus will provide a range of citywide courses aligned to growth sectors for all secondary senior phase students and will be steadily expanded over the coming years.
- A survey of employers to identify skills and training gaps has been developed and results will inform commissioning and training activity.
- Supported the sixth publication of the Economic Policy Panel Report and delivery of North East of Scotland Performs.
- Established a Programme of works with ETZ to ensure alignment with economic priorities and provide support for implementation.
- Bid for a North East Green Freeport which although was unsuccessful, we are seeking alternative mechanisms that will deliver the inward investment objectives in the RES and bid.
- The Council have been working with Connected Places Catapult to deliver a Smart City Strategy Roadmap that will help refresh the existing Smart City Strategy and Action Plan. The roadmap addresses changing needs, incorporating new stakeholder insights to inform the strategy and identify key areas of action.
- The return of Spectra: Scotland's Festival of Light in February attracted over 116,000 individual site attendances from more than 17,000 unique visitors. Over £250,000 of additional spend was generated by visitors with 93% saying that they wanted Spectra to return in 2023
- The Grand Depart of the Tour of Britain and GetAbout cycling festival brought two days of cycle racing and family activities to Union Street in September. The event attracted over 15,000 visitors alongside riders and their support crew. With 28% of visitors staying overnight the total additional spend was £456,000.



## PEOPLE

- Both resource and focus has been given to tackling poverty through the provision of £1.1m additional funding and the establishment of the Anti-poverty and Inequality Committee. This additional funding has increased the provision of food through established networks and community pantries, increased the provision of home insulation materials, provided winter clothing grants, and assisted in getting people into employment.
- Warm spaces were identified and include resources to tackle loneliness and isolation.
- A project supporting care experienced young people (CEYP) into work has proved successful through tailored employability support.
- All Early Learning and Childcare settings now offer Parents as Early Education Partners (PEEP) to families.
- Delivery of “Fit Like” service has ensured that families are enabled to identify their own support needs and shape intervention plans. This has positively prevented escalation of need, whilst ensuring appropriate support is available when required.
- Implementation of revised National Child Protection Guidance has been ongoing.
- The completion of 2 health and wellbeing surveys has provided a robust data set which gives us a clear sense of the needs of our children and young people.
- Following the success of our Request for Assistance process, work has begun to develop a multi-agency single request for assistance process.
- Community planning partners continue to develop a Family Support Model. This approach emphasises the support of children and families rather than looking at the needs of children in isolation.
- We have worked with partners to understand the physical and mental wellbeing needs of children and young people. As a result, an established Physical Education, Physical Activity and Sport Group is driving multi-agency activity to increase levels of physical activity across all city schools.
- “Trauma Enhanced” training being provided to social work staff to enable greater capacity to support young people to understand their needs and develop skills to manage behaviours.
- Numbers of looked after children have continued to fall over the last year. Two Edge of Care Pilots have begun in our secondary schools. The pilots are testing approaches to those thought to be most at risk. These pilots will help the service develop an approach to supporting those who are looked after or on the edge of care as we move towards implementation of a Family Support Model.
- Housing Support has been embedded within Youth Services. This has enabled early and proactive engagement with young people with data indicating increased tenancy sustainment.
- The development of ABZ Campus is driving developments in the curriculum to address the needs of children with complex additional support needs / disability and of looked after children.
- The establishment of Aberdeen Computing Collaborative will ensure our young people leave school with the Computer Science skills they need to thrive in adulthood.
- Work has been ongoing to support families where children / young people are involved in Antisocial behaviour, through the priority families service.
- The number of young people entering a young offenders institute has significantly reduced. Strengthening of intervention opportunities when a young person is appearing in Court from custody.
- Over 15,000 play opportunities were made available to children and young people as part of our Summer of Play.
- A very positive inspection of Adult Protection found that key processes are effective. Areas for improvement were outweighed by clear strengths. Strategic Leadership was shown to be very effective, demonstrating major strengths in supporting positive experiences and outcomes for individuals. Aberdeen is only the second partnership to receive this ‘rating’ in the current phase of inspections.

- Memoranda of Understanding were agreed with the Department for Work and Pensions and the Centre for Homelessness Impact, further focussing our efforts on reducing and preventing homelessness.
- A partnership was formed with BEAM, providing a facility to crowd fund to resolve homelessness, helping those experiencing homelessness into employment.
- Outreach through schools and community centres has been successful in identifying significant values of unclaimed benefits across the city.
- Support has been provided to around 1500 Ukrainians who have fled the conflict in their homeland. This include the provision of Council houses to the Homes for Ukrainians scheme, and a successful capital bid to the Scottish Government to return up to 500 of our void council houses to the appropriate standard to provide settled accommodation for Ukrainians.
- Support has continued to be provided to Afghan refugees in the city, with numbers beginning to reduce as suitable accommodation has become available.
- We have continued to work with the Home Office, Scottish Government and COSLA on asylum dispersal.

## PLACE

- Aberdeen's New Local Development Plan was adopted taking a health in all policies approach and using the United Nations Sustainable Design Goals as a tool in the formation of the policies.
- The City Centre and Beach Masterplan were approved by Council in August 2022 with Net Zero specifically highlighted as one of the 4 key objectives for this transformational programme of works.
- The City Centre Low Emissions Zone was introduced, with enforcement due to start from June 2024.
- Development of a new mobility strategy, one of the six theme strategies from Net Zero Aberdeen is underway, incorporating the Local Transport Strategy and Roads Hierarchy as well as a range of other transport related strategies. A new Active Travel Action Plan is also being developed.
- We have continued work on the replacement of existing vehicles with carbon friendly options.
- The first phase of the Aberdeen Bike hire scheme was rolled out across the city centre to help increase modal shift and provide alternative modes of transport in the city centre.
- Carbon budget data was produced along with progress on annual report format to support monitoring against emission targets.
- A Re-use Shop at Hazlehead Household Waste Recycling Centres (HWRCs) has opened with plans for further facilities at the new Bridge of Don Recycling Centre.
- We continue to work towards increasing diversion of waste for recovery from bulky collections, including planned changes to the bulky uplift collection service and through the upgrade of facilities at Sclattie Waste transfer Station to further improve diversion.
- Proactive inspection of hakes / watercourses and gullies has been put in place to prioritise and mitigate specific flooding risks ahead of pending storms.
- Emergency Grab Boxes were delivered to 50 community locations in December 2022 to enable communities affected by weather incidents and power outages to support themselves locally.
- A new community resilience volunteer group was established in Bridge of Don and Danestone, and a media campaign to increase the number of groups in the city was launched as the winter months began. Two groups have expressed interest in doing so and are now engaging with colleagues in resilience.
- Aberdeen is officially the best in Scotland. At this year's Beautiful Scotland awards Aberdeen was awarded a Gold Medal and best city. The city was also joint first in Scotland and awarded the Beautiful Scotland Rose Bowl. The city also was a Royal Caledonian Horticultural Society Award winner for our horticulture displays.

- Aberdeen has an incredible 34 It's Your Neighbourhood groups representing the city. More groups than any other local authority in Scotland.
- Aberdeen has had 7 sites awarded Green Flags. The Green Flag Award scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world.
- Our Clean Up Aberdeen campaign has seen 2777 volunteers involved in 235 clean ups, filling 1700 bags. This amazing initiative is helping keep our city clean and tidy.
- The first Wee Forest has been planted in Aberdeen thanks to the joint efforts of Aberdeen City Council's Environmental Services team, NatureScot, and pupils and staff of Woodside Primary School. Our forest has seen, around 600 native trees planted by the school's "Wee Foresters". It is Aberdeen's first and only Wee Forest and is the most northerly of all Wee Forests in Scotland.
- Our Queens Green Canopy planting has seen more than 20,000 trees planted across the city in 22/23. Aberdeen has been selected as one of the initiative's Champion Cities. The Champion City programme has been launched to celebrate some of the nation's outstanding cities which have trees as a central part of their plans for green spaces. Being a Champion City is a great honour as we are one of only 20 cities across the whole of the UK to be awarded this.
- In 2022 Environmental Services has continued with a more natural approach to managing some of Aberdeen's greenspaces. Managing urban spaces specifically for nature is an effective conservation strategy to help protect biodiversity, the impacts of climate change and spending time in nature-rich green spaces helps improve the public's mental and physical health.
- 278 new build Council homes have been delivered (Auchmill and Summerhill) with a mix of 1, 2, 3 and 4 bed units which include wheelchair accessible units.
- Mechanical and Process Construction for the new Energy from Waste plant is substantially complete with hot commissioning commencing in the near future. Commissioning and final construction scheduled for completion in late-summer 2023.
- Depending on the weather conditions, an additional £10million of additional capital works will be completed to maintain the city's roads.
- An anticipated 95% of LED street light replacements will be completed by the end of March 2023.
- The new Milltimber Primary School opened in May 2022.
- The construction of new primary schools at Countesswells and Torry is progressing well, and both will be complete during 2023.
- The refurbished Union Terrace Gardens opened in December 2022.







# SECTION 3: OUR BUSINESS FOR THE YEAR

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

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

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

**Section ii)** contains the commitments arising from the Council's approved Partnership Agreement "Working in Partnership for Aberdeen" aligned to the LOIP

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

## Section i)

### Strategy Framework

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

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

Delivery, and subsequent review, of the strategy framework is an ongoing process. A tracker is in place to facilitate the commissioning and recommissioning of strategies, and their associated implementation plans and related strategic plans, and the commissioning and recommissioning of strategies will continue throughout 2023/24. During 2023/24 a number of significant strategy reviews will be completed, including the Regional Economic Strategy and the Children's Service Plan. Officers will, of course, review the commissioning intentions included within this Delivery Plan and any necessary amendments will be reported to the Council.

## Strategic Plans

Local Outcome Improvement Plan

Local Development Plan

Children's Services Plan

ACH&SCP Strategic Plan

Net Zero Routemap for the City

City Centre Masterplan

## Regional Strategies

Regional Economic Strategy

Regional Transport Strategy

Regional Hydrogen Strategy

Cultural Strategy for Aberdeen

Regional Skills Strategy

Destination Tourism Strategy

Flood Risk Management Strategy

## Place Strategies

Local Housing Strategy

Mobility Strategy

Building and Heating Strategy

Circular Waste Economy Strategy

Energy Supply Strategy

Natural Environment Strategy

Participation, Inclusion and Behaviour Change Strategy

## ALEO Strategies

Strategy for Active Aberdeen

Aberdeen Sports Facilities Strategy

Aberdeen Playing Pitch Strategy

Aberdeen Aquatics Strategy

## AH&SC Strategies

Carers Strategy

Autism Strategy

## ACC Enabling Strategies

Medium-Term Financial Strategy

Customer, Digital and Data Strategy

Estates and Assets Strategy

Prevention and Intervention Strategy

Workforce Strategy

## Section ii)

### Council's Partnership Agreement "Working in Partnership for Aberdeen"

A Partnership Agreement setting out commitments over the next 5 years was presented to Council on 18th May 2022. Its delivery will maximise opportunities from 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.

Progress made in 2022/23 is summarised below:

- Urgent consideration was given by the Council to how further support could be provided for struggling and vulnerable people throughout the cost of living crisis. £1M was allocated to mitigate poverty and the monies dispersed, including topping up the Scottish Welfare Fund.
- Households entitled to Council Tax Reduction (CTR), were identified as eligible to receive the Scotland Loves Local Aberdeen Gift Card. By December 2022, 14,172 gift cards were issued to eligible households, with £125 of credit on each card.
- ABZ Campus was officially launched with secondary school staff in November 2022.
- A tracker has been developed to better measure the impact of Pupil Equity Fund and Scottish Attainment Challenge interventions.

- A Mental Health Collaborative and young person Taskforce is being established to oversee work in this area and will generate a Plan for inclusion in the Children's Services Plan 2023-26.
- Numerous opportunities have been made available to young people to enable them to directly shape the future of their city through engagement in city master planning for example.
- The establishment of Pathways Advocate posts across our eleven Secondary schools to support, monitor and track care experienced young people in pathways planning and achieving a positive and sustained destination.
- Progress on delivering Plan 21 – 24 of The Promise demonstrated encouraging progress, however as a partnership there is still much to do to live up to our commitment #keepthepromise.
- Increasing numbers of care experienced young people are accessing higher and further education.
- The Aberdeen Computing Collaborative launched in September 2022 to help develop computer science skills in children, young people and staff progress at pace.
- All schools are now participating in the CIRCLE Framework to support the positive inclusion of all.
- The Music Service continues to work to maximise uptake, establish a Music Centre and welcome families back to concerts to celebrate the musical skills of our pupils.
- A city centre spokesperson has been appointed.
- Partners for the Aberdeen City Region Deal agreed a Benefits Realisation Plan setting out a framework for measuring and capturing progress on delivery against objectives.

## Planned delivery of priorities in 2023/24:

(Noting that many commitments have already been delivered and others are scheduled for following years)

Partnership Agreement Theme	Partnership Agreement Commitment	Key Milestones for 2023/24
A City of Opportunity	Ensure local education services identify young people with mental health problems and help them get early support and help, where appropriate, to transfer to adult services.	<ul style="list-style-type: none"> <li>The transfer from child to adult services will be a priority for the Children's Services Plan 2023-26</li> </ul>
	Ensure the Council follows best practice as a corporate parent to get the best outcomes for looked-after young people, those in kinship care and those with additional support needs such as autism, developmental disorders or mental health problems	<ul style="list-style-type: none"> <li>Improving the outcomes for care experienced young people will continue to be a priority focus in the refreshed Children's Services Plan 2023-26. This will align to The Promise and the priorities identified in the existing Plan. Our Corporate Parenting improvement priorities will continue to be driven by our care experienced young people.</li> </ul>
	Continue to seek to support young people to receive care in Aberdeen, through fostering, adoption and other services and seek to reduce "out of authority" placements.	<ul style="list-style-type: none"> <li>A reduction in the number of looked after children has been seen in all categories of care including out of authority placements. However, we recognise that further action is required to increase the proportion of looked after children placed in foster care. The support offer to kinship carers, developing an integrated Family Support Model, and utilisation of the Whole Family Wellbeing Fund to enhance preventative and Early Intervention Approaches will continue to be moved forward at pace.</li> </ul>
	Look to establish a school leavers fortnight – utilising the time between final exams and the end of the school year to offer pupils new experiences and help to build-up their life skills.	<ul style="list-style-type: none"> <li>We will engage with young people to discuss potential approaches and understand what they would find most helpful.</li> </ul>
	Build on the success of the Summer of Play, extending these learning experiences at least into school holidays, including the Spring and October holidays.	<ul style="list-style-type: none"> <li>Committee report being presented to Education and Children's Services Committee in June 2023.</li> </ul>
	We will actively work with partners to increase citywide delivery of music education, promoting excellence and enabling group performance.	<ul style="list-style-type: none"> <li>Following a successful event at the end of 2022 planning is underway to extend the use of ensembles, etc.</li> </ul>
	Seek to make Aberdeen a UNICEF Child Friendly City	<ul style="list-style-type: none"> <li>Work will be progressed in preparation for the incorporation of the UNCRC.</li> </ul>

Partnership Agreement Theme	Partnership Agreement Commitment	Key Milestones for 2023/24
<b>A Vibrant City</b>	Establish a task force to identify disused and derelict land and buildings and help bring them back into use, including investigating the purchase and conversion of upper floors along Union Street.	<ul style="list-style-type: none"> <li>• Empty Shops Plan approved, and its implementation will be aligned to the work by Aberdeen Inspired on its Summit – both workstreams highlight conversion of upper floors on Union St.</li> </ul>
<b>Building a Greener &amp; Sustainable City</b>	Support Aberdeen’s continued pioneering of Hydrogen technologies and make the case to bring alternatively powered rail services to the City.	<ul style="list-style-type: none"> <li>• Ongoing delivery of H2 Plan, and this will include h2 power on other transport modes where appropriate, in consultation with NESTRANS.</li> <li>• Support the delivery of bp Aberdeen H2 Power Ltd, the joint venture company owned by the Council and bp.</li> <li>• Undertake further work on case for H2 powered rail</li> </ul>
	Protect and enhance Aberdeen’s Green Belt, green spaces and open spaces so they can be enjoyed for purposes of leisure, sport and environmental wellbeing, and investigate the creation of new pocket parks.	<ul style="list-style-type: none"> <li>• The adoption of the new Aberdeen Local Development Plan includes policies protecting the Green Belt and designating space as Green Space Network all of which carry different forms of protection against development. In relation to Aberdeen’s existing green spaces they will continue to be maintained to a high standard within available resources.</li> </ul>
<b>Keeping our City Moving</b>	Creating a Road Safety Fund with an annual capital budget of at least £1 million to be used to make roads and pavements safer for pedestrians, cyclists, drivers and other road users and implement traffic management projects which improve road safety.	<ul style="list-style-type: none"> <li>• Scottish Government funding for “Cycling Walking Safer Streets” is expected to be £900k+ for 23/24. Roads Safety Infrastructure Fund also available for bids. Allowance still to be confirmed.</li> </ul>
	Cycle Hire Scheme	<ul style="list-style-type: none"> <li>• Scheme now launched with over 3,000 trips taken to date which given the time of year is very encouraging.</li> </ul>
	Delivering an improved and safer junction at Shielhill.	<ul style="list-style-type: none"> <li>• Design work to progress facilitating land assembly, which when complete, will allow tender and construction to follow.</li> </ul>
	Reviewing our cycle and active transport network, and work with Aberdeen Cycle Forum to deliver our shared vision of making Aberdeen a cyclist friendly city and provide covered secure cycle storage in suitable locations across Aberdeen.	<ul style="list-style-type: none"> <li>• Work about to commence on an Active Travel Network plan for the City as part of a wider plan for the region and Shire in conjunction with NESTRANS.</li> </ul>
	Delivering a revised Local Transport Strategy.	<ul style="list-style-type: none"> <li>• Work is ongoing completion expected in 23/24.</li> </ul>

Partnership Agreement Theme	Partnership Agreement Commitment	Key Milestones for 2023/24
Homes for the Future	Repeal the guidance that exempts student accommodation developers from affordable housing contributions.	<ul style="list-style-type: none"> <li>• Complete as part of the new Local Development Plan.</li> </ul>
	Review and clarify guidance for the council's buy-back scheme and look to expand the scope of what can be bought.	<ul style="list-style-type: none"> <li>• Instruction to review policy was given at committee in January and will be considered in Spring 2023.</li> </ul>
Empowering Communities	Double the budget for leased community centres and work with the management committees of these community centres to enhance the important services and activities they provide.	<ul style="list-style-type: none"> <li>• Ensure that development programmes being established by Management Committees are aligned with Locality and Community Plan outcomes and targeted to achieve maximum benefit.</li> </ul>
	Work with communities to establish trusts, community enterprises, charities or other entities that support community empowerment and community wealth building.	<ul style="list-style-type: none"> <li>• Work with City Growth on the implementation of the approved community wealth building action plan.</li> </ul>
	Support Inchgarth Community Centre with their extension plans.	<ul style="list-style-type: none"> <li>• £1.9m of Scottish Government Grant secured.</li> <li>• During 2023 a design team will be appointed, detailed design work concluded with community and planning application will be submitted.</li> </ul>
An Active City	Install distance markers along popular walking and running routes across the city	<ul style="list-style-type: none"> <li>• This is being taken forward as part of the review of the open space strategy and core paths plan.</li> </ul>
A Prosperous City	Seek to buy goods and services locally whenever possible, subject to complying with the law and public tendering requirements.	<ul style="list-style-type: none"> <li>• Progression of engagement events with local supply chains and providers through a dedicated supplier development programme.</li> </ul>

Partnership Agreement Theme	Partnership Agreement Commitment	Key Milestones for 2023/24
<p><b>A Caring City</b></p>	<p>Support the roll-out of further changing places toilets across the city.</p> <p>Support greater personalisation of care and consider whether it would be possible to implement policies to maintain quality of life of disabled citizens in our community and support the health and well-being of carers by providing support and respite.</p>	<ul style="list-style-type: none"> <li>• Changing place facilities are considered in all new projects and condition and suitability projects.</li> <li>• Ongoing implementation of revised Carers Strategy, including priorities in relation to enhancing the provision of advice and support for carers including the use of creative respite breaks through the Quarriers Respite Bureau.</li> <li>• Ongoing provision of Stay Well Stay Connected Programme focusing on inequality.</li> <li>• Ongoing expansion of usage of Technology Enabled Care (TEC).</li> <li>• Implementation Plan of the strategic review of Rehabilitation Services to be developed by April 2023.</li> <li>• Analogue to Digital Technology Switchover to be progressed.</li> <li>• Core Skills and Training Matrix to be developed for those working with people with complex needs by June 2023.</li> <li>• Recommission provision of Pre-Paid Care for Self Directed Support Option 1 (Direct Payments) by July 2023.</li> <li>• Health Checks to be offered to all Learning Disability Clients (+16) by October 2023.</li> <li>• Transition Plan for Children with Disabilities moving into Adult Services to be implemented by November 2023.</li> <li>• Review of provision of Advocacy Services by March 2024.</li> <li>• Investment in specialist housing for people with complex care needs by March 2024.</li> </ul>
<p><b>A Council that Listens &amp; Works</b></p>	<p>Recognise that citizens and communities – rather than the City Council - are best placed to say what services they require and how these are provided and seek to give greater control over appropriate services and facilities to local communities.</p>	<ul style="list-style-type: none"> <li>• Work to introduce Citizen Assemblies.</li> </ul>

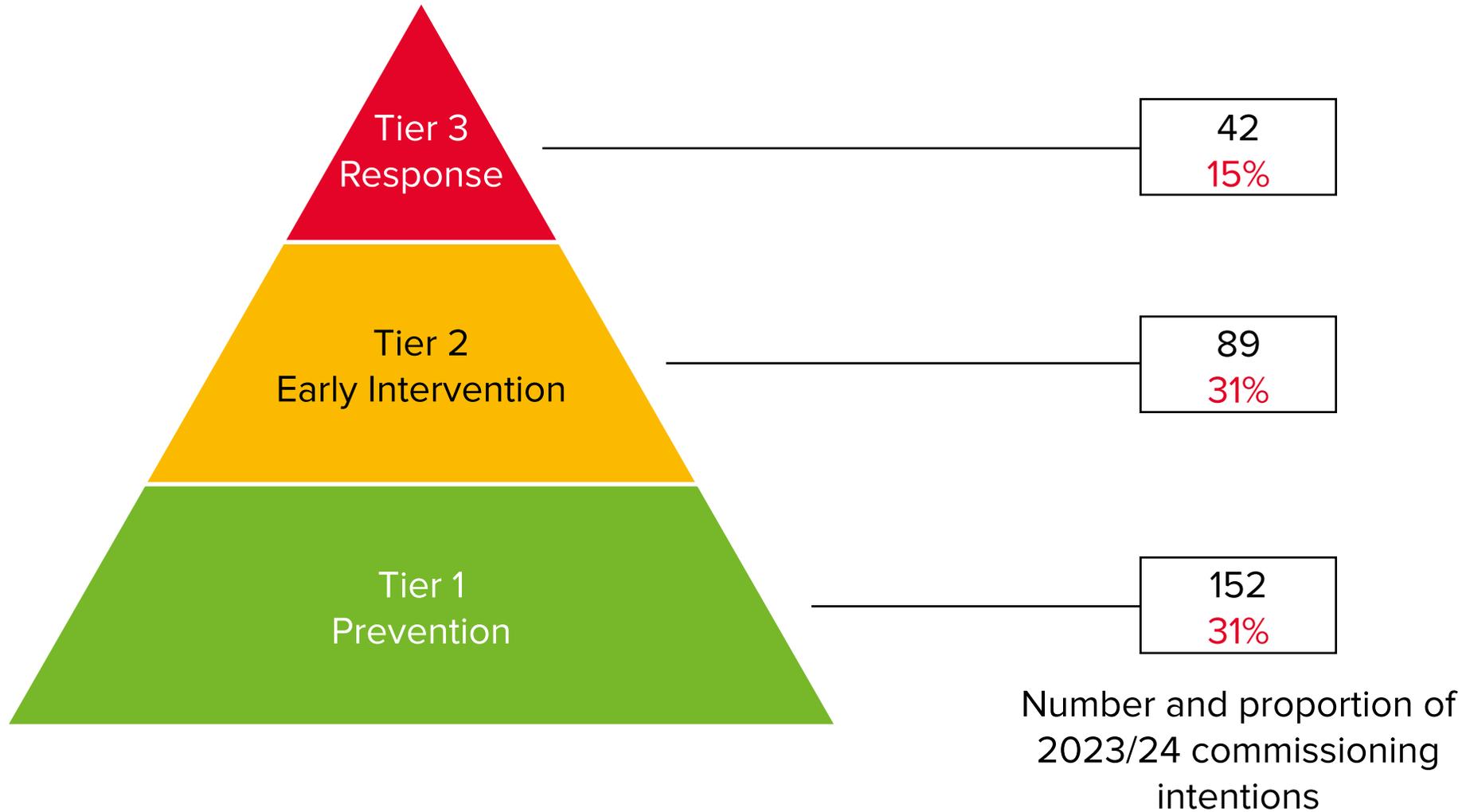
## Section iii)

### Supporting delivery of the LOIP through Council commissioning intentions

The Council's Commissioning Intentions for 2023/24 are aligned to the stretch outcomes of the Local Outcome Improvement Plan and the Council's strategy framework.

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

For the undernoted commissioning intentions an indication has been made which characterizes each as predominantly preventative (T1), early intervention (T2) or responsive (T3) as set out in the Council's Intervention and Prevention Strategy as the 3 tiers of prevention. This classification supports and highlights efforts to make a deliberate shift towards upstream prevention and intervention.



# Economy

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>No-one will suffer due to poverty</b>			
<b>400 unemployed Aberdeen City residents supported into Fair Work by 2026</b>			
<b>500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026</b>			
<p><b>2.1 Supporting labour market to recover from impact of Covid-19 on employment.</b></p> <p><b>2.2 Increasing the number of people in Aberdeen in sustained, fair work.</b></p> <p><b>3.1 Promoting inclusive economic growth for our most disadvantaged communities.</b></p>	<p><u>City Centre</u></p> <ul style="list-style-type: none"> <li>- Enhance City Centre environment <b>(RES Action Plan)</b></li> <li>- Invest in Aberdeen Arts Centre <b>(ACCPol)</b></li> <li>- Continue to move the City Centre and Beach Masterplan forward, expanding it to include George Street and ensuring it remains current with annual reviews <b>(ACCPol)</b></li> <li>- Create a new urban garden for our city centre in Queen Street, with active travel routes linking in with the wider city centre and the improved links to the beachfront <b>(ACCPol)</b></li> <li>- Establish a task force to identify disused and derelict land and buildings and help bring them back into use, including investigating the purchase and conversion of upper floors along Union Street <b>(ACCPol)</b></li> <li>- Improve active travel links between the Castlegate and the beach <b>(ACCPol)</b></li> <li>- Revitalise our beachfront, working with partners including Aberdeen FC with an aim to deliver new sports facilities and a new stadium, not using public funds except where collaborative working is mutually beneficial <b>(ACCPol)</b></li> <li>- Expand Beach Masterplan from River Dee to River Don <b>(ACCPol)</b></li> </ul>	<p>Enhance the city centre and increase city centre footfall by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Support of Aberdeen Inspired 2021-2026 Business Plan (T1)</li> <li>ii. Progress agreed actions of City Centre Masterplan (T1) including: <ul style="list-style-type: none"> <li>- Queen Street</li> <li>- a new Aberdeen Market</li> <li>- Beach Masterplan</li> <li>- City Centre Streetscape</li> </ul> </li> <li>iii. Implement the Empty Shops Plan (T1)</li> <li>iv. Delivery of Support delivery of and attraction of new Events, Festivals and Conferences to the City (T1)</li> <li>v. Delivery of Aberdeen Art Gallery, Archives and Museums exhibition, activity and digital programme (T1)</li> <li>vi. Support work by stakeholders to attract new inward investment to the city – Invest Aberdeen (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- City Centre Footfall</li> <li>- Commercial premises vacancy rates</li> <li>- AAGM visits (in person &amp; online)</li> <li>- Events 365 attendance</li> <li>- No. of unique virtual users of AAGM</li> <li>- No. of users of on-site apps (Smartify, +music etc.)</li> <li>- No. of out-of-copyright images in the public domain with CC by 4.0 or CCO licence</li> <li>- No. of collection items digitised and published via e-museum</li> <li>- No. of digital exhibitions published online</li> <li>- Business Start-Up Rate</li> <li>- Employees earning the living wage</li> <li>- Difference between earnings for men and women</li> <li>- Employment rates for groups with protected characteristics</li> <li>- % of income deprived households</li> </ul>

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<b>500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026</b>			
<p><b>1.1 Mitigating the causes of immediate and acute poverty.</b></p> <p><b>1.3 Supporting vulnerable and disadvantaged people, families and groups</b></p> <p><b>1.4 Poverty affecting those with protected characteristics and in specific communities</b></p> <p><i>Improvement Project: Increase support for those who have been most disadvantaged through the pandemic by 2023</i></p> <p><b>2.1 Supporting labour market to recover from impact of Covid-19 on employment.</b></p> <p><i>Improvement Project: Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.</i></p> <p><b>2.2 Increasing the number of people in Aberdeen in sustained, fair work.</b></p> <p><i>Improvement Project: Increase employer sign up to the Real Living Wage by 5% year on year to 2023 to achieve Real Living Wage City Status by 2026.</i></p> <p><i>Improvement Project: Support 15 care experienced young people progress to employment through public sector funded employability programmes by 2023.</i></p>	<p><b>Skills Development</b></p> <ul style="list-style-type: none"> <li>- Improve support for young people, high attainment, meaningful progression and employment opportunities that, in turn, fulfil the economic needs of the region (<b>RES Action Plan</b>)</li> <li>- Support delivery of Developing Young Workforce Programme (<b>RES Action Plan</b>)</li> <li>- Redevelopment of Aberdeen Science Centre as focal point for STEM engagement with young people (<b>RES Action Plan</b>)</li> <li>- Develop integrated training and accreditation offer (<b>AHH</b>) (<b>ESS</b>)</li> </ul>	<p>Support skills development and employability by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Delivery of Employability Action Plan to support employment pathways (NOLB; DYW; PESF; YPG Year 2) (T2)</li> <li>ii. Focus support towards groups (women, young people and people from ethnic minority backgrounds) that have been disproportionately disadvantaged by the pandemic and cost of living (T2)</li> <li>iii. Utilise the learning from evaluation of the North East Economic Recovery and Skills Fund to develop further interventions and seek funding through the UK Prosperity Fund (T2)</li> <li>iv. Work with key employability partners through the Local Employability Partnership (LEP) to ensure a more aligned and coherent approach to local employability support using the principles of “No One Left Behind” (NOLB) (T2)</li> <li>v. Work with the Aberdeen Hydrogen Hub (AHH) JV to develop and deliver a skills action (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- No. of people on universal credit</li> <li>- No. of Modern and Graduate Apprenticeships currently in Training</li> <li>- % young people achieving a modern apprenticeship</li> <li>- % of unemployed people assisted into work from council operated/ funded employability programmes</li> <li>- No. of people from disadvantaged groups supported into employment</li> <li>- % of young people who have achieved as sustained positive destination</li> <li>- Staff engaged in mentoring young people</li> <li>- Pupils taking STEM</li> <li>- No. of employers paying the real living wage</li> </ul>

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<p><i>Improvement Project:</i> Support 50 people into sustained, good quality employment by 2023, and 100 by 2026, with a particular focus on; those from priority neighbourhoods and people over 50.</p> <p><b>3.1 Promoting inclusive economic growth for our most disadvantaged communities.</b></p> <p><i>Improvement Project:</i> 80% of young people will successfully complete their Modern Apprenticeship programme by 2023.</p> <p><b>3.2 Ensuring access for all employers to skilled labour.</b></p> <p><i>Improvement Project:</i> By December 2022, increase by 10% the number of people in Aberdeen who:</p> <ul style="list-style-type: none"> <li>- Have digital access; and</li> <li>- Feel comfortable using digital tools.</li> </ul> <p><i>Improvement Project:</i> Increase the number of people within Aberdeen City gaining qualifications in ICT and Digital skills at SCQF Levels 7 and above by 10% by 2023.</p> <p><i>Improvement Project:</i> Increase the number of Modern and Graduate Apprenticeships by 5% by 2022.</p>			

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<p><b>3.1 Promoting inclusive economic growth for our most disadvantaged communities.</b></p> <p><i>Improvement Project: Increase the number of responsible businesses working with Community Planning Aberdeen through Community Benefits and CSR activity by 200% by 2023.</i></p>	<p><u>Community Benefit</u></p> <ul style="list-style-type: none"> <li>- Maximise opportunities for targeted recruitment and training activity for all potential procurement spend through community benefit clauses (<b>RES Action Plan</b>)</li> <li>- Seek to buy goods and services locally whenever possible, subject to complying with the law and public tendering requirements (<b>ACCPol</b>)</li> </ul>	<p>Increase the value of community benefits, including employability benefits, by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Aberdeen City Region Deal projects (T1) to procure in 2023/24 <ul style="list-style-type: none"> <li>- SeedPod</li> <li>- Digital 5G</li> <li>- Transport links to Aberdeen South Harbour</li> </ul> </li> <li>ii. Further actions to secure community benefits through ACC procurement (incorporating/using a Community Wealth Building approach). Including development of an Aberdeen CWB Action Plan that will seek to encompass key partners and look to maximise the local impact of procurement activity (T1)</li> <li>iii. Further actions to secure and support delivery of community benefits through major developments (T1). Including: <ul style="list-style-type: none"> <li>- ETZ Jobs Plan – liaise with ETZ Ltd to deliver community benefits with each development undertaken.</li> <li>- Hydrogen Hub JVP – support the development and delivery of a community benefits action plan</li> <li>- City Centre and Beachfront Masterplan community benefits programme when closer to construction phases.</li> </ul> </li> <li>iv. Where opportunities arise in the delivery of projects within the Capital Programme (T1)</li> <li>v. Prepare for and implement, as appropriate, provisions of the Procurement Bill</li> </ol>	<ul style="list-style-type: none"> <li>- Value of community benefits</li> <li>- Community proposals converted into agreed community benefit options</li> <li>- % of procurement spend spent on local enterprises</li> <li>- No. of apprenticeships through the City Region Deal</li> <li>- No. of professionally accredited courses taken by programme team</li> <li>- No. of community benefits delivered (captured in Annual Procurement Report)</li> <li>- No. of assets in community ownership</li> </ul>

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500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026			
<p><b>2.1 Supporting labour market to recover from impact of Covid-19 on employment.</b></p> <p><i>Improvement Project: Supporting 50 people to start a business in Aberdeen who will be coming off the benefits system or significantly reducing their benefits through starting a business by 2023 and 100 by 2026.</i></p>	<p><u>Business Support</u></p> <ul style="list-style-type: none"> <li>- Continue the delivery of Business Gateway business start-up, funding and development support which is available to all businesses (including social enterprises in key health and social care sector) <b>(RES Action Plan)</b></li> <li>- Accelerate company creation and growth in key growth sectors <b>(RES Action Plan)</b></li> <li>- Review &amp; update Inward Investment Strategy <b>(ACCPol)</b></li> <li>- Support Green Freeport bid <b>(ACCPol)</b></li> <li>- Encourage collaborations of entrepreneurs in our universities, college and the private sector to develop businesses, services and employment opportunities in the city <b>(ACCPol)</b></li> <li>- Work with partners, including Scottish Enterprise, to expand the support available for new start-ups, including investigating access to microfinance and affordable leases on workspaces for start-ups and replicating the success of the Torry Rocks scheme <b>(ACCPol)</b></li> <li>- Seek to gain the maximum benefits for Aberdeen's people and businesses from the Scottish Government's £500 million Just Transition Fund and their £100 million Green Jobs Fund <b>(ACCPol)</b></li> </ul>	<p>Support business development and economic growth in the City by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Business Gateway contract renewal including addendum to allow for focused activity with City Centre businesses (T1)</li> <li>ii. work with key partners to review business support activities and work towards ensuring a comprehensive, easily accessible service is available to all businesses / social enterprises and unis / college and those thinking of starting up a business or social enterprise (T1)</li> <li>iii. seek to develop local business support activity in regeneration areas applying for funding from UK and Scottish Government to deliver activities where appropriate (T1)</li> <li>iv. through Aberdeen City Region Deal (ACRD) (T1) <ul style="list-style-type: none"> <li>- Construction of SeedPod to start</li> <li>- Implementation of Digital 5G projects</li> </ul> </li> <li>v. Development of an Energy Transition Zone. Support Aberdeen Harbour Board and ETZ Ltd to develop Masterplan and work through Invest Aberdeen and partners to attract businesses to the zone (T1)</li> <li>vi. Support the delivery of bp Aberdeen H2 Power Ltd, the joint venture company owned by the Council and bp. Supporting this with the development of skills and employability activities and the development and implementation of a supplier development (T1)</li> <li>vii. Hydrogen infrastructure feasibility study that will appraise sites for hydrogen refuelling and distribution to support expansion of hydrogen fleets (T1)</li> <li>viii. Development and roll out of High Potential Opportunity (HPO) inward investment proposition for energy transition in North East Scotland (T1)</li> <li>ix. Green Freeport Bid work to transition into deliverables in Regional Economic Strategy and inward investment objectives (T1)</li> <li>x. Work with partners to approve and deliver the new Regional Economic Strategy (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- No. of business births</li> <li>- No. of business deaths</li> <li>- No. of established businesses supported by Business Gateway</li> <li>- No. of business start-ups supported by the Business Gateway service</li> <li>- No. social enterprises in health and social care</li> <li>- Employment in growth sector enterprises (digital/creative; food and drink; life sciences and tourism)</li> <li>- Key sector employment</li> <li>- ACRD Additional financial investment</li> <li>- ACRD Number of long term jobs</li> <li>- ACRD Number of Construction Jobs</li> <li>- ACRD Number of Jobs Protected</li> <li>- ACRD No of businesses and residential properties passed by Fibre</li> <li>- ACRD No of new technologies deployed on a first user principle</li> <li>- ACRD No of Solution centre funded technologies reaching commercialisation phase</li> <li>- ACRD No of Supply Chain Technology Accelerator projects co-funded</li> <li>- % Economically Inactive</li> </ul>

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	<p><u>Smart City</u></p> <ul style="list-style-type: none"> <li>- Implement and build on the digital programme within the Aberdeen City Region Deal (<b>RES Action Plan</b>)</li> <li>- Full Fibre Infrastructure (<b>CRD</b>)</li> <li>- DUCT Network Extension (<b>CRD</b>)</li> <li>- City Network Extension (<b>CRD</b>)</li> </ul>	<p>Support the City become a “Smart City” by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. A digital infrastructure programme (T1) including:- <ul style="list-style-type: none"> <li>- Full Fibre Infrastructure project completion.</li> <li>- DUCT Network Extension project phase 2 completion with phase 3 completion 2024/25.</li> <li>- City Fibre/Vodafone continued commercial investment in the city.</li> <li>- Delivery of investment to Port of Aberdeen to procure a private 5G infrastructure in the new Aberdeen South Harbour to increase productivity and reduce operational costs, making Aberdeen comparable with leading ports across the world.</li> <li>- Delivery of investment to the Scottish Agricultural Organisation Society to facilitate the delivery of Industry leading Agri-tech applications and services and Environmental monitoring in rural Aberdeenshire using Huntly as an initial area.</li> <li>- Delivery of investment to Opportunity North East to expand its activities by funding mobile ‘pop up’ coverage in the region to enable companies to test applications in a real-life environment.</li> <li>- Investigate opportunities to maximise fibre opportunities at pace in the areas in the region identified with very low/ or no coverage.</li> </ul> </li> <li>ii. IoT Programme – Expansion of current IoT network used for Intelligent Street Lighting, to include water safety monitoring (T1)</li> <li>iii. Smart City Strategy and Action Plan refresh (T1) with input from Microsoft and BP partners. The roadmap aims to support Aberdeen in delivering against a set of five ambitions outlined in the Plan. <ul style="list-style-type: none"> <li>- Enabling Aberdeen’s Innovation ecosystem including fostering citizen innovation.</li> <li>- Developing Aberdeen as a world class centre for integrated energy and energy transition.</li> <li>- Making Aberdeen an exciting place for tourists and visitors, through Digital Tourism initiatives.</li> <li>- Developing jobs and skills for the future to support energy transition and net zero.</li> <li>- Creating an integrated data infrastructure (initially for energy and health use cases).</li> </ul> </li> </ol> <p>The projects under these ambitions are still to be agreed.</p>	<ul style="list-style-type: none"> <li>- No. of premises in Aberdeen with access to ultrafast services</li> <li>- Network build in Aberdeen</li> <li>- Uptake and cost of 5G</li> <li>- No. or small cell communication sites</li> <li>- No. of duct partners</li> <li>- No. of premises passed by fibre</li> </ul>

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<b>500 Aberdeen City residents upskilled/ reskilled to enable them to move into, within and between economic opportunities as they arise by 2026</b>			
<b>2.1 Supporting labour market to recover from impact of Covid-19 on employment.</b>	<u>Attracting Visitors to the City</u> - Continue to deliver Aberdeen 365, an annual calendar of headline and feature events <b>(ACCPol)</b> - Expansion of Aberdeen Harbour <b>(RES Action Plan)</b> - Support Aberdeen Performing Arts and other cultural providers to offer the widest possible arts programme for all across our communities <b>(ACCPol)</b> - Work with partners to explore opportunities to develop heritage, museum and online services with a special emphasis on local history and stories of our heritage <b>(ACCPol)</b> - Aim to make Aberdeen a premier destination for festivals, productions, conferences, bands and events <b>(ACCPol)</b> - Appoint a City Makar <b>(ACCPol)</b> - Invest in Aberdeen Arts Centre <b>(ACCPol)</b>	Support the attraction of visitors to the City by commissioning in 2023/24: <ol style="list-style-type: none"> <li>i. AAGM Audience Development plan, delivered with VisitAberdeenshire and VisitScotland (T1)</li> <li>ii. Provision of high quality food, drink and retail at AAGM, Beach Ballroom assets (T1)</li> <li>iii. Events and venue hire business at AAGM (T1)</li> <li>iv. P&amp;J Live business, exhibitions and entertainment (T1)</li> <li>v. Aberdeen 365 programme (T1)</li> <li>vi. Potential actions to prepare for and respond to a proposed “Percentage for the Arts” scheme (T1)</li> <li>vii. Harbour expansion and attraction of cruises visitors with VisitAberdeenshire and VisitScotland (T1)</li> <li>viii. Commission study to review inter-modal transport options for H2, including requirements for exporting from Aberdeen Harbour (T1)</li> <li>ix. Provide support to local organisations, building their capacity to respond to formal procurements (T1)</li> <li>x. Seek to actively build and strengthen existing relationships along with developing new relationships with the local supply base (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- No. of visitors to Aberdeen City</li> <li>- No. of visitors to the Art Gallery and Museums (online and in person)</li> <li>- Attendees at Events365 activity</li> <li>- Attendees at P&amp;J Live complex</li> <li>- Commercial benchmarking against cultural sector KPIs</li> <li>- Tourism Spend (£)</li> <li>- Hotel Occupancy, Average Daily Rate, Revenue per available room</li> <li>- City Centre Footfall</li> <li>- Railway passengers</li> <li>- Harbour passengers</li> <li>- Aberdeen Airport passengers</li> </ul>

# Children & Young People

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026			
<p><b>1.1 Mitigating the causes of immediate and acute poverty</b></p> <p><b>1.2 Ensure those experiencing in-work poverty have access to all appropriate benefits.</b></p> <p><b>1.3 Supporting vulnerable and disadvantaged people, families and groups</b></p> <p><b>1.4 Poverty affecting those with protected characteristics and in specific communities</b></p> <p><i>Improvement Project: Increase support for those who have been most disadvantaged through the pandemic by 2023.</i></p>	<p><u>Child Poverty</u></p> <ul style="list-style-type: none"> <li>- Income maximisation teams to continue supporting people to claim for their eligible benefits (<b>CPAP</b>)</li> <li>- Use of Scottish Attainment Challenge (SAC) Funding to benefit those impacted by poverty and disadvantage (<b>CPAP</b>)</li> <li>- No child or young person will start school without a breakfast</li> <li>- All children and young people will have access to affordable school uniform and appropriate clothing for the North East</li> <li>- Costs will not prohibit the participation of children and young people in the life of the school</li> <li>- Parents, carers and children and young people will have easy access to financial advice</li> <li>- Maximise the uptake of free school meals and school clothing grants by eligible families (<b>CPAP</b>)</li> <li>- Via Healthier, Wealthier Children: (Developing financial inclusion referral pathways in Scotland's funding plan) develop and implement a Midwifery and Early Years Practitioners pathway, policy and procedure to financial support services across Grampian (<b>CPAP</b>)</li> <li>- Prevent families from experiencing poverty wherever possible (<b>ACNIF</b>)</li> <li>- Improve knowledge of Adverse Childhood Experiences with a view to better understanding the long term impacts of poverty and interconnected work-streams (<b>CPAP</b>)</li> </ul>	<p>Reduce child poverty by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Co-ordinated whole family early intervention and prevention services to increase benefits uptake and improve debt management, including availability of debt advice in schools (T1) &amp; (T2)</li> <li>ii. Increase uptake of free school meals, responding, as appropriate, to any requirement to deliver free school breakfasts and lunches for all primary school pupils (T1) &amp; (T2)</li> <li>iii. Implementation, as appropriate, of government requirements to abolish core curriculum charges (T1) &amp; (T2)</li> <li>iv. Implementation, as appropriate, of government requirements to start to deliver free bikes to children who cannot afford one (T1)</li> <li>v. Pupil Equity Fund spend to improve the health and wellbeing and educational outcomes of children and young people impacted by poverty (T1) &amp; (T2)</li> <li>vi. Support for schools to identify poverty-related gaps through coaching, professional learning and access to tracking and monitoring and data analysis tools (T1) &amp; (T2)</li> <li>vii. Support for and challenge of schools in their use of Pupil Equity Fund to make progress in improving the health and wellbeing and educational outcomes of children and young people impacted by poverty (T2)</li> <li>viii. All schools to consider poverty proofing within their own unique context (T1) &amp; (T2)</li> <li>ix. Prepare for implementation of free childcare services to support families into employment (T1) &amp; (T2)</li> <li>x. Development of Family Learning offer in school Associated School Groups (T1) &amp; (T2)</li> <li>xi. With partners, deliver support which maximises opportunities and minimise the stigma for children and families living in Aberdeen who have No Recourse to Public Funds (T1) &amp; (T2)</li> </ol>	<ul style="list-style-type: none"> <li>- % Economically Inactive</li> <li>- % Free School Meal Uptake</li> <li>- Cost of the School day</li> <li>- % Benefits Uptake</li> <li>- Value (£s) of unclaimed benefits</li> <li>- Expansion of childcare programme on track</li> <li>- Number of pupils accessing music tuition</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026</b>			
<p><b>4.1 Ensuring that families receive the parenting and family support they need</b></p> <p><i>Improvement Project: Increase uptake of parenting and family support by 10% by 2022.</i></p> <p><b>4.3 Improving health and reducing inequalities.</b></p> <p><i>Improvement Project: Reduce the number of children starting P1 with an identified speech delay by 5% by 2023.</i></p>	<p><u>Early Years</u></p> <ul style="list-style-type: none"> <li>- Continue to fully implement 1140 hours of ELC including the roll out of PEEP (ACNIF)</li> <li>- 98% of local authority and partner provider Early Learning and Childcare settings receive positive Care Inspectorate and Education Scotland reports (ACNIF)</li> </ul>	<p>Commissioning the service to:</p> <ol style="list-style-type: none"> <li>i. Maximise the uptake of 1140 hours of ELC for all eligible children (T1) &amp; (T2)</li> <li>ii. Identify and address emerging issues in childcare settings swiftly through an effective quality improvement framework (T1)</li> <li>iii. Improve the quality of provision in keeping with the national standard to maintain registration (T1)</li> <li>iv. Support early language acquisition and development (T1) &amp; (T2)</li> <li>v. Support early years literacy through Bookbug (T1) &amp; (T2)</li> <li>vi. Provide access to PEEP across all ACC early learning and childcare settings (T1) &amp; (T2)</li> </ol>	<ul style="list-style-type: none"> <li>- % Positive Care Inspectorate and Education Scotland Reports</li> <li>- % of settings registered to provide 1140 hours</li> <li>- % of those who apply for an ELC place who are offered one of their choices</li> <li>- Engagement with programmes to support early literacy development</li> <li>- Reduction in the number of children identified as having communication difficulties in SEEMIS at P1</li> <li>- No. of eligible 2 year olds attending ELC provision</li> <li>- % of ACC ELC settings offering PEEP to families</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026</b>			
<p><b>6.1 Improving education outcomes for care experienced children and young people.</b></p> <p><i>Improvement Project: Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.</i></p> <p><b>7.1 Improving pathways to education, employment and training for identified groups (including disability, ASN, term time leavers and those from priority neighbourhoods).</b></p> <p><i>Improvement Project: Increase the number of vulnerable learners entering a positive and sustained destination by 7% by 2023.</i></p> <p><i>Improvement Project: Increase the number of young people who leave school with a minimum of SCQF 3 in literacy and numeracy and 4 other qualifications to 93% 2023.</i></p>	<p><u>Education - Raising attainment and achievement</u></p> <ul style="list-style-type: none"> <li>- Continue to address on-line safety (ACNIF)</li> <li>- Further develop collaboration for improvement both at school senior leader level and below (ACNIF)</li> <li>- Improve the leadership of change in schools (ACNIF)</li> <li>- Improve the quality of learning, teaching and assessment in schools (ACNIF)</li> <li>- Deliver a broader range of senior phase learner pathways aligned to growth areas (ACNIF)</li> <li>- Supporting Learners, Accessibility Plan, The Promise and the UNCRC Children's Rights Scheme (ACNIF)</li> <li>- Build on Summer of Play extending these learning experiences at least into school holidays, including the Spring and October holidays (ACCPol)</li> <li>- No child living in Aberdeen is excluded from Gaelic Medium Education due to a catchment area (ACCPol)</li> <li>- Increase citywide delivery of music education (ACCPol)</li> <li>- Review and invest in our school estate, ensuring all of Aberdeen's schools are fit for the educational needs and the challenges of the 21st century (ACCPol)</li> <li>- Build the city's first green schools (ACCPol)</li> </ul>	<p>Raise attainment and achievement by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Implement, as appropriate, government requirement to provide tablets and laptops for all school children (T1)</li> <li>ii. Improving the tracking and monitoring of all learners (T1) &amp; (T2)</li> <li>iii. Programme of professional learning for leaders at all levels (T1) &amp; (T2)</li> <li>iv. Increasing opportunities for music ensembles within localities and across the city (T1)</li> <li>v. Promoting Gaelic Medium Education (T1)</li> <li>vi. Programme of learning experiences offered to families in partnership with 3rd sector during school holidays (T1) &amp; (T2)</li> <li>vii. Complete the delivery of two new Primary schools at Countesswells and Torry and resume the construction of the new primary school at Tillydrone (T1)</li> <li>viii. Carry out a feasibility studies to inform the investment and delivery of the planned future school estate (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- % school QI 1.3 Leadership of Change evaluations rated at Good or above.</li> <li>- No. of practitioners engaging in formal leadership development opportunities</li> <li>- % of school communities registered to use the Safer School App</li> <li>- % of learners who report feeling safe on-line</li> <li>- Parent surveys demonstrate increased confidence in supporting their child with literacy, numeracy, health and wellbeing and the use of digital tools</li> <li>- P1 attainment</li> <li>- Levels of school attendance</li> <li>- No. of learners engaging in ensemble opportunities</li> <li>- No. of learners across the city attaining high grades in music</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026</b>			
<p><b>6.1 Improving education outcomes for care experienced children and young people.</b></p> <p><i>Improvement Project: Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.</i></p> <p><b>7.1 Improving pathways to education, employment and training for identified groups (including disability, ASN, term time leavers and those from priority neighbourhoods).</b></p> <p><i>Improvement Project: Increase the number of vulnerable learners entering a positive and sustained destination by 7% by 2023.</i></p> <p><i>Improvement Project: Increase the number of young people who leave school with a minimum of SCQF 3 in literacy and numeracy and 4 other qualifications to 93% 2023.</i></p>	<p><u>Education - Closing the Attainment Gap</u></p> <ul style="list-style-type: none"> <li>- Close the poverty related attainment gap (ACNIF)</li> <li>- Improve attainment in literacy and address any gaps in core literacy skills (ACNIF)</li> <li>- Improve attainment in numeracy and address any gaps in core numeracy skills (ACNIF)</li> <li>- Work with internal and external partners on the development of a systemic approach to addressing food insecurity and poverty including addressing the costs to the school day (ACNIF)</li> <li>- Prepare annual plans, including stretch aims, to contribute to the Scottish Attainment Challenge (SAC)</li> <li>- Improve the quality of environments / supports for those with additional support needs through the use of the CIRCLE framework (ACNIF)</li> <li>- Reshape the Virtual School to ensure that those on the edge of care and those who are care experienced achieve at the highest levels in keeping with The Promise (ACNIF)</li> </ul>	<p>Close the attainment gap by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Further improvement in the intelligence led approach to the use of Pupil Equity Fund and Scottish Attainment Challenge (T1) &amp; (T2)</li> <li>ii. Implementation of Scottish Attainment Challenge version 2.0 (T1) &amp; (T2)</li> <li>iii. Improvement in tracking of vulnerable groups to support improvement (T2) &amp; (T3)</li> <li>iv. Development and implementation of a literacy and numeracy framework to support improvement (T2)</li> <li>v. Monitoring of attendance and exclusion levels weekly to secure improvement (T2)</li> <li>vi. Provision of intelligence led ASN services to better meet demand (T2)</li> <li>vii. Implement the use of the circle framework to support review of learning environments to support improvement (T2)</li> <li>viii. Implementation of the recommendation from Angela Morgan’s “Support for Learning” Review (T2)</li> <li>ix. Multi agency support provided in partnership with the virtual school to improve outcomes for those on the edge of care (T2)</li> </ol>	<ul style="list-style-type: none"> <li>- Levels of exclusion in the three priority areas</li> <li>- Attainment at SCQF 3 Literacy and numeracy</li> <li>- Attainment at S4 at Level 4 numeracy and literacy</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>90% of Children and young people will report that their experiences of mental health and wellbeing have been listened to by 2026. This is reflected in interactions, activities, supports and services</b>			
<p><b>4.1 Ensuring that families receive the parenting and family support they need.</b></p> <p><b>4.2 Keeping young children safe.</b></p> <p><b>4.3 Improving health and reducing inequalities.</b></p> <p><b>5.1 Improving timely access to support.</b></p> <p><b>5.2 Increasing children’s knowledge and understanding of their own physical and mental wellbeing and take an early intervention and prevention approach.</b></p> <p><i>Improvement Project: Increase by 80% the use of digital wellbeing resources for children and young people’s mental health and wellbeing by 2022.</i></p> <p><i>Improvement Project: Increase by 40% the use of the wellbeing scenario on the Mind of my Own app by care experienced children and young people by 2022.</i></p> <p><b>8.2 Ensuring that children and young people receive accessible information and opportunities to engage and participate in decision making.</b></p> <p><i>Improvement project: Increase by 50% the number of communications which are accessible to children and young people by 2023.</i></p> <p><i>Improvement project: Increase to 100% of staff working directly and indirectly with children who have received child friendly city training by 2023.</i></p> <p><i>Improvement project: By 2023 increase to 100% the number of multiagency governance arrangements which impact on children on young people that include their participation and engagement.</i></p>	<p><u>Education - Improving health and wellbeing</u></p> <ul style="list-style-type: none"> <li>- Continue to improve the quality of universal health and wellbeing supports in response to changes in need <b>(ACNIF)</b></li> <li>- Empower schools to determine readiness for the incorporation of the UNCRC <b>(ACNIF)</b></li> <li>- Increase the voice of children and young people in the design and delivery of services that directly and indirectly affect them <b>(ACNIF)</b></li> <li>- Empower parents and carers through implementation of the Parental Involvement and Engagement Plan <b>(ACNIF)</b></li> <li>- Improve the physical wellbeing of children and young people <b>(ACNIF)</b></li> <li>- Improve the mental and emotional wellbeing of children, young people and families <b>(ACNIF)</b></li> <li>- Reduce risk taking behaviour and poor self-regulation associated with experiences over the last 12 months <b>(ACNIF)</b></li> <li>- Further monitor and support the positive wellbeing of staff <b>(ACNIF)</b></li> <li>- Establish an access to sports fund <b>(ACCPol)</b></li> <li>- Increase participation in swimming, increasing the number of children who can swim and cutting the gap in swimming proficiency that exists for children from disadvantaged backgrounds <b>(ACCPol)</b></li> <li>- Build on Summer of Play extending these learning experiences at least into school holidays, including the Spring and October holidays <b>(ACCPol)</b></li> <li>- Explore options to make travel to school safer and more child-friendly and to reduce vehicle congestion at school gates <b>(ACCPol)</b></li> </ul>	<p>Support improvement in the health &amp; wellbeing of children and young people by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Co-ordinated whole family early intervention and prevention services to support Drugs &amp; Alcohol; Mental Health; Physical wellbeing; Domestic Abuse (T1) &amp; (T2)</li> <li>ii. Increased capacity across the universal services to identify and support children and young people and their families with emerging mental health needs and deliver bespoke targeted support (T1) &amp; (T2)</li> <li>iii. Provision of counselling services across all secondary schools (T1) &amp; (T2)</li> <li>iv. Sport Aberdeen to provide free extra curricular sport and physical activities across all schools (primary, secondary and ASN) in the city through re-activated Active Schools programme (T1)</li> <li>v. Sport Aberdeen to provide School Swimming Programme to all primary 4 pupils (T1)</li> <li>vi. Sport Aberdeen to deliver ProActive Minds Programme to support mental wellbeing of children and young people (T1)</li> <li>vii. Prepare for and implement, as appropriate, proposals for use of additional Scottish Government funding for play parks (T1)</li> <li>viii. Access to outdoor environments with outdoor play area provision (T1)</li> <li>ix. Use of the council’s estate and service delivery to promote and enable physical activity (T1)</li> <li>x. Fit Like? Aberdeen family wellbeing support, providing early support to families with emerging mental health vulnerabilities (T2) &amp; (T3)</li> <li>xi. Deliver “Healthy Minds” targeted family outdoor learning (T2)</li> <li>xii. Launch refreshed Health &amp; Wellbeing &amp; C&amp;YP library offers (T1)</li> <li>xiii. Increase access for young people to support in relation to trauma and bereavement (T1), (T2) &amp; (T3)</li> <li>xiv. Continue to review and improve school travel plans (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- % of children and young people who report that they actively participate in decision making which impacts them</li> <li>- % of staff report that their wellbeing needs are being met</li> <li>- No. of schools with an identified health and wellbeing lead</li> <li>- % reduction in the number of incidents in schools</li> <li>- % of complaints resolved on time</li> <li>- No. of young people recorded as being bullied in SEEMiS</li> <li>- No. of accessible Physical activities that are available to all learners</li> <li>- Level of support and engagement at Fit Like Hubs</li> <li>- Engagement level in the Geronimo programme</li> <li>- No. of C&amp;YP reporting that they feel listened to</li> <li>- No. of C&amp;YP reporting their confidence has increased</li> <li>- Engagement levels in Young Persons Housing Group</li> <li>- % of C&amp;YP accessing trauma and bereavement support</li> <li>- Youth homelessness rate</li> <li>- No. of schools supported by Active Schools Assistants</li> <li>- No. of Extra Curricular Sport and Physical Activity Clubs</li> <li>- No. of volunteers delivering Extra Curricular Sport and Physical Activities</li> <li>- % of schools School Swimming Programme delivered to</li> <li>- No. of interventions through ProActive Minds Programme</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>95% of all our children, including those living in our priority neighbourhoods, will sustain a positive destination upon leaving school by 2026</b>			
<p><b>6.1 Improving education outcomes for care experienced children and young people.</b></p> <p><i>Improvement Project: Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.</i></p> <p><b>7.1 Improving pathways to education, employment and training for identified groups (including disability, ASN, term time leavers and those from priority localities).</b></p> <p><i>Improvement Project: Increase the number of vulnerable learners entering a positive and sustained destination by 7% by 2023.</i></p>	<p><u>Education - Employability &amp; Positive Destinations</u></p> <ul style="list-style-type: none"> <li>- Formalise a skills progression which takes account of growth areas <b>(ACNIF)</b></li> <li>- Improve tracking arrangements to inform the choices of young people and curricular offer <b>(ACNIF)</b></li> <li>- Work with partners to continue to re-set the senior phase offering in light of growth areas and the OECD report <b>(ACNIF)</b></li> <li>- Improve visibility of growth areas and available learning pathways <b>(ACNIF)</b></li> <li>- Seek to widen curriculum choice and implement progressive choices <b>(ACCPol)</b></li> <li>- Look to establish a school leavers fortnight <b>(ACCPol)</b></li> </ul>	<p>Support transition to positive destinations by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. A broader curricular offer through digital and partnership delivery (T1)</li> <li>ii. Consistently timely and effective transition plans (T1) &amp; (T2)</li> <li>iii. Multi-agency transition projects for identified vulnerable groups (T1) &amp; (T2)</li> <li>iv. A further expansion of foundation apprenticeships (T1)</li> <li>v. Plan school leaver fortnight to support positive destinations (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- No. of courses which are delivered remotely in order to extend the curricular offer</li> <li>- No. of young people engaging in foundation apprenticeships</li> <li>- % of S3-S5 pupils identified as 'at risk' of disengaging that stay on</li> <li>- % of young people securing a positive destination</li> <li>- % of S3-6 pupils involved in DoE awards</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<p><b>As corporate parents we will ensure 95% of care experienced children and young people will have the same levels of attainment in education, health and emotional wellbeing, and positive destinations as their peers by 2026</b></p>			
<p><b>2.2 Increasing the number of people in Aberdeen in sustained, fair work.</b></p> <p><i>Improvement project: Support 15 care experienced young people progress to employment through public sector funded employability programmes by 2023.</i></p> <p><b>6.1 Improving education outcomes for care experienced children and young people.</b></p> <p><i>Improvement project: Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.</i></p> <p><b>6.2 Supporting attainment of balance of care where children are able to remain more often at home and or with kin.</b></p> <p><i>Improvement project: Increase to 43% by 2023 the proportion of children and young people who are supported to live in kinship care or are looked after at home by 2023.</i></p> <p><i>Improvement project: Increase by 20% the number of children and young people remaining in a placement looked after at home/kinship between 16-18 years old by 2023.</i></p>	<p><u>Children's Social Work</u></p> <ul style="list-style-type: none"> <li>- Partnership delivery of the Family Support Model in keeping with The Promise (ACNIF)</li> <li>- Implementation of The Promise at a local level (TP)</li> <li>- improve education outcomes for care experienced children and young people (ACCCP)</li> <li>- improve knowledge and skills of the workforce in relation to their Corporate Parenting duties and responsibilities and by doing so highlight the pervasive impact of care experience on opportunities and life chances (ACCCP)</li> <li>- Feature and promote the recommendations of The Promise across key systems, processes, and partnership practice (ACCCP)</li> <li>- Work in ways which recognise the life-long impact of trauma, placing recovery principles at the heart of Corporate Parenting planning (ACCCP)</li> <li>- Continue to develop participation and engagement opportunities with and for our children and young people (ACCCP)</li> <li>- Seek creative ways to listen to and capture children and young people's voices and views (ACCCP)</li> <li>- Build on the strong foundations to expand the impact of the Champions Board and the role of Corporate Parents in Aberdeen (ACCCP)</li> <li>- With partners deliver on our corporate parenting responsibilities to UASC who arrive in Aberdeen (ACCCP)</li> </ul>	<p>Support care experience children and fulfil our role as corporate parents by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Continued focus on implementing "The Promise" at a local level building on Year 1 progress as reported to CP Board (T1), (T2) &amp; (T3)</li> <li>ii. Shifting the balance of care / support children to remain in their community (T2) &amp; (T3)</li> <li>iii. Preventative whole family support approaches to supporting Drugs &amp; Alcohol; Mental Health; Physical wellbeing; ASB; Debt; Domestic Abuse based on demand data (T1) &amp; (T2)</li> <li>iv. Increase corporate parent mentors to support engagement with MCR Pathways (T2) &amp; (T3)</li> <li>v. Support care experienced young people access supports which enables and offers them physical and emotional wellbeing benefits, including Sport Aberdeen &amp; other ALEO activities (T1) &amp; (T2)</li> <li>vi. Continue to support 'Write Right About Me' (T2) &amp; (T3)</li> <li>vii. Expand digital connection opportunities for care experienced young people in line with peers through local approach and access scheme (T1) &amp; (T2)</li> <li>viii. The delivery of participatory opportunities for care experienced young people (T1), (T2) &amp; (T3)</li> <li>ix. Expanded use of the Mind of My Own App to reach those with care experience who are part of protection processes (T1), (T2) &amp; (T3)</li> <li>x. Celebration of Care Day and Care experienced week with workshop and themed events (T1)</li> <li>xi. Support Unaccompanied Asylum Seeking Children access supports which enables and offers them physical and emotional wellbeing benefits (T2) &amp; (T3)</li> </ol>	<ul style="list-style-type: none"> <li>- % of LAC in Kinship Care</li> <li>- No. of care placements</li> <li>- % Positive Destinations of LAC</li> <li>- % LAC with qualifications at level 3&amp;4</li> <li>- No. UASC</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>30% fewer young people (under 18) charged with an offence by 2026</b>			
<p><b>9.1 Young people receive the right help at the right time to improve outcomes for young people at risk of becoming involved in the Justice System.</b></p> <p><i>Improvement project: Increase by 50% the number of 10 to 16 year olds in target areas of the city who access youth community activity by 2023.</i></p> <p><i>Improvement project: Increase number of young people who need support in relation to trauma and bereavement having access to such support by 50% by 2023.</i></p> <p><b>9.2 More people appropriately diverted from Justice System to effective interventions aimed at reducing the likelihood of reoffending, where appropriate.</b></p> <p><i>Improvement project: Reduce by 5% the number of 16/17 year olds with higher support needs offending by 2022.</i></p>	<p><u>Youth Justice</u></p> <ul style="list-style-type: none"> <li>- Review and refresh the whole system approach to Youth Justice to better ensure effective and early support</li> <li>- Identify and engage with young people at risk of involvement in offending behaviour to ensure that they do not enter the criminal justice system</li> <li>- Deliver support to young people who receive an Early and Effective Intervention or are diverted from prosecution by the Crown Office and Procurator Fiscal Service and are referred to Social Work Service</li> <li>- Provide appropriate support to young people who go to Court</li> </ul>	<p>Prevent children &amp; young people entering the criminal justice system and support those who do by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Preventative whole family support approaches to supporting young people at risk of offending (T2)</li> <li>ii. Continued focus on implementing “The Promise” at a local level building on Year 1 progress as reported to CP Board (T1), (T2) &amp; (T3)</li> <li>iii. Support to young people who are referred to Social Work Service (T2) &amp; (T3)</li> <li>iv. Continue to work with partners to increase the number of young people jointly reported to SCRA &amp; Crown (T2) &amp; (T3)</li> <li>v. Provide appropriate support to young people who go to Court to mitigate placement in adult prison setting (T2) &amp; (T3)</li> </ol>	<ul style="list-style-type: none"> <li>- No. of Young People referred to the Children’s Reporter on Offence Grounds</li> <li>- No. of Juvenile Offences/Crime Files</li> <li>- Rate of diversion from prosecution</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>Child friendly city where all decisions which impact on children and young people are informed by them as rights holders by 2026</b>			
<p><b>8.1 Secure required six UNICEF badges to gain Child Friendly City status.</b></p> <p><i>Improvement project:</i> Achieve UNICEF badges in:</p> <ul style="list-style-type: none"> <li>- Leadership</li> <li>- Culture</li> <li>- Communication</li> <li>- Place</li> <li>- Child Friendly Services</li> <li>- Participating</li> </ul> <p><b>8.2 Ensuring that children and young people receive accessible information and opportunities to engage and participate in decision making.</b></p> <p><i>Improvement project:</i> Increase by 50% the number of communications which are accessible to children and young people by 2023.</p> <p><i>Improvement project:</i> Increase to 100% of staff working directly and indirectly with children who have received child friendly city training by 2023.</p> <p><i>Improvement project:</i> By 2023 increase to 100% the number of multiagency governance arrangements which impact on children on young people that include their participation and engagement.</p>	<p>- Empower schools to determine readiness for the incorporation of the UNCRC (ACNIF)</p>	<p>Ensure the rights of children are considered and protected and that ACC complies with the UNCRC (T1) by commissioning in 2023/24 the following actions:</p> <ol style="list-style-type: none"> <li>i. All school teaching staff will receive training inputs on the UNCRC/children's rights to empower staff to consider, protect and enable the rights of children and young people</li> <li>ii. Self-evaluation for improvement will actively seek and take account of the views of children and young people to enable children and young people to inform and support change</li> <li>iii. School Improvement Plans will reference children's rights and take account of learner voice</li> </ol>	

# Adults

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>No-one will suffer due to poverty</b>			
<b>Healthy life expectancy (time lived in good health) is five years longer by 2026</b>			
<b>Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026</b>			
<i>Most of the specific drivers of poverty are addressed in other themes e.g employment, fuel poverty, etc. This section is retained for overarching and / or additional anti-poverty commissioning intentions.</i>			
<p><b>1.1 Mitigating the causes of immediate and acute poverty</b></p> <p><i>Improvement Projects:</i> Decrease the number of households in extreme fuel poverty in Aberdeen by 4% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 8% by 2023.</p> <p><i>Improvement Projects:</i> Reduce by 50% the number of homes with an EPC rating of F&amp;G by 2023, leading to 100% by 2026.</p> <p><b>1.2 Ensure those experiencing in-work poverty have access to all appropriate benefits.</b></p> <p><b>1.4 Poverty affecting those with protected characteristics and in specific communities.</b></p> <p><i>Improvement Project:</i> Increase support for those who have been most disadvantaged through the pandemic by 2023.</p> <p><b>11.1 Supporting vulnerable and disadvantaged people, families and groups.</b></p> <p><i>Improvement Project:</i> Reduce youth homelessness by 6% by 2023.</p> <p><b>11.2 Provide individuals and communities with the social resources needed to reduce feelings of loneliness and social isolation.</b></p> <p><i>Improvement Project:</i> Support 100 people to feel confident to promote wellbeing and good health choices by 2023.</p> <p><b>11.3 Encouraging adoption of healthier lifestyles through a whole family approach.</b></p> <p><i>Improvement Project:</i> To support 50 low income families in priority neighbourhood to improve eating behaviours and adopt positive lifestyle choices to help towards a healthy weight by 2023.</p>	<p><u>Poverty</u></p> <ul style="list-style-type: none"> <li>- Investigate how Aberdeen City Council could support the provision of fair and affordable banking, insurance and financial services, and the expansion of credit unions and advice services <b>(ACCPol)</b></li> <li>- Actively support Aberdeen's food banks and provide assistance with bulk purchasing where desirable <b>(ACCPol)</b></li> </ul>	<p>Reduce poverty by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. The Council will continue to work with partners to increase community pantry membership and usage, work through ABZ Works to bring people back into employment, and provide energy insulation and insulation support. Expansion of the community pantry model across Aberdeen (T2) &amp; (T3)</li> <li>ii. Continue to grow and sustain 'Making every Opportunity Count' (MeOC) at a Community Planning Partnership level (T2) &amp; (T3)</li> <li>iii. Activity specified within the Community Learning and Development Plan including access to adult learning, healthy minds and ESOL class provision (T1) &amp; (T2)</li> <li>iv. Home Library Service to include supporting vulnerable / disadvantaged individuals/families to access universal services and digital tools (T1) &amp; (T2)</li> <li>v. We will distribute additional funding where appropriate to those who have found paying utility bills more difficult due to the cost of living crisis (T2) &amp; (T3)</li> <li>vi. We will continue to embed our Housing and Support model, providing advice and guidance to households experiencing rent arrears and working with them to sustain their tenancies (T2) &amp; (T3)</li> </ol>	<ul style="list-style-type: none"> <li>• Scottish Indices of Multiple Deprivation</li> <li>- No's accessing Universal Credit</li> <li>- % self-reporting financial difficulties</li> <li>- Outcomes from Community Learning and Development Strategy</li> <li>- ESOL class delivery and attendance</li> <li>- Healthy minds delivery and attendance</li> <li>- Number of debt advice sessions provided in Localities through schools and community centres/groups</li> <li>- Number of homeless presentations</li> <li>- Number of people experiencing homelessness accessing employment through the partnership with BEAM</li> <li>- Unclaimed benefits identified (number of recipients accessing)</li> <li>- Unclaimed benefits (value in £)</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy life expectancy (time lived in good health) is five years longer by 2026			
Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026			
<p><b>1.2 Ensure those experiencing in-work poverty have access to all appropriate benefits</b></p> <p><b>1.3 Supporting vulnerable and disadvantaged people, families and groups.</b></p> <p><i>Improvement Project: Ensure 100% of people presenting as homeless have a full financial assessment and access to all appropriate benefits by 2023</i></p>	<p><u>Benefits Uptake</u></p> <p>- Increase the uptake of unclaimed benefits across Aberdeen City by 2023 (LOIP)</p>	<p>Support multi-agency efforts to increase benefits uptake by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Co-ordinated whole family early intervention and prevention services to increase benefits uptake and improve debt management (T1), (T2) &amp; (T3)</li> <li>ii. Support the provision of universal credit provision (T2) &amp; (T3)</li> <li>iii. Supporting claimants through use of 'Entitled To' software (T3)</li> <li>iv. Financial assessments for those experiencing homelessness (T3)</li> </ol>	<ul style="list-style-type: none"> <li>- No. of successful claims</li> <li>- Value of additional income achieved through the Financial Inclusion Team</li> <li>- City Voice surveys</li> <li>- No. of / % financial assessments provided to homeless people and demonstrable financial benefits accrued</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>No-one will suffer due to poverty</b>			
<b>Healthy life expectancy (time lived in good health) is five years longer by 2026</b>			
<b>Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026</b>			
<p><b>12.2 Reduce levels of harmful alcohol consumption across the whole population through “making every opportunity count” approaches.</b></p> <p><i>Improvement Project:</i> Increase % of the population who feel informed about using alcohol responsibly and Increase by 10% the percentage of adults in Aberdeen City who are non-drinkers or drink alcohol in a low risk way by 2023.</p> <p><b>12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol.</b></p> <p><i>Improvement Project:</i> Increase the number of alcohol brief interventions delivered by Primary Care providers and other professionals to above levels achieved in 17/18 by 2023.</p> <p><i>Improvement Project:</i> Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2022.</p> <p><i>Improvement Project:</i> Increase opportunities for individuals who have been at risk of Blood Borne Viruses, being tested and accessing treatment by 2023.</p> <p><i>Improvement Project:</i> Increase uptake of drug treatment and specifically within Locality Areas by 10% each year by 2023.</p> <p><i>Improvement Project:</i> Increase the uptake of alcohol treatment by improving access to alcohol services and ensuring they are local, integrated and target areas of greatest need by 10% year on year by 2023.</p> <p><b>12.4 Increase visibility and support of recovery in our communities.</b></p> <p><i>Improvement Project:</i> Increase the number of people undertaking recovery from drug and alcohol issues who are being supported to maintain drug / alcohol free lives in their community by 2023.</p>	<p><u>Drugs and alcohol</u></p> <p>- Specific commitments are within the IJB Strategic Plan and the ADP Delivery Framework</p>	<p>Support multi-agency efforts to reduce drug and alcohol misuse by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Preventative whole family services supporting drugs &amp; alcohol (T2) &amp; (T3)</li> <li>ii. Access to support, implementing the recommendations of the Drug Deaths Taskforce blueprint for change (T1), (T2) &amp; (T3)</li> <li>iii. Expand Naloxone access and training, subject to evaluation of test of change (T1) &amp; (T2)</li> </ol>	<ul style="list-style-type: none"> <li>- % of people drinking to hazardous / harmful levels</li> <li>- % of people who do not drink alcohol</li> <li>- No. of fatal drug overdoses</li> <li>- No. of Naloxone kits supplied to persons at risk</li> <li>- Increase range of locations Naloxone is available from</li> <li>- Increase number of staff trained to administer Naloxone</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>No-one will suffer due to poverty</b>			
<b>Healthy life expectancy (time lived in good health) is five years longer by 2026</b>			
<b>Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026</b>			
<p><b>11.1 Supporting vulnerable and disadvantaged people, families and groups.</b></p> <p><b>11.2 Provide individuals and communities with the social resources needed to make informed decisions about health and lifestyle.</b></p> <p><i>Improvement Project: Support 100 people to feel confident to promote wellbeing and good health choices by 2023.</i></p> <p><b>11.3 Encourage adoption of healthier lifestyles through a whole family approach.</b></p> <p><i>Improvement Project: To support 50 low income families in priority neighbourhood to improve eating behaviours and adopt positive lifestyle choices to help towards a healthy weight by 2023.</i></p> <p><i>Improvement Project: Reduce tobacco smoking by 5% overall by 2023.</i></p> <p><i>Improvement Project: Refer 20% of people living with COPD or other respiratory conditions into specific PR physical activity and other support programmes delivered in community settings by 2023.</i></p>	<p><u>Physical Health</u> Specific commitments are within the IJB Strategic Plan.</p> <ul style="list-style-type: none"> <li>- Investigate options to install more outdoor gyms in the city (ACCPol)</li> <li>- Work with partners to widen access to, and promote, women in sport (ACCPol)</li> <li>- Install distance markers along popular walking and running routes across the city (ACCPol)</li> <li>- Back Sport Aberdeen in their efforts to invest in and improve sporting facilities (ACCPol)</li> <li>- Work with Sport Aberdeen, the NHS and others to promote the development of community-based initiatives in sports, exercise and nutrition to improve the health and wellbeing of residents of our city (ACCPol)</li> <li>- Work with NHS Grampian to explore options for a city centre health campus (ACCPol)</li> </ul>	<p>Support multi-agency efforts to improve physical health (T1) by commissioning in 2023/24:</p> <ul style="list-style-type: none"> <li>i. Through Sport Aberdeen: <ul style="list-style-type: none"> <li>- Support the health and wellbeing outcomes of people living with long-term conditions to get active and remain active through targeted sport and physical activity programmes throughout the city. (Healthy Communities Programmes)</li> <li>- To support older adults improve their mental and physical wellbeing through the delivery of Walk Aberdeen programmes in community settings (Walk Aberdeen Programmes)</li> </ul> </li> </ul> <p>(See also Commissioning Intentions for active travel in "Mobility and Transportation")</p>	<ul style="list-style-type: none"> <li>- Estimated Life Expectancy</li> <li>- Prevalence of Obesity</li> </ul> <p>For Sport Aberdeen services: Healthy Communities Programmes</p> <ul style="list-style-type: none"> <li>- No. of referrals (all conditions)</li> <li>- No. of long term conditions supported</li> <li>- No. sessions delivered</li> <li>- No. session attendances</li> <li>- No. maintaining / showing improvement in wellbeing</li> <li>- No. of volunteers</li> </ul> <p>Walk Aberdeen Programmes:</p> <ul style="list-style-type: none"> <li>- No. of participations</li> <li>- No. maintaining or showing improvement in HWB</li> <li>- No. of volunteers</li> <li>- No. of sessions (F2F)</li> <li>- Programme specific measures including referrals, participation and completion</li> <li>- Measurable improvements in health and wellbeing</li> <li>- No. of volunteers</li> <li>- Social Value Calculator (£)</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy life expectancy (time lived in good health) is five years longer by 2026			
Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026			
<p><b>11.1 Supporting vulnerable and disadvantaged people, families and groups.</b></p> <p><i>Improvement Project: Reduce the rolling 3-year average number of suicides in Aberdeen to below 26 (2019) by 2023.</i></p>	<p><u>Mental Health</u></p> <p>Specific commitments are within the IJB Strategic Plan.</p> <p>- Support voluntary groups and other partners that help people tackle loneliness and isolation <b>(ACCPol)</b></p>	<p>Support multi-agency efforts to improve adult mental health by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Co-ordinated whole family early intervention and prevention services supporting Mental Health (T1) &amp; (T2)</li> <li>ii. In depth review and learning to understand and seek to prevent suicide (T1) &amp; (T2)</li> </ol>	<ul style="list-style-type: none"> <li>- % of population prescribed drugs for anxiety / depression / psychosis</li> <li>- No. of deaths from probable suicide</li> <li>- Mean mental wellbeing score</li> </ul>
<p><b>9.3 Tackling antisocial behaviour in problem areas with appropriate and effective interventions.</b></p> <p><i>Improvement Project: Reduce instances of public space youth anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2022.</i></p>	<p><u>Anti-social Behaviour</u></p> <p>- Improve community safety by continuing to invest in the Council's Anti-Social Behaviour Investigations Team, in City Wardens, in community safety projects <b>(ACCPol)</b></p>	<p>Support multi-agency efforts to reduce anti-social behaviour by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. As part of co-ordinated whole family early intervention and prevention, the Priorities Family Project and Priority People Project (T2) &amp; (T3)</li> </ol>	<ul style="list-style-type: none"> <li>- ASB Incident Calls</li> <li>- Number of cases of anti-social behaviour (per 100 homes)</li> <li>- Proportion of cases resolved within locally agreed target (%)</li> <li>- No. of families achieving 3 or more improved outcomes through Priority Families approach.</li> <li>- No. of households achieving 3 or more improved outcomes through Priority People approach</li> <li>- Number of community walkabouts</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>No-one will suffer due to poverty</b>			
<b>Healthy life expectancy (time lived in good health) is five years longer by 2026</b>			
<b>Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026</b>			
<p><b>10.3 Changing attitudes about domestic abuse in all its forms and ensuring victims receive access to the right support.</b></p> <p><i>Improvement Project: Decrease the number of incidents of domestic abuse reported to the Police by 15% by 2023.</i></p>	<p><u>Criminal justice</u></p> <ul style="list-style-type: none"> <li>- Increase reporting of domestic abuse issues through frontline staff awareness training (CIs)</li> </ul>	<p>Support multi-agency efforts to reduce domestic abuse and support victims by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>Preparations for and a response to the Domestic Abuse (Protection) (Scotland) Act 2021 including Domestic Abuse Protection Orders (T1) &amp; (T2)</li> <li>Services for those experiencing or fleeing domestic abuse (T2) &amp; (T3)</li> <li>Implement "Safe &amp; Together" project (T2) &amp; (T3)</li> <li>Application of Housing Domestic Abuse Policy (T3)</li> </ol>	<ul style="list-style-type: none"> <li>- % of victims receiving support</li> <li>- No. of incidents reported to the Police</li> <li>- No. of times Housing Domestic Abuse Policy delegations used.</li> <li>- Staff confidence in applying the principles of supporting victims of domestic abuse</li> <li>- Reduction in homeless presentations due to domestic abuse</li> </ul>
<p><b>11.2 Provide individuals and communities with the social resources needed to reduce feelings of loneliness and social isolation.</b></p> <p><i>Improvement Project: Increase opportunities for people to increase their contribution to communities (volunteering) by 10% by 2023</i></p>	<p><u>Community Building &amp; Volunteering</u></p> <p>Support people to engage with the Community Asset Transfers throughout the process (ACCPol)</p> <ul style="list-style-type: none"> <li>- Work with communities to establish trusts, community enterprises, charities or other entities that support community empowerment and community wealth building (ACCPol)</li> <li>- Aim to devolve at least 1% of the council's annual budget to communities, allowing them to decide their spending priorities through participative budgeting (ACCPol)</li> </ul>	<p>Support Community Building &amp; Volunteering by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>Preparations for and a response to Local Democracy Bill</li> <li>Retention and expansion of the increase in volunteering experienced during the pandemic by recruiting and providing support for volunteers (T1)</li> <li>Resident led inspections of local housing areas (T1) &amp; (T2)</li> </ol>	<ul style="list-style-type: none"> <li>- % of the Council's annual revenue budget is subject to participatory budgeting</li> <li>- No. of volunteers in the city</li> <li>- No. of volunteers added</li> <li>- No. of volunteers volunteering for ACC</li> <li>- No. of hours provided by volunteers</li> <li>- No. of resident led inspections undertaken</li> <li>- No. of community walkabouts undertaken</li> </ul>

# Housing

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy Life Expectancy is five years longer by 2026			
<p><b>1.1 Mitigating the causes of immediate and acute poverty</b></p> <p><i>Improvement project: Decrease the number of households in extreme fuel poverty in Aberdeen by 4% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 8% by 2023.</i></p> <p><i>Improvement project: Reduce by 50% the number of homes with an EPC rating of F&amp;G by 2023, leading to 100% by 2026.</i></p>	<p><u>Supply of Affordable Housing</u></p> <ul style="list-style-type: none"> <li>- Work with partners to increase the supply of housing, promote a range of affordable housing models, and lever in additional finance for the provision of affordable housing <b>(LHS)</b></li> <li>- Work with partners to produce a ten-year plan to increase the stock and variety of Council and social housing to meet the needs of Aberdeen's citizens and continue to deliver Council and social housing projects, including at Greenferns and Granitehill, to tackle the Council house waiting lists and do everything in our power to end homelessness <b>(ACC Pol)</b></li> <li>- Delivery of Mixed Use Communities <b>(LDP)</b></li> <li>- Provide a full range of building typologies and tenures that will create a diverse and inclusive community structure, offering housing choice and opportunities for all sectors of the community <b>(LDP)</b></li> <li>- Meet a 5,107 housing allowance for Aberdeen to 2032 (SDP), with at least 40% of all new housing in Aberdeen built on brownfield sites in line with SDP targets <b>(LDP)</b></li> <li>- Repeal the guidance that exempts student accommodation developers from affordable housing contributions <b>(ACCPol)</b></li> </ul>	<p>Increase the supply of affordable housing by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. the building of affordable council housing (T1)</li> <li>ii. works to reduce the number of void Council houses (T1), (T2) &amp; (T3)</li> <li>iii. Completion of the housing for varying needs review (T1)</li> <li>iv. Support affordable housing allocations on sites identified in the Local Development Plan (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- Unit site starts</li> <li>- Unit completions</li> <li>- No. of Section 5 referrals to RSLs</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy Life Expectancy is five years longer by 2026			
<p><b>1.3 Supporting vulnerable and disadvantaged people, families and groups</b></p> <p><b>1.4 Poverty affecting those with protected characteristics and in specific communities</b></p> <p><b>11.1 Supporting vulnerable and disadvantaged people, families and groups.</b></p> <p><i>Improvement project: Reduce the rolling 3-year average number of suicides in Aberdeen to below 26 (2019) by 2023.</i></p>	<p><u>Housing for Independent Living</u></p> <ul style="list-style-type: none"> <li>- Expand extra care housing provision <b>(LHS)</b></li> <li>- Use specialist housing to help support people to live independently <b>(LHS)</b></li> <li>- Increase provision of intermediate care services to enable people to leave hospital or receive additional support to prevent unplanned admission <b>(LHS)</b></li> <li>- Increase the number of new build properties that are adapted to meet particular needs <b>(LHS)</b></li> <li>- Increase in % of adults who report they are in housing most suitable for their needs <b>(IJBSP)</b></li> <li>- Housing pathways for care experienced young people will include a range of affordable options that are specifically tailored to their needs and preferences. Youth homelessness will be eradicated. <b>(TP)</b></li> <li>- Support the adaptation of homes to accommodate people's changing needs, and to support the building of more homes that are future-proofed for accessibility <b>(ACCPol)</b></li> <li>- Ensure that Aberdeen City Council's housing stock provides more choice for our city's older citizens <b>(ACCPol)</b></li> </ul>	<p>Increase the number of properties that are adapted to meet particular needs by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. A programme of works to undertake suitable adaptations to existing housing stock (T3)</li> <li>ii. Incorporating adaptations into new build housing (T2)</li> <li>iii. Support for care experienced children to access suitable housing and support (T2)</li> <li>iv. Bon Accord Care to support a care at home model for those with complex needs (T2) &amp; (T3)</li> </ol>	<ul style="list-style-type: none"> <li>- % new build units for varying needs</li> <li>- % new build units with full disabled accessibility</li> <li>- % of adults who report they are in housing most suitable for their needs</li> <li>- % of Care Experienced Young People provided with suitable accommodation</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Healthy Life Expectancy is five years longer by 2026			
<p><b>1.1 Mitigating the causes of immediate and acute poverty</b></p> <p><i>Improvement project:</i> Reduce by 50% the number of homes with an EPC rating of F&amp;G by 2023, leading to 100% by 2026.</p>	<p><u>Housing Quality</u></p> <ul style="list-style-type: none"> <li>- Ensure compliance with Scottish Housing Quality Standard (<b>LHS</b>)</li> <li>- Address housing that is sub-standard, including below the tolerable standard (<b>LHS</b>)</li> <li>- Ensure that sufficient resources are available for the monitoring and landlord registration and HMO licensing, work to support tenants in private rented housing and work with private landlords to improving housing standards across the city (<b>ACCPol</b>)</li> <li>- Invest in amenity improvements in and around the Council's housing stock – such as painting of communal areas and properly maintaining and improving communal gardens (<b>ACCPol</b>)</li> </ul>	<p>Improve the quality of housing by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. a programme of works to bring ACC housing above SHQS (T2) &amp; (T3 )</li> <li>ii. services to support private sector owners to bring properties up to tolerable standard (T3)</li> </ol>	<ul style="list-style-type: none"> <li>- % ACC properties meeting SHQS</li> <li>- Units brought up to tolerable standard</li> </ul>
<p><b>1.3 Supporting vulnerable and disadvantaged people, families and groups</b></p> <p><i>Improvement project:</i> Ensure 100% of people presenting as homeless have a full financial assessment and access to all appropriate benefits by 2023.</p> <p><b>10.1 Those who are convicted are supported to engage with relevant services and reduce re-offending</b></p> <p><b>11.1 Supporting vulnerable and disadvantaged people, families and groups</b></p> <p><i>Improvement project:</i> Reduce youth homelessness by 6% by 2023.</p>	<p><u>Homelessness and Specialist Accommodation</u></p> <ul style="list-style-type: none"> <li>- Adopt a preventative approach that will ensure referrals for housing support are made at the appropriate time to avoid homelessness (<b>LHS</b>)</li> <li>- Reduce repeated homelessness (<b>LHS</b>)</li> <li>- Ensure that homelessness services positively influence health inequalities and health outcomes (<b>LHS</b>)</li> <li>- Do everything in our power to end homelessness (<b>ACCPol</b>)</li> </ul>	<p>Reduce homelessness and respond appropriately to those who do become homeless by commissioning in 2023/24:-</p> <ol style="list-style-type: none"> <li>i. Community Hosting Project to respond to and prevent incidences of youth homelessness (T1), (T2) &amp; (T3)</li> <li>ii. Housing First to ensure support is in place for tenancy sustainment (T1), (T2) &amp; (T3)</li> <li>iii. Private Rented Sector Officer appointment to develop close links and improve housing options (T1), (T2) &amp; (T3)</li> <li>iv. Financial capability assessment and benefits check for all homeless presentations (T3)</li> <li>v. Supporting people who have settled in temporary accommodation to flip their accommodation to their permanent address (T3)</li> <li>vi. Preventing those at risk of losing their home from actually losing their home (T2)</li> </ol>	<ul style="list-style-type: none"> <li>- Tenancy sustainment rates</li> <li>- No. of evictions from Council housing due to tenancy arrears</li> <li>- No. of homeless presentations which repeat within a 12-month period</li> <li>- No. of previously homeless households who do not sustain their tenancy for at least one year, unless for positive reasons</li> <li>- Length of homeless and support assessment periods</li> <li>- No. of homeless people receiving health and wellbeing support</li> <li>- Reduction in the average length of the homeless journey</li> <li>- No. of homeless people receiving health and wellbeing support</li> <li>- Youth homelessness rate</li> <li>- Achievement of SHORE standards</li> <li>- % of people who go from PREVENT1 classification to homeless</li> <li>- No. of rent arrears escalations that do not result in abandonment or eviction</li> </ul>

# Mobility & Transport

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
Healthy life expectancy is five years longer by 2026			
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026			
<p><b>13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision &amp; Route-map.</b></p> <p><i>Improvement project:</i> Reduce public sector carbon emissions by at least 7% by 2023.</p> <p><b>14.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence.</b></p> <p><i>Improvement project:</i> Increase % of people who walk as one mode of travel by 10% by 2023.</p> <p><i>Improvement project:</i> Increase % of people who cycle as one mode of travel by 2% by 2023</p>	<p><u>Overarching</u></p> <ul style="list-style-type: none"> <li>- Reduce number of journeys by 10% by 2030 (RM)</li> <li>- Reduce proportion of journeys by car to less than 50% by 2030 (RM)</li> <li>- Reduce share of journey length by car to less than 50% by 2030 (RM)</li> <li>- Facilitate removal of air quality management areas (AQMAs) (RH)</li> <li>- Ensure effective use of the post-AWPR transport network and maximise the benefits by 'locking-in' the additional capacity created by committed road schemes towards sustainable transport modes (RH)</li> <li>- Digital connectivity – communications infrastructure to enhance accessibility to services and contribute to reducing the need to travel (LDP)</li> </ul>	<p>Specific commissioning intentions are covered in the rows below.</p>	<ul style="list-style-type: none"> <li>- No. of Air Quality Management Areas</li> <li>- Air Quality Levels</li> </ul>
<p><b>13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision &amp; Route-map.</b></p>	<p><u>Public Transport</u></p> <ul style="list-style-type: none"> <li>- Reduce private car use / increase public transport (RM)</li> <li>- Reduce bus journey times to compete with car journey times (RH)</li> <li>- Improve reliability to make public transport more attractive (RH)</li> <li>- Improving the provision of bus services across the city, through investment in new supported services, to enable bus services to be provided to areas and at times which are not economically viable (ACCPoI)</li> </ul>	<p>Reduce carbon emissions by increasing public transport. Commissioning in 2023/24:-</p> <ol style="list-style-type: none"> <li>Respond to the Transport (Scotland) Act 2019 – provisions on buses which allows for direct service provision, partnership working and local franchising, including through the Bus Partnership Fund and Aberdeen Rapid Transit (T1)</li> <li>Reduction in bus journey times and increase in reliability (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- No. &amp; length of journeys by mode</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
<b>Healthy life expectancy is five years longer by 2026</b>			
<b>Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate</b>			
<b>Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026</b>			
<p><b>11.2 Provide individuals and communities with the social resources needed to make informed decisions about health and lifestyle.</b></p> <p><b>11.3 Encouraging adoption of healthier lifestyles through a whole family approach.</b></p> <p><b>13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision &amp; Route-map.</b></p> <p><b>14.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence.</b></p> <p><i>Improvement project: Increase % of people who walk as one mode of travel by 10% by 2023.</i></p> <p><i>Improvement project: Increase % of people who cycle as one mode of travel by 2% by 2023.</i></p>	<p><u>Active Travel</u></p> <ul style="list-style-type: none"> <li>- Reduce private car use / increase walking and cycling <b>(RM)</b></li> <li>- Attractive walking, cycling and wheeling options for short journeys by ensuring safe networks and appropriate facilities that encourage modal shift, lessening dependence on private cars <b>(MS)</b></li> <li>- Improve cycle and active transport infrastructure, including by seeking to integrate safe, physically segregated cycle lanes in new road building projects and taking steps to ensure any proposal for resurfacing or other long-term investments consider options to improve cycle and active transport infrastructure <b>(ACCPol)</b></li> <li>- Create a city centre that is conducive to walking and cycling <b>(RH)</b></li> <li>- Active travel focussed and follow the transport hierarchy of pedestrian first <b>(LDP)</b></li> <li>- Compact neighbourhood design with walkable local facilities and public transport accessibility allows car free access to services, amenities and employment which increase health benefits and reduces the impact of poverty <b>(LDP)</b></li> <li>- Create sustainable places ..... reducing the need to travel <b>(LDP)</b></li> <li>- Facilitate local services, with the development of a 20-minute neighbourhoods model and shop local schemes in dialogue with communities <b>(MS)</b></li> <li>- Enable flexible working practices, supported through greater digital connectivity, to reduce travel to work and travelling to meetings, when appropriate <b>(MS)</b></li> <li>- Encourage greater use of technology, with the continued rollout of fibre, high speed broadband networks, supporting home shopping, remote working, and Education <b>(MS)</b></li> <li>- Develop community hubs, to allow people to work closer to home <b>(MS)</b></li> <li>- Enable multi-operator and multi-mode journeys seamlessly, through single ticket and collated information, such as the GoABZ app. which will enable cashless, all modes ease of use for facilities such as Car Club, public transport, e-bike hire and other services <b>(MS)</b></li> <li>- Work with businesses to develop travel plans and inviting a Commuter Challenge, encouraging individual businesses to aim for net zero commutes <b>(MS)</b></li> <li>- Support people being able to remain in good health and socially active <b>(RTS)</b></li> <li>- Creating a Road Safety Fund with an annual capital budget of at least £1 million <b>(ACCPol)</b></li> <li>- Expanding mandatory 20mph speed limits in residential and other areas where this is supported by communities <b>(ACCPol)</b></li> <li>- Removing the pinchpoint on Wellington Road, allowing the installation of a southbound bus lane <b>(ACCPol)</b></li> </ul>	<p>Reduce carbon emissions and support physical and mental wellbeing by increasing active travel. Commissioning in 2023/24:-</p> <ol style="list-style-type: none"> <li>i. Progress a Mobility Strategy for the city (T1)</li> <li>ii. Progress an Active Travel Network Plan for the City (T1)</li> <li>iii. The delivery of Bikeability Cycle training through Adventure Aberdeen and Sport Aberdeen to ensure that Bikeability Level 2 is delivered in 100% of primary schools in the city (T1)</li> <li>iv. Develop safe walking routes in communities and encourage walking groups (T1)</li> <li>v. Work with the North East Bus Partnership and the Scottish Government to deliver the multi modal corridor studies associated with the Bus Partnership Fund, to ensure integrated cycling infrastructure, subject to funding (T1)</li> <li>vi. Work with Stakeholders to maximise the opportunities for active travel as part of the beach and city centre masterplans (T1)</li> <li>vii. Develop a pilot for the delivery of Net Zero using 20min neighbourhood and local place planning principles, including opportunities to increase active travel (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- No. &amp; length of journeys by Mode</li> <li>- No. of Primary Schools Level 2 Bikeability Courses delivered in</li> <li>- No. of walking groups established</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
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Addressing climate change by reducing Aberdeen’s carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026			
<p><b>13.1 Reducing emissions across the city through delivery of Aberdeen’s Net Zero Vision &amp; Route-map.</b></p> <p><i>Improvement project: Reduce public sector carbon emissions by at least 7% by 2023.</i></p>	<p><u>Decarbonise Vehicles and Infrastructure</u></p> <ul style="list-style-type: none"> <li>- Use of forecasts, modelling practices and a review of policies, plans and strategies to support traffic reduction, mode shift and carbon reductions. Ensuring that carbon-emitting practices are not built into projects and decisions <b>(MS)</b></li> <li>- Conventional rail and bus networks will be supplemented by an Aberdeen Rapid Transit (ART) network (as set out in the RTS), linking Park &amp; Ride sites and Demand Responsive Transport options where appropriate for travel competitive with car costs and journey times <b>(MS)</b></li> <li>- Support Aberdeen’s continued pioneering of Hydrogen technologies and make the case to bring alternatively powered rail services to the City <b>(ACCPol)</b></li> <li>- Support national initiatives to decarbonise rail, aviation, and maritime sectors <b>(MS)</b></li> <li>- Facilitate the retrofitting of the bus fleet operating in the city, through working in partnership through the North East Bus Alliance in securing funding via Transport Scotland’s Bus Emission Abatement Retrofit scheme <b>(MS)</b></li> <li>- Work with fleet operators to encourage the decarbonisation of goods vehicles, and other corporate fleets, including EcoStars accreditation for organisations leading by example <b>(MS)</b></li> <li>- Support a transition to zero-emission vehicles in the general population, through engendering a change in attitudes to car ownership (through providing Car Club and e-bike hire for example) and enabling a shift to alternative fuels, including Electric Vehicles and hydrogen options <b>(MS)</b></li> <li>- Invest at least £25 million over five years and work with partners to expand the city’s Electric Vehicle charging network <b>(ACCPol)</b></li> </ul>	<p>Reduce carbon emissions from transport by commissioning in 2023/24:-</p> <ol style="list-style-type: none"> <li>i. Fleet Replacement Programme (inc. HECTOR) (T1)</li> <li>ii. Further hydrogen and electric vehicle replacement of public transport (T1)</li> <li>iii. Undertake further work on the case for H2 powered rail (T1)</li> <li>iv. Replacement of Street Lights with Smart LED (T1)</li> <li>v. Intelligent street lighting (T1)</li> <li>vi. Work with Scottish Government through the joint procurement pilot for the North of Scotland to increase installation of electric charging capacity and use renewable energy for these (T1)</li> <li>vii. Continue to work with the North East Bus Partnership and the Scottish Government to deliver the Bus priority measures as part of the Bus Partnership Fund and explore opportunities for alternative fuel vehicles (T1)</li> </ol> <p>(See “Energy Supply” for Hydrogen Hub)</p>	<ul style="list-style-type: none"> <li>- % of ACC fleet transitioned from fossil fuels</li> <li>- % of public transport not using fossil fuels</li> <li>- Emissions tCO2e(fleet)</li> <li>- Emissions tCO2e (street lighting)</li> <li>- Electric charging coverage</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
Healthy life expectancy is five years longer by 2026			
Addressing climate change by reducing Aberdeen’s carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Increase sustainable travel: 38% of people walking and 5% of people cycling as main mode of travel by 2026			
	<u>City Centre &amp; Harbour</u> - Support implementation of the CCMP (RH) - Increase city centre footfall through delivery of the City Centre Masterplan (ACCPoI) - Refresh local transport strategy, to include city centre parking review (ACCPoI) - Support the Aberdeen Harbour expansion (ACCPoI) - Ensure effective and efficient movement of goods to the city centre and harbour (RH)	Reduce carbon emissions through travel to and within the city by commissioning in 2023/24:- i. Implementation of the City Centre Masterplan (CCMP) Traffic Management Plan to enable a phased period of construction across future years (T1) ii. Improved transport links to the Bay of Nigg (T1)	- Mobility in City Centre - Status of project in 2023/24
	<u>Network Condition &amp; Suitability</u> - Make a real and continued investment in Aberdeen’s roads and pavements with the objective of resurfacing and improving an average of at least 40km of roads and 40km of pavements a year from 2023/24 for at least ten years so that by 2032 at least 80% of roads and pavements are in good condition (ACCPoI) - Prevent / mitigate climate related problems – higher temperatures, flooding, coastal erosion and subsidence (RTS)	Maintain an acceptable network condition, mitigating the impact of climate change. Commissioning in 2023/24: i. Sustainable carriageway and footpath maintenance (T2) & (T3) ii. Flood prevention and mitigation through scheduled gully emptying (T2) & (T3)	- Carriageway condition - Road defects response repair time / service standards - Successful insurance claims for damage from defects

# Natural Economy

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen’s carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Addressing the nature crisis by protecting/ managing 26% of Aberdeen’s area for nature by 2026			
<p><b>13.1 Reducing emissions across the city through delivery of Aberdeen’s Net Zero Vision &amp; Routemap</b></p> <p><i>Improvement Project:</i> Reduce public sector carbon emissions by at least 7% by 2023.</p> <p><b>15.1 Increasing the diversity, quality and use of the Aberdeen’s green spaces by facilitating community participation in them to restore nature and increase people’s satisfaction, health, and wellbeing.</b></p> <p><b>15.2 Increasing the area of public, private and community land managed for nature, in recognition of the nature crisis and in alignment with global and national ambitions to protect 30% of land and 30% of water by 2030 (30-30-30).</b></p> <p><i>Improvement Project:</i> At least 23 organisations across all sectors in Aberdeen pledging to manage at least 10% of their land for nature by 2023 (23BY23) and at least 26% by 2026 (26BY26).</p>	<p><u>Overarching Place Planning</u></p> <ul style="list-style-type: none"> <li>- Housing and employment sites require to be places that include an extensive green network, extending and linking to the existing Core Path and habitat networks <b>(LDP)</b></li> <li>- Streets will be designed firstly as places and will connect to existing places <b>(LDP)</b></li> <li>- Access to safe, convenient active travel and good neighbourhood design to promote physical activity, enhance social connections and strengthens mental health <b>(LDP)</b></li> <li>- Compact neighbourhood design with walkable local facilities and public transport accessibility <b>(LDP)</b></li> <li>- In partnership with developers and other stakeholders, embed high quality green and blue infrastructure across the city through the planning process <b>(NES)</b></li> <li>- Ensure the incorporation of high quality blue green infrastructure in our 20-minute neighbourhoods and transport networks <b>(NES)</b></li> <li>- Identify opportunities to enhance the connectivity of blue and green corridors for wildlife and active travel <b>(NES)</b></li> <li>- Ensure we have a diverse mix of greenspaces for people and wildlife evenly distributed across the city, as identified in the Local Outcome Improvement Plan and Open Space Strategy <b>(NES)</b></li> <li>- Increase access to natural and planned open space with varied and safe opportunities to play and meet <b>(LDP)</b></li> <li>- Protect and enhance Aberdeen’s Green Belt, green spaces and open spaces so they can be enjoyed for purposes of leisure, sport and environmental wellbeing, and investigate the creation of new pocket parks <b>(ACCPol)</b></li> <li>- Provide opportunities to enhance the landscape of Aberdeen, improve biodiversity and amenity, provide community food-growing spaces, and reduce the impact of flooding <b>(LDP)</b></li> <li>- Support implementation of the CCMP <b>(RH)</b></li> <li>- Increase use of permeable surfaces, Sustainable Urban Drainage Systems, and swales in our built environment, green roofs, green walls, rain gardens <b>(NES)</b></li> <li>- Collaborate with partners such as North East Scotland Biological Records Centre to improve the quality and accessibility of local nature information data to inform decision making <b>(NES)</b></li> </ul>	<p>Commissioning intentions for place planning in 2023/24 are included within other themes e.g. Mobility &amp; Transportation; Housing; Economy, Energy Supply.</p>	<p>- Place standard mean scores</p>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026			
<p><b>13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision &amp; Routemap</b></p> <p><i>Improvement Project: Reduce public sector carbon emissions by at least 7% by 2023</i></p> <p><b>15.1 Increasing the diversity, quality and use of the Aberdeen's green spaces by facilitating community participation in them to restore nature and increase people's satisfaction, health, and wellbeing.</b></p> <p><b>15.2 Increasing the area of public, private and community land managed for nature, in recognition of the nature crisis and in alignment with global and national ambitions to protect 30% of land and 30% of water by 2030 (30-30-30).</b></p> <p><i>Improvement Project: At least 23 organisations across all sectors in Aberdeen pledging to manage at least 10% of their land for nature by 2023 (23BY23) and at least 26% by 2026 (26BY26).</i></p>	<p><u>Green Spaces / Land Managed for Nature</u></p> <ul style="list-style-type: none"> <li>- Increase the diversity, quality and use of Aberdeen's green spaces by facilitating community participation in them to restore nature and increase people's satisfaction, health, and wellbeing <b>(LOIP)</b></li> <li>- Explore opportunities to map areas suitable for installation and retrofit of blue green infrastructure <b>(NES)</b></li> <li>- Explore sites to create naturalised grasslands and wildflower meadows across multiple land ownerships <b>(NES)</b></li> <li>- Reduce intensive grass cutting on land across the city <b>(NES)</b></li> <li>- Expand the city's tree and woodland cover from 16% to 21% by 2032 with a diversity of species and styles of planting that are more resilient to climate change and disease <b>(NES)</b></li> <li>- Sustainably manage the city's existing tree and woodland cover to ensure we have the right trees in the right place for the right purpose <b>(NES)</b></li> <li>- Invest in Aberdeen's green future by maintaining and planting street trees and ensuring the right trees are planted in the right places <b>(ACCPol)</b></li> <li>- Promote and improve woodland in our city and in particular launch a "A Million Trees for Aberdeen" programme to plant, with partners, a further one million trees in Aberdeen by 2032 at minimal cost to the Council <b>(ACCPol)</b></li> <li>- Invest in the enhancement and improvement of blue/green spaces and biodiversity moving from traditional financial focus to nature and net zero being at the forefront of all investment and financial decisions <b>(NES)</b></li> <li>- Support local food growing, including orchards, to encourage a healthy relationship to local food which is accessible to all, and which is both good for people and the planet <b>(NES)</b></li> </ul>	<p>Increase the amount of land managed for nature and increase access to and quality of green spaces by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Improving the provision of open space and delivering appropriate access to open space (T1)</li> <li>ii. Blue / green infrastructure. Sustainable Growth Agreement; install and retrofit on council owned land (T1)</li> <li>iii. Public land to be managed for nature / increase areas of naturalised grassland and wildflower meadow – Council land (e.g Denburn) (T1)</li> <li>iv. Identify suitable land and expand tree planting on council land, taking account of "Wee Forests" (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- % satisfied with their local green space</li> <li>- % of City managed for nature</li> <li>- Amount of protected land in Aberdeen (hectares)</li> <li>- % increase in woodland areas including pocket woodlands / pocket parks.</li> <li>- Qualitative assessment of species and new habitats</li> <li>- No. of trees planted</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026			
<p><b>13.2 Contributing to the delivery of Aberdeen Adapts by developing a bottom up approach to community resilience to encourage greater ownership and independent action towards understanding communities' risks from climate change and adapting to them.</b></p> <p><i>Improvement Project:</i> Community led resilience plans in place for areas most vulnerable to flooding by 2023, leading to resilience plans in place across all areas of Aberdeen by 2026</p> <p><b>15.2 Increasing the area of public, private and community land managed for nature, in recognition of the nature crisis and in alignment with global and national ambitions to protect 30% of land and 30% of water by 2030 (30-30-30).</b></p> <p><i>Improvement Project:</i> At least 23 organisations across all sectors in Aberdeen pledging to manage at least 10% of their land for nature by 2023 (23BY23) and at least 26% by 2026 (26BY26).</p> <p><b>11.2 Provide individuals and communities with the social resources needed to reduce feelings of loneliness and social isolation</b></p>	<p><u>Community Involvement and Ownership</u></p> <ul style="list-style-type: none"> <li>- Increase the diversity, quality and use of Aberdeen's green spaces by facilitating community participation in them to restore nature and increase people's satisfaction, health, and wellbeing (LOIP)</li> <li>- Contribute to the delivery of Aberdeen Adapts by developing a bottom up approach to community resilience to encourage greater ownership and independent action towards understanding communities' risks from climate change and adapting to them (LOIP)</li> <li>- Increase community food growing in schools, communities and workplaces by 12 by 2023 (LOIP)</li> <li>- Work with communities, review the management of council-managed open spaces to create more sustainable and safer green areas and open spaces and develop Community Environmental Improvement Fund, for communities to access, to implement their own small-scale local environmental improvements (ACCPol)</li> </ul>	<p>Increase community involvement and ownership in the management and protection of the natural environment by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Engagement, education and behavioural change (T1) &amp; (T2)</li> <li>ii. Community participation / community run spaces (T1)</li> <li>iii. Support for community use of outdoors and community growing learning programme (T1)</li> <li>iv. Gardening club and learning element via schools supporting the development of whole school / community reading culture linked with topics (T1)</li> <li>v. Increased opportunities for people to increase their contribution (volunteering) to communities (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- No. of community run green spaces (includes food growing)</li> <li>- Satisfaction with local green space</li> <li>- No. of additional volunteers</li> <li>- City voice engagement</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
Addressing the nature crisis by protecting/ managing 26% of Aberdeen's area for nature by 2026			
<p><b>13.2 Contributing to the delivery of Aberdeen Adapts by developing a bottom up approach to community resilience to encourage greater ownership and independent action towards understanding communities' risks from climate change and adapting to them.</b></p> <p><i>Improvement Project: Community led resilience plans in place for areas most vulnerable to flooding by 2023, leading to resilience plans in place across all areas of Aberdeen by 2026.</i></p>	<p><u>Climate and Environmental Protection</u></p> <ul style="list-style-type: none"> <li>- Protection from environmental hazards; increasing air and water quality, reducing noise pollution, and reducing carbon emissions <b>(LDP)</b></li> <li>- Continue to reduce the carbon footprint of the council's building estate and vehicle fleet and adopt an "environment first" approach to all new Council building projects, seeking to maximise the energy efficiency of, and minimise the carbon footprint of, new buildings and investigate the feasibility of generating energy by installing ground source heat pumps in Council owned open spaces <b>(ACCPol)</b></li> <li>- Prevent / mitigate climate related problems – higher temperatures, flooding, coastal erosion and subsidence <b>(RTS)</b></li> <li>- Recognise the threat climate change already poses to our city by investing in flood and erosion prevention measures in Lower Deeside and along the beach <b>(ACCPol)</b></li> </ul>	<p>Protect the City's natural environment by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Improve resilience to flooding and ensure the safety of the environment, including maintenance and commissioning of capital works (T1) &amp; (T2)</li> <li>ii. Enhanced monitoring and reporting of flooding risk through Internet of Things (IoT) technology (T1) &amp; (T2)</li> <li>iii. Enhancement of green infrastructure (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- No. of flooding incidents</li> <li>- No. of community led resilience plans developed</li> </ul>

## Waste & Circular Economy

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
<p><b>13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision &amp; Route-map.</b></p> <p><i>Improvement Project: Reduce the generation of waste in Aberdeen by 8% by 2023.</i></p>	<p><u>Prevention of Waste</u></p> <ul style="list-style-type: none"> <li>- Designing out waste, looking at the life cycle impacts of products, including end of life and seeking to maximise the durability of products, identifying ways valuable materials can be reused and shared <b>(CES)</b></li> <li>- Promote and support new thinking about the use of goods and services leading to new business models <b>(CES)</b></li> <li>- Map out, raise awareness and support growth of infrastructure and services for city reuse. Building business and community capability in repair <b>(CES)</b></li> <li>- Maximise use of underutilised buildings and spaces in Aberdeen to support the circular economy; while at the same time wider city regeneration <b>(CES)</b></li> <li>- Encourage avoidance of waste in the first instance i.e. reduction in single use items; reduction in food waste in the hospitality and food service sector; reduction in food waste reduction with households / consumers; reduction in waste from construction sector <b>(CES)</b></li> <li>- Support efforts to move towards a circular economy with the establishment of repair hubs, helping people to access the tools that allow them to repair or upcycle <b>(ACCPol)</b></li> <li>- Support and grow the circular economy <b>(RM)</b></li> <li>- Reduce the level of consumption across all sectors <b>(RM)</b></li> <li>- Minimise the level of waste being created across all sectors <b>(RM)</b></li> <li>- Influence the lifespan of products that we purchase <b>(RM)</b></li> </ul>	<p>Minimise the levels of waste created by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Support for the circular economy through awareness raising programmes; recycling activities; upcycling / recycling (T1)</li> <li>ii. Waste reduction and product lifespan through ACC procurements (T1)</li> </ol>	<p>- Household Waste Generated</p>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
Addressing climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
<p><b>13.1 Reducing emissions across the city through delivery of Aberdeen's Net Zero Vision &amp; Route-map.</b></p> <p><i>Improvement Project: Reduce the generation of waste in Aberdeen by 8% by 2023.</i></p>	<p><u>Waste Collection and Disposal</u></p> <ul style="list-style-type: none"> <li>- Review current recycling and waste minimisation policies and practices within Council establishments and for flatted accommodation with the objective of reducing waste, increasing recycling levels and improve efficiency of the Council collections <b>(ACCPol)</b></li> <li>- Maximum levels of waste materials are diverted from landfill <b>(RM)</b></li> <li>- Repeal the Garden Tax charge for collecting residents' garden waste from brown wheelie bins <b>(ACCPol)</b></li> <li>- Maximum products sold can be recycled <b>(RM)</b></li> <li>- Appropriate facilities to recycle materials without shipping them nationally or internationally <b>(RM)</b></li> <li>- Where material cannot be recycled ensure it supports EfW or anaerobic digestion <b>(RM)</b></li> <li>- Deliver Energy From Waste Plant <b>(SIP)</b></li> </ul>	<p>Reduce carbon emissions from waste by commissioning in 2022/23:</p> <ol style="list-style-type: none"> <li>i. completion of the construction of the new Energy from Waste facility at East Tullos. In addition to managing the north east's waste it will also provide heat to supply a new phased delivery heat network in Torry (T1)</li> <li>ii. actions to promote and increase recycling including delivery of projects from the Council's Climate Change Programme (T1) &amp; (T2)</li> <li>iii. preparations to maximise opportunities presented by the Scottish Government Recycling Improvement Fund (T1)</li> </ol>	<ul style="list-style-type: none"> <li>- Carbon Impact of Household Waste tCO2e</li> <li>- % Household Waste Recycled</li> <li>- Landfilled (Tonnes)</li> <li>- Household Waste – Energy from Waste</li> </ul>

# Energy Supply

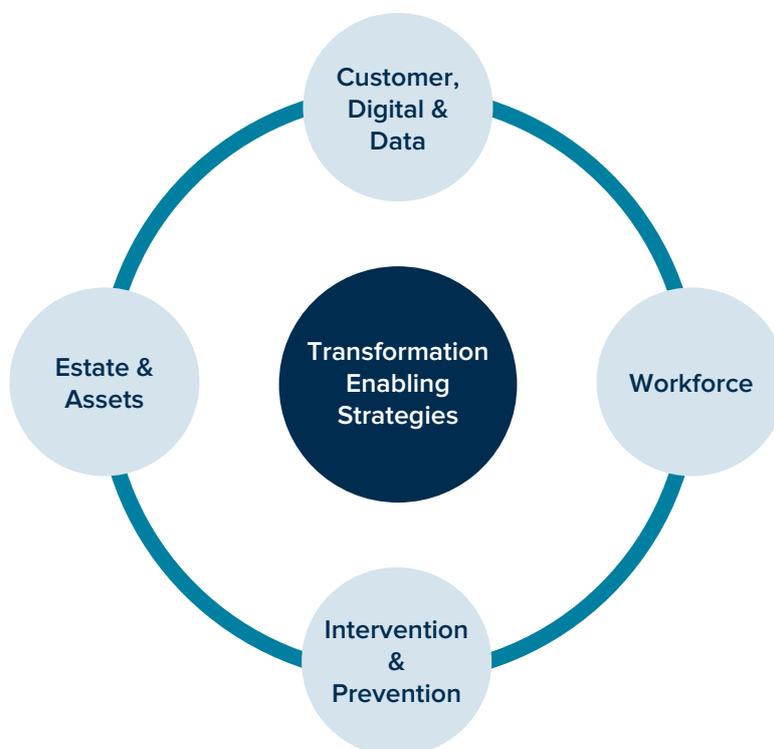
LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Address climate change by reducing Aberdeen’s carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
<p><b>13.1 Reducing emissions across the city through delivery of Aberdeen’s Net Zero Vision &amp; Route-map.</b></p>	<p><u>Energy Supply</u></p> <ul style="list-style-type: none"> <li>- Develop decentralised energy master plans to cover area-specific opportunities including existing and new projects <b>(ESS)</b></li> <li>- Work with generators and utilities to develop decentralised generation/consumption projects <b>(ESS)</b></li> <li>- Identify and promote opportunities for community ownership / participation <b>(ESS)</b></li> <li>- Deliver Aberdeen Hydrogen Hub (AHH) production and distribution infrastructure <b>(ESS)</b></li> <li>- Develop integrated training and accreditation offer (AHH) <b>(ESS)</b></li> <li>- Develop integrated supply chain development programme (AHH) <b>(ESS)</b></li> <li>- Marketing campaign to promote Aberdeen as a global centre of excellence in hydrogen (AHH and partners) <b>(ESS)</b></li> <li>- Undertake an assessment of micro renewable deployment opportunities at commercial, residential, and industrial and public sector sites <b>(ESS)</b></li> <li>- Produce integrated training and accreditation offer to be marketed globally (AHH and partners) <b>(ESS)</b></li> <li>- Create an energy transition skills hub <b>(ESS)</b></li> <li>- Support local carbon capture, and utilization and storage projects – Acorn, Aberdeen Vision <b>(ESS)</b></li> <li>- Offshore Wind and Floating Offshore Wind Centres of Excellence <b>(ESS)</b></li> <li>- Support transfer of skills from oil and gas and supply chain development programmes <b>(ESS)</b></li> <li>- Secure maximum local content in Scotwind 1 and 2 <b>(ESS)</b></li> <li>- Support Aberdeen’s continued pioneering of Hydrogen technologies and make the case to bring alternatively powered rail services to the City <b>(ACCPol)</b></li> <li>- Investigate the feasibility of generating energy by installing ground source heat pumps in Council owned open spaces <b>(ACCPol)</b></li> </ul>	<p>Support growth and development of decarbonised energy supplies by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Support the delivery of bp Aberdeen H2 Power Ltd, the joint venture company owned by the Council and bp. Supporting this with the development of skills and employability activities and the development and implementation of a supplier development programme (T1)</li> <li>ii. A hydrogen infrastructure feasibility study that will appraise sites for developing large-scale renewable hydrogen production and distribution to support expansion of hydrogen fleets (T1)</li> <li>iii. Complete construction of Torry Heat Network Phase 1 and commence Phase 2 (T1)</li> <li>iv. Work with partners and investors to ensure Aberdeen and Aberdeenshire supply chain benefit from ScotWind licensing rounds (T1)</li> <li>v. Support for Green Growth Accelerator Projects (T1)</li> <li>vi. ACC and Aberdeen Heat &amp; Power to prepare for the requirement to hold a licence/consent for relevant activities under the Heat Networks (Scotland) Act 2021 (T1)</li> <li>vii. Collaborate with partners to explore opportunities for demonstrator projects for carbon capture (T1)</li> <li>viii. Pursue grant funding for communal ground source heat pump for new housing at Kaimhill (T1)</li> </ol> <p>(The above taking into account Prepare for Green Growth Accelerator)</p>	<ul style="list-style-type: none"> <li>- Baseline energy database across all energy types, building on national data but using local sources to supplement that.</li> <li>- The amount of carbon taken out of locally generated energy in the city.</li> <li>- Levels of locally generated heat and power.</li> <li>- Levels of green or low carbon hydrogen generated.</li> <li>- No. of buildings connected to the existing heat network.</li> <li>- The expansion of the current heat network and the growth of new networks.</li> <li>- The number of jobs created in the net zero energy sector.</li> </ul>

LOIP Key Drivers	ACC Commitments	23/24 Commissioning Intentions	Key Measures
No-one will suffer due to poverty			
Address climate change by reducing Aberdeen's carbon emissions by at least 61% by 2026 and adapting to the impacts of our changing climate			
<p><b>1.1 Mitigating the causes of immediate and acute poverty</b></p> <p><i>Improvement Project: Decrease the number of households in extreme fuel poverty in Aberdeen by 4% by 2023; and reduce the rate of socially rented households in fuel poverty in Aberdeen by 8% by 2023.</i></p> <p><i>Improvement Project: Reduce by 50% the number of homes with an EPC rating of F&amp;G by 2023, leading to 100% by 2026.</i></p>	<p><u>Fuel Poverty &amp; Energy Usage</u></p> <ul style="list-style-type: none"> <li>- Work with partners to deliver a just transition to net zero and plan to make Aberdeen a net-zero city by no later than 2037, and earlier if that is possible <b>(ACCPol)</b></li> <li>- Extend Aberdeen's district heating network to offer affordable warmth to many more homes and help alleviate fuel poverty <b>(ACCPol)</b></li> <li>- Ensure that the move to zero carbon energy reduces the number of people in fuel poverty <b>(RM)</b></li> <li>- Reduce the energy demand across the city <b>(RM)</b></li> </ul>	<p>Reduce fuel poverty by commissioning in 2023/24:</p> <ol style="list-style-type: none"> <li>i. Complete construction of Torry Heat Network Phase 1 and commence Phase 2 (T1)</li> </ol> <p>(Taking account of Heat Networks (Scotland) Act 2021)</p> <ol style="list-style-type: none"> <li>ii. Support for people to reduce energy use, including the development of the Local Heat and Energy Efficiency Strategy, which recognises fuel poverty as a key criteria (T1) &amp; (T2)</li> <li>iii. Reduce ACC Energy use including Marischal College lighting upgrade (T1)</li> <li>iv. Work with partners to target assistance to mitigate fuel poverty, including evaluation and future support for "heat prescribing" (T2) &amp; (T3)</li> </ol> <p>(The above taking into account Prepare for Green Growth Accelerator)</p> <p>(See also Housing Theme for ACC housing stock)</p>	<ul style="list-style-type: none"> <li>- The level of fuel poverty in the city.</li> <li>- Baseline energy database across all energy types</li> </ul>

## Section iv)

### Supporting delivery through enabling services

The Council has a suite of enabling strategies, as well as externally accredited governance arrangements, which support the implementation of TOM 1.2. Together, these will support delivery of the commitments and statutory requirements set out above



### CUSTOMER, DIGITAL AND DATA

Implementation of this Delivery Plan relies on the effective use of data and digital technologies to connect people; to understand and meet their needs; to build on the strengths of individuals and communities; and support their independence and resilience. Current and future data and digital technologies, including the Internet of Things, robotic process automation, artificial intelligence and machine learning provide an unprecedented opportunity to create a richer personalised digital experience for citizens and communities; to transform how services are designed; to broaden and deepen citizen and community engagement; and to improve outcomes with proactive and preventative decision making.

Our operating model puts citizens at the heart of everything we do and is underpinned by the principles of promoting self-help, proactively anticipating needs and managing demands through meaningful engagement, better use and transparency of data and by harnessing digital solutions. The Customer, Digital and Data Strategy aligns the delivery of this vision with our 'We CARE' charter, under the 4 key responsibilities:

**Connected**

**Accessible**

**Responsive**

**Empowered**

Digital and data have been, and remain, fundamental in both leading and enabling the continuing transformation of the organisation. We will develop and provision the foundational technologies, infrastructures, systems and skills that will enable and underpin service designs and transformations, 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 citizens and service users.

<b>Customer, Digital and Data Priorities 2023/24</b>	
<b>1.</b>	Develop Citizen; Education; Tenant; and Business Customer Portals with self-serve on-line services
<b>2.</b>	Integrate access across Council & partners
<b>3.</b>	Deploy 'Assisted Digital' Customer Delivery Model
<b>4.</b>	Develop customer service, digital & data skills
<b>5.</b>	Enhance citizen feedback and community engagement and deploy an on-line Community Platform
<b>6.</b>	Enable automated efficient processes to improve responsiveness
<b>7.</b>	Extend deployment of robotic process automation, AI & Machine Learning
<b>8.</b>	Deploy a modern data platform, embed consistent data standards, appropriate data quality and information

## **WORKFORCE**

The Council's Workforce strategy is supporting the continued transformation of the culture of the organisation to align with the ethos of the 21st Century Public Servant.

Achieving our cultural ambitions needs to be done whilst managing an approach to reducing resources. To achieve this, we will need to direct our limited resources to those areas which will have the greatest long term impact for our citizens and on shifting the demand on our services through early intervention and prevention and utilising digital technologies. The nature of our work will therefore need to continue to shift, and our workforce of the future will be shaped around this.

Our Guiding Principles provide a framework for all of our activity to achieve this.

- Purpose - We care about our purpose, our city and our people
- Pride - We take pride in what we do and work to make things better
- One Team - One team, one council, one city
- Trust - We trust each other and take responsibility
- Value - We value each other and recognise a job well done

We will continue to modernise our structures and our processes, thus creating an environment in which employees are clear on what is expected of them and how this connects to our purpose, are empowered to deliver what is needed for our citizens and have the skills and confidence to do so effectively with colleagues. This is achieved by increasing accountability and empowerment and improving management and leadership capability and is supported by modern and progressive employment policies that focus on employee wellbeing. We will continue to strive for adult to adult relationships between employer and employees and to support employees to be their whole selves at work.

<b>Workforce Priorities 2023/24</b>	
1.	Redesign services against organisational design principles creating flatter structures
2.	Focus on talent pipelines, internal career progression and development
3.	Use job families and worker styles to provide a framework for our varied workforce
4.	Communications, employee networks and engagement focussing on staff ownership, input and ideas
5.	Build on our approaches to hybrid and flexible working through effective use of digital, guidance and workspaces
6.	People Change toolkits and management development focussed on leading and managing change well
7.	Workforce plans in place that focus on talent pipelines and our LOIP and equality outcomes
8.	People management and leadership development that focusses on developing a coaching culture
9.	Mental health and wellbeing support for staff including family friendly support
10.	Equality, Diversity and Inclusion action plan to meet our employer equality outcomes

## **INTERVENTION & PREVENTION**

Prevention and early intervention will become a core feature of organisational planning and design, providing the foundation for the commissioning cycle and budget planning. Recent analysis has identified several core themes to focus on when implementing intervention and prevention strategies. These include a focus on external demand from service users on the Council; internal demand created by service areas and dealt with by other service areas, and demand created by external agencies. This approach therefore builds on the established demand analysis framework.

Of fundamental importance to this strategy is the lack of any previously agreed definition of prevention, early intervention or harm. Without these, it has been impossible to fully classify services provided as preventative, aggregate the resources allocated to preventing harm occurring, or those required when intervening once harm is identified. This has limited our institutional understanding of the totality of risk around harm and its escalation, or of risks faced when trying to prevent harm or intervene early once harm is identified; and a fully coherent range of outcomes sought when commissioning services to prevent harm or intervene early.

To achieve this deliberate shift, it is necessary to have a set of agreed definitions, for ‘prevention’; ‘early intervention’ and ‘harm’. There is an important distinction to be drawn between human harm and demand on resources, and how both can be prevented. Three tiers of commissioning have been identified - Prevention, Early Intervention and Response.

The definition of ‘Prevention’ used is:

- Taking action to prevent the occurrence of harm through universal measures.

The definition of ‘Early Intervention’ used is:

- Interventions that ward off the initial onset of harm and create empowered resilient communities and staff (human demand)
- Intervening before further harm takes place in a way that avoids the later costs in both human and financial terms of handling the consequences of that harm (resource demand)

The definition of ‘Harm’ used is:

- A negative impact on humans, the institution or resources available.

Analysis of budgets across these three Tiers has been completed, allowing more nuanced understanding of the relative General Fund and Capital commissioning spend across the organisation, and of risks evident across the Council and the interdependencies of those risks across the tiered model allowing the identification of mitigations to de-escalate those risks.

Tactics will include reviewing the commissioning pipeline; using levers such as policy and legislation; community empowerment; revised governance arrangements, and workforce development, ensuring prevention is understood and built into role profiles. Key strategic outcomes include demand elimination; Community empowerment and independence; Improved prediction and agile response; Stronger citizen voice in decision making; Strategic resource allocation; Reduced operating cost – all leading to a more resilient organisation.

The analysis undertaken demonstrates the % spend in each cluster across these three Tiers, and the trend over the last three financial years. As demand is also understood against each of these service areas we have a more nuanced perspective on how commissioning does and can treat demand. Service areas have been identified where there is a desire to decrease the % of spend in Specialist commissioning, as this generally deals with failure demand and is more expensive.

The net expenditure of the General Fund budget agreed for the year 2023/24 is greater than £500million. It is imperative that the elimination and reduction of demand across the organisation is a core aspect of commissioning. The commissioning intentions and service standards, linked to the Local Outcome Improvement Plan, show the organisational objectives within this context and our focus on economy, adults and children and young people.

Policy levers identified in implementing the prevention and early intervention approach include:

- Bairns' Hoose
- Child Poverty Action Plan
- Climate emergency
- Community Justice Outcome Performance Improvement Framework
- Council House building programme
- Covid recovery strategy
- Digital connectivity
- Drug Related Deaths Taskforce
- Free school meals
- Justice vision
- National Care Service
- Partnership statement
- Programme for Government
- The Promise
- Regional Economic Strategy
- Social Renewal Advisory Board
- UNCRC

Key areas identified for focus include:

- **Commercial and Procurement** – elevated but reducing spend in specialist response commissioning
- **Corporate Landlord** – reducing spend in prevention and increased spend in response commissioning
- **Customer experience** – the impact of internal demand on specialist response commissioning
- **Digital and Technology** – increasing spend in specialist response commissioning
- **Early Intervention and Prevention** – elevated but reducing spend in specialist response commissioning
- **Governance** – the impact of internal demand on specialist response commissioning
- **Integrated Children’s Services** – elevated spend in specialist response
- **Operations and Protective Services** – increasing spend in early intervention commissioning
- **People and Organisational Development** – increased spend in early intervention spend

<b>Intervention and Prevention Priorities 2023/24</b>	
1.	Forensic identification and examination of internal and external demand
2.	A clearly articulated analysis of demand using the tiered model
3.	Focused workforce development to support cultural change
4.	Reviewing governance models
5.	Development of roles focused on prevention and early intervention
6.	Effective engagement with communities and customers
7.	Agreement of definitions for prevention, early intervention and harm
8.	Forensic demand analysis and risk profiling

## **ESTATES AND ASSETS**

The Estates and Assets strategy supports best use of the asset base to efficiently deliver services and support wider transformation aims. Assets make a significant financial contribution to Council revenue, but also carry significant holding and maintenance costs along with compliance and income risks. Our backlog maintenance costs will continue to increase, and substantial investment is required to meet climate change and net zero aspirations.

Through the implementation of an updated Estate and Asset Strategy, we will continue to optimise the use of our assets, including a review of assets with communities, to maximise utilisation with a reduced, more affordable footprint. By its nature, the estate should react to organisation of the future by supporting the work we do, how we do it and the physical spaces used to deliver it. Working across all services and transformational workstreams we aim to have the right assets, at the right time and in the right place to deliver for our citizens, staff and partners.

The Estates and Asset Strategy will include a School Estates Plan, and a review of Housing, Operational and Commercial properties. We will clarify and implement key roles and responsibilities in maintenance and management of our buildings, and develop standard practices and guidance on premises, all ensuring sustainability and carbon reduction is at the heart of decision-making. We will move to implement a community campus model in partnership with other public and voluntary bodies.

As part of this strategy, and in conjunction with the transformation programme, initial work will also review Council depot and office provision and linking this with the Multi-Agency transformation activity, looking for

opportunities to share with partners and make the estate fit for purpose, including its connectivity and digital delivery aspirations.

Estates and Assets Priorities 2023/24	
1.	Learning estates plan
2.	Review of commercial estate
3.	Housing asset review
4.	Cross city energy plan to deliver net zero
5.	Reduce and rationalize property assets
6.	Further development of long-term maintenance and investment plans in all our stock
7.	Review of Depot Spaces
8.	Deliver Workplace of the future outputs

## ACC TRANSFORMATION PROGRAMME

The Transformation Programme has been developed to align with the timeline set out in the Medium-Term Financial Strategy (MTFS).

The delivery of transformational change will always be flexible depending on the changing demand and delivery of the desired benefits. Therefore, as we move through the years, projects will be delivered, the scope of them may change, and new projects will be commissioned and added to the programme.

An initial high-level programme delivery plan has been developed and is appended at the end of this paper, and more detailed plans, both delivery and benefit realisation, are in place for each project.

The Programme is structured around 8 strategic projects, which are a combination of specific business area redesign and commercial opportunities.

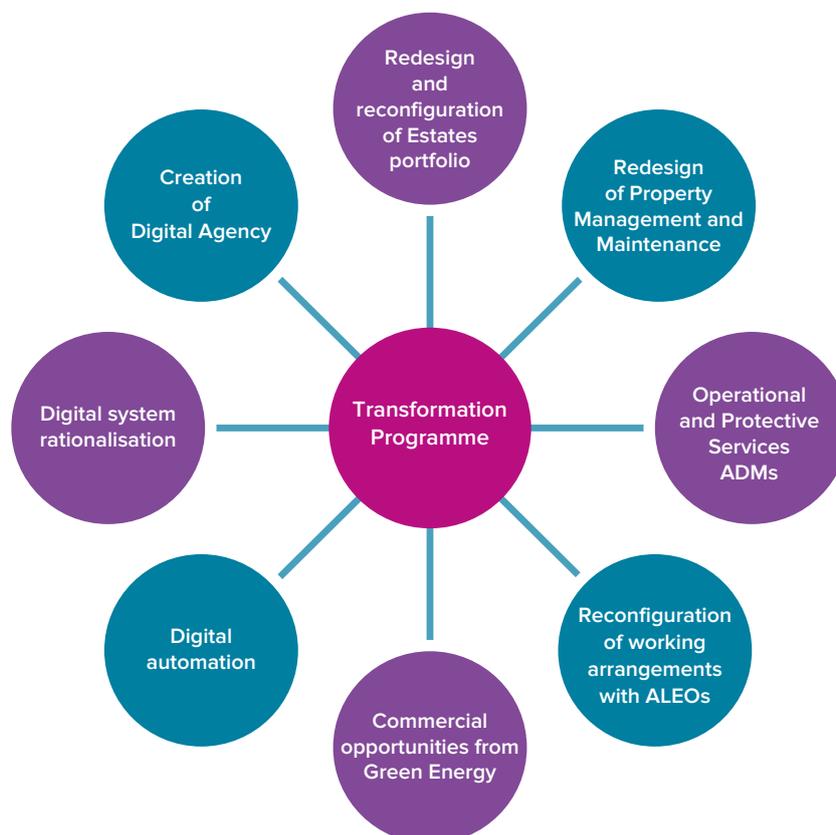




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