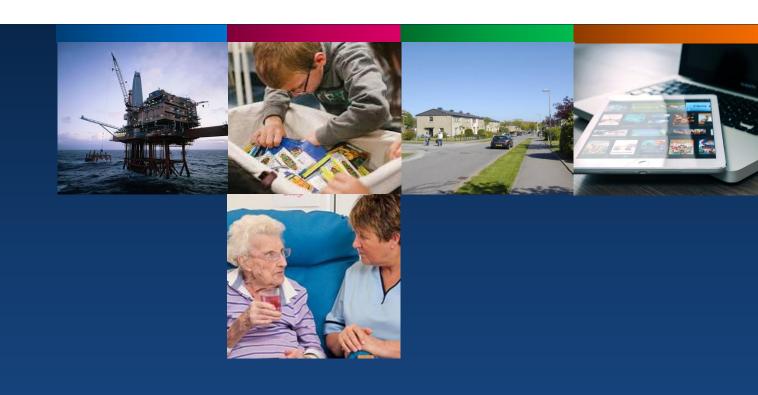


Community Planning Aberdeen

LOCAL OUTCOME IMPROVEMENT PLAN 2016-26



FOREWORD BY COUNCILLOR JENNY LAING

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

CONTENTS

	D	ACRONYMS						
	Page	The following acronyms have been used throughout this plan						
1. Foreword by Councillor Jenny Laing	2	ACC Aberdeen City Council						
2. Introduction	6	ACVO Aberdeen Council of Voluntary Organisations BMI Body Mass Index						
3. Our Golden Pyramid	8	CPA Community Planning Aberdeen HSCP Health and Social Care Partnership						
4. The Aberdeen Context	9	LAC Looked After Children LOIP Local Outcome Improvement Plan						
5. Vision for Aberdeen City	11	NES North East Scotland College N/A Not Applicable						
6. Themes, priorities and drivers	12	NHSG National Health Service Grampian RGU Robert Gordon University SCRA Scottish Children's Reporter Administration						
Prosperous Economy Prosperous People Prosperous Place	15 26 46	SDI Scottish Development International SDS Skills Development Scotland SE Scottish Enterprise SFRS Scottish Fire and Rescue Service						
Enabling Technology7. How we will do our business	54 60	SG Scottish Government TBC To be confirmed UoA University of Aberdeen						
8. Governance and accountability	62	UKTI UK Trade and Investment						
9. Change log	63	Throughout this document, Lead Partners refers to the community planning partner organisations which have a leading and/or key supporting role in the delivery of this plan.						
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INTRODUCTION

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

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

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

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

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

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

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

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

OUR GOLDEN PYRAMID

Governed

Regional

Partnerships

CONTEST

OPPORTUNITIES

by

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

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

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

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

NORTH EAST PARTNERSHIP ABERDEEN CITY LOCAL OUTCOME IMPROVEMENT PLAN Adult CITY Economic Community Child Protection PARTNERSHII Safety Active Strategy Protection Alcohol Integrated PLANS Community Aberdeen Children's and Drugs Partnership Justice Services Aberdeen City Skills North East NHS Council Development Scotland Grampian Scotland Scottish College ACVO Police Fire and Scotland Governed by Rescue Service Sinale SINGLE Scottish Systems Civic SYSTEM Enterprise Forum Health NESTRANS & Social Care Partnership People Communities

Staff

LOCALITY

PLANS

Governed by

Community

Plannina

Aberdeen

REGIONAL PARTNERSHIP PLANS

LOCAL RESILIENCE

DIGITAL PLACE

BOARD

Our golden pyramid depicts the

linkages between each level of

partnership working to locality

planning

community planning from regional

THE ABERDEEN CONTEXT

Our Economy

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

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

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

Our People

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

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

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

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

Our Place

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

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

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

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

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

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

Our Technology

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

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

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

OUR VISION FOR ABERDEEN CITY

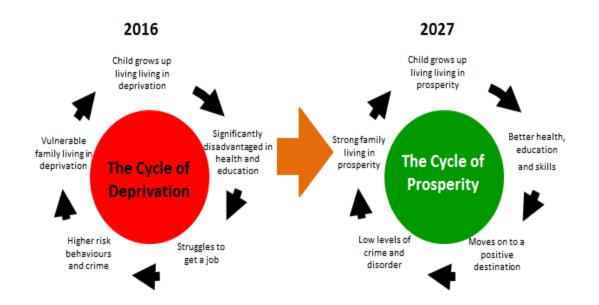
'A place where all people can prosper'

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

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

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

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



THEMES, PRIORITIES, AND DRIVERS

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

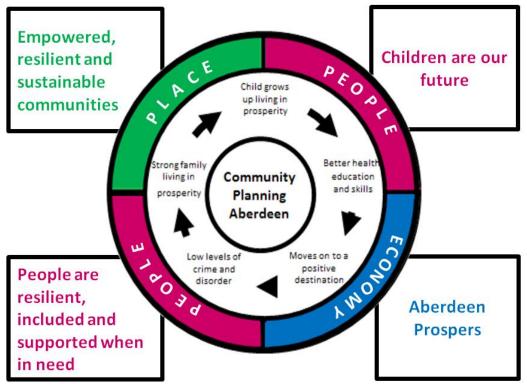
Under these themes, we will focus on four priority areas for strategic partnership working:

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

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

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

A fifth priority of **Creating a digital place** has also been identified, which cuts across all priority areas as a key enabler of innovative and integrated future public services.



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

DRIVER DIAGRAM

Themes	Priorities	Primary Drivers	Enablers
Prosperous Economy		Investment in infrastructure	
Aberdeen has a flourishing, thriving and successful local economy.		Inclusive Economic Growth	
and successful local economy.	Aberdeen prospers	Innovation	
		Internationalisation	
Prosperous People		Best start in life	
People in Aberdeen are happy and healthy and enjoy positive life	Children are our future	Safe and responsible	50
outcomes.		Respected, included, achieving	ninc
	People are resilient,	Protected from harm	Plaı
	included and supported when needed	Supported to live as independently as possible	Locality Planning
Prosperous Place	Empowered, Resilient and	Safe and resilient communities	Loc
People experience Aberdeen as the best place to invest, live and visit.	Sustainable Communities	People friendly city	
Enabling Technology	Creating a digital place	Digital connectivity	
Innovative, integrated and transformed public services.		Data	
transionned public services.		Digital innovation	
		Digital skills and education	

PLACE BASED INDICATORS

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

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

Prosperous economy	Prosperous people
Prosperous place	Enabling technology

IMPROVEMENT MEASURES

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

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



PROSPEROUS ECONOMY

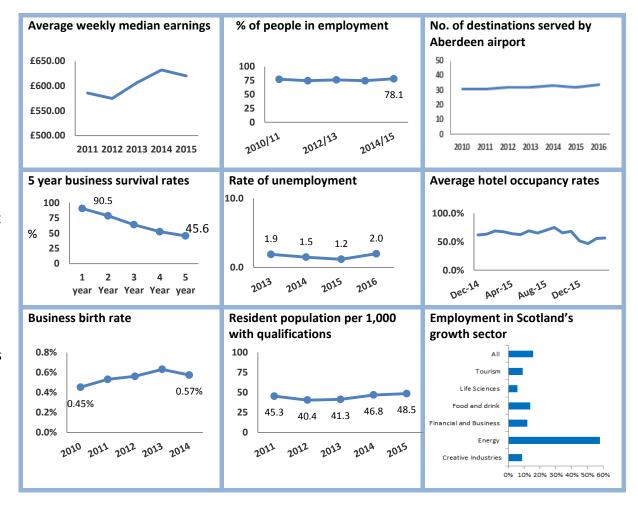
ABERDEEN PROSPERS

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

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

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

PLACE BASED INDICATORS OF ECONOMIC PROSPERITY:



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

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

PRIMARY DRIVERS

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

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

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



LEAD PARTNERS:

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

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 1a

Primary Drivers	Secondary Drivers	Improve		Lead			
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will regenerate our city centre to become a vibrant and attractive place to live, work and invest in	Develop a plan to incentivise bringing underused space above shops and long term empty retail units into residential use	Increase % occupancy in city centre premises	90.3%	90%	92%	94%	Aberdeen City Council
We will unlock development potential and		Increase number of destinations served by Aberdeen airport	48	50	52	56	Aberdeen Airport
connectivity to international markets		Increase number of passengers using Aberdeen airport	2.9m	3.0	>3.4	>3.9	
We will develop infrastructure for	Submit a City Region Deal to the UK and Scottish Governments to	Number of vessels arriving at Aberdeen harbour	7,428	7,600	8,000	8,500	Aberdeen City Council
commuter, visitor and freight transportation	fast track development of infrastructure	Reduce journey times between key locations within the north east (Total Journey time across 12 journeys)	12hrs 5m	-	09hrs 40m -20%	-	Private Sector Nestrans Scottish Enterprise
We will improve deployment of low carbon	Work with European and National Funding programmes to improve	Reduce per capita local carbon emissions (tonnes)	5.8tonnes	5.8	TBC	TBC	Aberdeen City Council
transport in the city and	renewable energy infrastructure	Number of hydrogen vehicles	14	20	TBC	TBC	Active Aberdeen
urban areas, through active travel networks	Secure significant improvements in the city's green/active travel	Increase the % of people cycling as main mode of travel	-	4%	TBC	TBC	Partnership Nestrans
	(walking, cycling) network	Increase in satisfaction levels with city's green spaces	-	50%	70%	100%	Private Sector Sport Aberdeen

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
We will modernise our utilities infrastructure to	Regeneration of a 2Ha in East Tullos exploring delivery of a	Reduce per capita local carbon emissions (tonnes)	5.8tonnes	5.5	5.0	4.0	Aberdeen City Council Private Sector
growth ambitions waste facility in 2021 to low carbon power target	potential £150m energy from waste facility in 2021 to support low carbon power targets and development of new industries	% of household waste that is recycled	38.2%	39%	42%	50%	
We will ensure availability of land and premises to support business growth	Ensure that there is land and infrastructure available to support and grow decommissioning	Take up of commercial office space (square feet)	0.4m	0.5m	1m	1.4m	Aberdeen City Council Landowners
	Ensure businesses have access to a variety of immediately available and affordable premises and new use of existing brownfield	Decrease in supply of derelict land (hectares)	15.25h	15h	14h	13h	
		Decrease in supply of vacant land (hectares)	16.84h	16h	15h	14h	
We will enable Aberdeen to realise the development opportunities in the City Centre Masterplan and beyond	Prioritise development of those transport and other intervention areas in the Aberdeen City Centre Masterplan that deliver the biggest economic impact	Footfall in Aberdeen's Business Improvement District	2,571,706	+1%	+5%	+10%	Aberdeen City Council City Centre Masterplan stakeholders Nestrans
		Increase % of people accessing city centre using travel other than car.	52%	+1%	+5%	+10%	

Economic Strategy 2015-2025

City Region Deal 2014-2025

City Centre Masterplan 2015

Local Development Plan 2016

Local Housing Strategy 2012 - 2017

Nestrans Regional Transport Strategy 2013-2035

Strategy for an Active Aberdeen 2016-2020

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 1b

Primary Drivers	Secondary Drivers	Improve	Lead				
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will provide research and design infrastructure to support development of advanced technologies and innovation in other sectors	Strengthen the interaction between research and business by developing an Oil and Gas Energy and Learning Teaching Centre of Expertise	Maintain Aberdeen's high position in number of patents per head of population	Top 4 in UK	Top 4	Top 4	Top 4	Aberdeen City Council Private Sector Scottish Enterprise Skills Development Scotland Universities
We will accelerate the transition to a more balanced economy by maximising new technologies and growing clusters within oil and gas, the wider energy sector, and also food, drink, agriculture, health and life sciences	Develop the existing Biopharmaceutical Hub that would provide R&D infrastructure for creation and commercialisation of products	Improve employment in growth sectors of life sciences	900	900	1000	1200	Aberdeen City Council Private Sector Scottish Enterprise Scottish Rural College Skills Development Scotland
	Develop an Agri Food and Innovation Hub that provides R&D infrastructure and expertise for regional primary producers, processors and manufacturers	Improve employment in growth sectors of food, drink and agriculture in City and Region	15,600	16,000	17,000	20,000	
We will maximise the potential of hydrogen, energy from waste and other renewables technologies to develop a	Reduce emissions and promote alternative energy technologies through regional collaboration	% of household waste that is recycled	38.2%	39%	42%	50%	Aberdeen City Council Private Sector Scottish Enterprise
	Vehicle replacement programme	% partnership fleet low carbon vehicles	TBC	+1%	+5%	+10%	Skills Development

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

Economic Strategy 2015-2025

City Region Deal 2014-2025

North East Scotland College Outcome Agreement 2015-16

North East Scotland College Curriculum Strategy 2015-16

Scottish Enterprise Business Plan 2015-2018

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 1c

Primary Drivers	Secondary Drivers	condary Drivers Improvemen					Lead
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will develop the people and skills necessary to	Delivery of Business Gateway to provide business start-up and	Increase business gateway start up numbers	1163	+2%	+5%	+10%	Aberdeen City Council ACVO
deliver economic development and, as a result, support	development support, that is available to all businesses	Business gateway "Growth companies" accepted into Scottish Enterprise's Growth Pipeline	41%	43%	45%	50%	NES College Scottish Enterprise Scottish Rural College
diversification of businesses and economy	Construct an Economic Footprint for the CPP and develop an action plan based on Key findings and recommendations	% of Economic Footprint improvement recommendations implemented	TBC	30%	60%	100%	Scottish Rural College Skills Development Scotland Universities
We will ensure that the	Develop iconic tourism attractions	Improve hotel occupancy rates	56.6%	60%	65%	70%	Aberdeen City Council
North East of Scotland is a	to capitalise on non-business	Increase tourists to Aberdeen	806,000	+5%	+15%	+30%	Visit Aberdeenshire
great place to be – as a visitor, worker, entrepreneur or resident	tourism and leisure markets and stimulate diverse culture and creative offerings	Increase GVA of tourism sector in Aberdeen	£400m	+5%	+15%	+30%	
the city through Plans for those commergeneration of our experiencing socioled	Develop and implement Locality Plans for those communities experiencing socio economic disadvantage	Improve neighbourhood local statistics on employment, educational outcomes and health in Aberdeen City areas	TBC	+1%	+3%	+5%	Aberdeen City Council ACVO Health and Social Caro Partnership
vibrant economy		Reduce the gap between these areas and the rest of Aberdeen	ТВС	-1%	-2%	-3%	Care Partnership NHS Grampian

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		Increase take up of Employment related services in these areas.	TBC	+1%	+3%	+5%	Police Scotland Scottish Fire and
		Increase no of employers paying the Living Wage	TBC	+5%	+25%	+50%	Rescue Service
		Reduce no of low-skilled, low-paid people in insecure employment	TBC	-	-5%	-10%	
		Reduce % of children in living in poverty	TBC	-	-5%	-10%	
We will invest in our workforce, particularly young people, develop our future workforce and ensure all benefit from economic activity	Implement Developing the Young Workforce to strengthen vocational skills attainment levels and encourage apprenticeships	Increase the % of those achieving a modern apprenticeship of all those leaving an MA	75% (City and Shire)	76%	77%	80%	Aberdeen City Council Active Aberdeen Partnership NES College
	Delivering high attainment levels and positive destinations for our young people and providing a future supply of skills for employers, inward investors and future entrepreneurs	Increase educational attainment at NVQ4 and above of resident population	47%	50%	55%	60%	Skills Development Scotland Sport Aberdeen
		Increase proportion of young people achieving successful destinations post-school	94% (City and Shire)	+1%	+2%	+3%	
We will ensure there is access for all employers to qualified labour	Address skills shortages in key sectors including public services and health sectors as identified in the Regional Skills Strategy	Reduce proportion of employers reporting skills gaps	14% (City and Shire)	10%	9%	8%	Aberdeen City Council Skills Development Scotland
	Working with the Employers Training Forum, embed the use of targeted recruitment and training clauses in our procurement strategies to ensure those areas with higher levels of economic inactivity can access skills/ training opportunities	Increase proportion of businesses that report investing in on-the-job training, technical or job-specific training	ТВС	+2%	+5%	+10%	
	Deliver £2.2m ESF Employability Pipeline Project to increase economic activity through training and work experience	Monitor success of ESF Employability Pipeline to increase economic activity	TBC	_	to be set is appro		

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
We will ensure housing that is affordable, across markets, is widely available,	Consider viability of expanding Places for People, a joint venture model to deliver 'private rented	Build at least 415 affordable houses a year	214	415	415	415	Aberdeen City Council Private Sector
and in particular to support vital key workers in the education, care and health sectors	sector' homes regionally	Build 1094 houses a year	788	1094	1094	1094	

Economic Strategy 2015-2025

City Region Deal 2014-2025

Local Housing Strategy 2012 - 2017

North East Scotland College Outcome Agreement 2015-16

North East Scotland College External Engagement Strategy 2014

North East Scotland College Curriculum Strategy 2015-16

Nestrans Regional Transport Strategy 2013-2035

Scottish Enterprise Business Plan 2015-2018

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

Internationalisation supports growth, innovation and productivity and is a key characteristic of successful regional economies.

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 1d

Primary Drivers	Secondary Drivers	Improvement Outcomes					Lead
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will improve the attractiveness for international trade and investment	Support the development of our harbour	Increase number of new jobs created from completed inward investment projects	170	+2%	+5%	+10%	Aberdeen City Council Visit Aberdeenshire
	Support the promotion and marketing of the place with Visit Aberdeenshire	Work with Visit Aberdeenshire to develop metrics to monitor and improve promotion and marketing of Aberdeen	TBC				
	Develop the £330m new Aberdeen Exhibition and Conference Centre to anchor existing international events and compete for new events	Number of FDI projects as measured by Ernst and Young	9	10	12	15	
We will improve multi- modal access to Aberdeen	Work with Aberdeen International Airport in supporting its development plans	Improve times to and from Aberdeen airport by: Road Rail Bus Increase number of rail passengers	TBC TBC TBC 3.46m	+2%	+5%	+15%	Aberdeen City Counci Scottish Development International UK Trade and Investment
		arriving at Aberdeen station Increase amount of freight arriving	4.4m	+2%	+5%	+10%	Nestrans
		at Aberdeen harbour	tonnes				

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

Economic Strategy 2015-2025
City Centre Masterplan 2015
City Region Deal 2014-2025
Tourism Partnership Strategy

PROSPEROUS PEOPLE

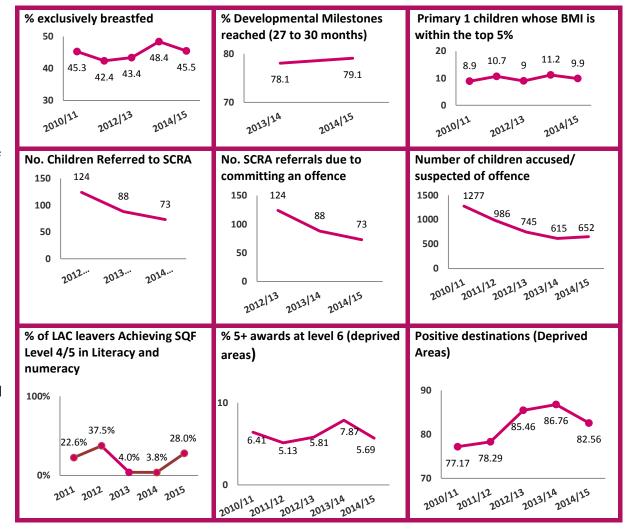
CHILDREN ARE THE FUTURE

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

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

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

PLACE BASED INDICATORS OF PROSPEROUS PEOPLE:



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

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

PRIMARY DRIVERS

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

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

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



LEAD PARTNERS:

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

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 2a

Primary Drivers	Secondary Drivers	Improvement Outcomes					Lead
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will expand and improve access to affordable childcare across the city	The expansion of early learning and child care; and out of school care	Increase number of available early learning and childcare places: Places in LA setting: Other Setting:	3,566 6,738	-	-	-	Aberdeen City Council NHS Grampian
	Ensuring continued quality of childcare provision	% of positive evaluations of Quality Reference Indicators from Education Scotland and Care Inspectorate inspection reports of local authority and partner provider, primary and secondary schools and Early Learning Centres per financial year	96%	95%	100%	100%	
		Increased satisfaction of parents with ELCC services(proportion of parents surveyed indicating that they are 'happy' with the service)	90.1%	93.1%	100%	100%	
	Workforce development and expansion within early learning and childcare services	Improve Recruitment [Increase in number of staff entering early learning and childcare sector] Data based on a Training Needs analysis	1208	-	2400	-	

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

<u>Aberdeen City Council Parent Involvement Strategy 2014-2017</u>

Aberdeen City Strategy for Autism 2014-2024

Aberdeen Community Learning and Development Plan 2015 - 2018

Aberdeen City Council Strategic Business Plan Refresh 2016/17

Integrated Children's Services Plan 2011-2015

Parenting Strategy 2012

NHS Grampian Local Delivery Plan 2015-2016

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 2b

Primary Drivers	Secondary Drivers	Improvement Outcomes					Lead
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will ensure that children and young people are safe at home	Implementation of the Reclaiming Social Work	Reduce the number of young people in out of Authority Places (Definition of out of authority currently under review so please regard baseline as an estimate)	42	-10%	-25%	-90%	Aberdeen City Council Active Aberdeen Partners
		Ensure CP re-registration rates will be in line with the national average (rate per 1000 pop aged 0-16)	Ab: 25% Scot:16%	-	-	-	Police Scotland Scottish Fire and Rescue Service
We will improve multi agency support for vulnerable children and young people	Implementation of Getting it Right For Every Child in line with the requirements of the Children and Young People (Scotland) Act 2014 including but not limited to GIRFEC Operational Guidance and training for the 3 rd sector	Increase in % of children's plans assessed as good (Currently in development)	TBC	-	100%	100%	Aberdeen City Coun Active Aberdeen Partners
		Monthly Reviews of Children's Plans	TBC	100%	100%	100%	NHS Grampian Police Scotland
We will ensure all children and young people are supported to be responsible and contributing citizens	Improvements in early intervention supports for offenders/victims and parents	Reduce youth crime (No. of young people who were accused in relation to multiple CrimeFiles)	262	170	150	100	Aberdeen City Coun Active Aberdeen Partnership
		Reduce youth crime (No. of young people who were accused in relation to a single CrimeFile)	602 587 457 326 40 35 25 10	326	AFC Community Tru Police Scotland Scottish Fire and Rescue Service		
		Reduce exclusion rates (per 1000 pupils)		10			
		Increase no. young people engaged	TBC	+2%	+5%	+10%	Sport Aberdeen

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		in diversionary activity programmes					StreetSport
							Transition Extreme

Aberdeen City Council Parent Involvement Strategy 2014-2017
Integrated Children's Services Plan 2011-2015
Parenting Strategy 2012
NHS Grampian Local Delivery Plan 2015-2016
National Guidance for Child Protection in Scotland 2014

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 2c

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

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		Reduce Attainment Gap between highest and lowest achieving 20% (Tariff Scores)	1752	1700	1600	1450	Universities
		Increased LAC Attainment (% of LAC achieving Literacy and Numbers at SQF Level 4 or above	28%	33%	50%	60%	
		% of teachers improving awareness of equality and diversity through CPD (Survey to be developed	ТВС	+10%	+10%	+10	
We will maximise the employment, education and training opportunities for all school leavers	Engage partners to expand and improve provision of post school learning and employment opportunities for young people	Increase in the proportion of young people entering positive destinations upon leaving school (Initial SLDR survey)	90.1%	93.1%	95%	97% >	Aberdeen City Council NES College Skills Development Scotland
	Increase in the proportion of young people from deprived areas entering positive destinations upon leaving school (Initial up SLDR survey)	85%	90%	Universities			
		Increase in % of young people progressing into a positive destination on completion of an Activity Agreement	77% 79% 82% 85%	85%			
	y ii t II	Increase in the proportion of 16-19 year olds recorded as participating in education employment or training	91.0%	92.0%	94%	97% >	
		Increase in number of young people completing formal and informal Achievement Awards:					
		Formal (SQA Accredited) Informal (Non -Accredited)	37 1600	52 2000	76 2680	103+ 3832	

Aberdeen City Council Parent Involvement Strategy 2014-2017

Aberdeen City Strategy for Autism 2014-2024

Aberdeen Learning Strategy

Integrated Children's Services Plan 2011-2015

Parenting Strategy 2012

NHS Grampian Local Delivery Plan 2015-2016

Aberdeen City Council Strategic Business Plan Refresh 2016/17

Aberdeen Community Learning and Development Plan 2015 - 2018

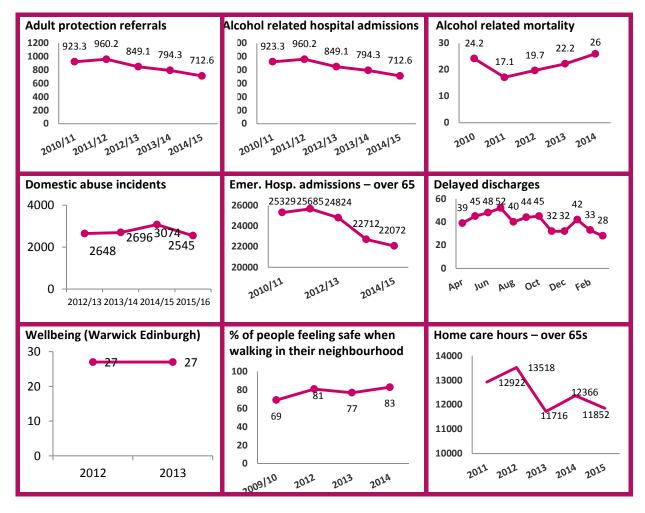
PROSPEROUS PEOPLE

PEOPLE ARE RESILIENT, INCLUDED AND SUPPORTED WHEN IN NEED

All people in Aberdeen are entitled to live within our community in a manner in which they feel safe and protected from harm, supported when necessary and fully included in the life of the city. All citizens are equally entitled to enjoy these aspirations, and it is recognised that people may, at times become vulnerable. People sometimes need others to support their achievement of a full, active, safe citizenship.

Ensuring that Aberdeen is a place where everyone feels safe, supported and included is important to the wellbeing of people and communities, as well as the overall reputation of the city. We need to make sure that those who are harmed by crime receive the support and information they need to enable them to get on with their lives as far as possible. For those from our communities who get involved in offending behaviour, which can be for a myriad of reasons, including environmental and social factors, evidence has shown that managing and supporting them in the community is more likely to lead to reduced reoffending rather than short term prison sentences. Family, social and

PLACE BASED INDICATORS OF PROSPEROUS PEOPLE:



employment links can be maintained in the community, and individuals can be supported to turn their behaviour around and become contributors to society.

The quality and design of a place can significantly influence the ability of individuals and communities to live in healthy, sustainable ways. Issues such as wellbeing and quality of life, physical and mental health, social and cultural life, carbon emissions and energy use are all influenced by the quality of the environment.

Our population is diverse and is also changing with an increase in the number of people living with a combination of physical and mental health conditions. By 2037 the number of people over 65 in Aberdeen City is projected to rise by 56%, and the projected increase in the over 75s is even greater. Our city also has a mix of affluence and poverty. Estimates of how long a person is expected to live in good health (i.e. healthy life expectancy) can vary up to 17 years between neighbourhoods in Aberdeen. Wider social determinants of health describe the factors in which people are born, grow, work, live and age. These include among many, the environment, educational attainment, income levels - all of which have an impact on health and wellbeing.

Improvements in health care mean that individuals with previously life-limiting conditions and disabilities are also living longer, including more children with complex health conditions now surviving into adulthood. Although these demographic trends have positive aspects, they present new challenges to our City and partnership in relation to inclusion and equity as well as finding sustainable models of health and social care at a time of financial constraint. These challenges not only affect health and social care service providers, but also our wider connected system of public, third and independent sectors, businesses and local communities.

PRIMARY DRIVERS

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

- **1. People and communities are protected from harm -** Individuals and communities are made aware of the risk of harm and supported appropriately to reduce this risk.
- **2. People are supported to live as independently as possible** people are able to sustain an independent quality of life for as long as possible, and are enabled to take responsibility for their own health and wellbeing.

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



LEAD PARTNERS:

- Aberdeen City Council
- ACVO
- Aberdeen City Health and Social Care Partnership
- NHS Grampian
- Scottish Fire and Rescue Service
- Police Scotland

1. People and communities are protected from harm – Individuals and communities are made aware of the risk of harm and supported appropriately to reduce this risk.

We all have a responsibility to keep vulnerable adults safe from harm. Everyone has the right to live in safety, and we, as public services, have a duty to safeguard people's health, wellbeing and human rights. There are many causes of vulnerability and adults can, at any time, become vulnerable. Adults can become vulnerable when they lack the ability to take care of themselves, or unable to protect themselves against harm.

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 3a

Primary Drivers	Secondary Drivers	Improve	ment Outco	omes			Lead
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will develop systems and approaches that raise awareness of harm	Work together across the CPP to understand and proactively respond to available intelligence to identify those with increased likelihood of requiring support, by using business intelligence, promote awareness that adult support and protection is a shared responsibility and strengthen user involvement in our activities	Increase number of partnership referrals received from SFRS ACVO HSCP Active Aberdeen Police NHSG ACC THIRD SECTOR INDEPENDENT	TBC 682	TBC 682 - - - - - - - - -	+5%	+10%	ACHSCP ACC NHSG Police Scotland Scottish Fire & Rescue Services
	Promote awareness amongst partners of those at risk of drug	Increase number of usages of harm app	0	0	100	200	
related de for signpo	related deaths and opportunities for signposting to treatment and	Increase usage of Choose Life prevent suicide app.	6000	+10%	+2%	+5%	
	support services	Decrease in numbers of Drug related deaths (5 year average)	45	28	25	22	
We will respond robustly and proportionately to concerns about the	Work with and support all agencies, by developing policies and protocols, to ensure that	Reduce proportion of crime (2 + experiences) experienced by repeat victims	58%	0	-1%	-2%	Aberdeen City Council

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
wellbeing and vulnerability of individuals and their risk of harm	responsibilities and are seen to respond in an appropriate and timely manner.	Reduce proportion (or amount) of crime (5+ experiences) experienced by repeat victims (Source of data: Scottish Crime and Justice Survey – available biannually)	14%	0	-1%	-2%	NHS Grampian Aberdeen City Health and Social Care Partnership Police Scotland
		Reduce the average age gap from when someone starts drug use to when they seek help:					Scottish Fire and Rescue Service Violence against
		Males (years) Females (years)	8.74 6.94	TBC -	TBC -	TBC -	Women Partnership
		Reduce the average age that someone with an alcohol problem seeks help: Males (years) Females (years)	TBC TBC				
	Advance equality and reduce harm, harassment and abuse towards those individuals at risk/	Increase the number of people and families who may be at risk that are identified for support	83	83	+5%	+10%	
	potential risk.	Increase number of Police Scotland Hate Crime Reports	261	TBC	TBC	TBC	
		Increase the number of people identified to undertake an Earlier Intervention programme for domestic abuse perpetrators.	0	0	+5%	+10%	
		Increase the uptake of voluntary support for people including children harmed.	0	0	+5%	+10%	
We will seek to reduce the risk of harm by increasing individual and community resilience to vulnerability.	risk of harm by increasing support to families with complex and multiple needs through the	Number of families assessed as having 3 or more improved outcomes 6 months following conclusion of the support. (Note figures are cumulative)	0	26	104	260	Aberdeen City Council NHS Grampian Aberdeen City Health
		Increase number of alcohol brief interventions delivered in wider settings (i.e. those not currently	1330	1400	1600	1800	and Social Care Partnership Police Scotland

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		delivered in primary, accident & emergency and maternity settings).					Scottish Fire and Rescue Service
	Raise awareness of factors that can improve personal and community resilience, health and	Increase number of Making Every Opportunity Count conversations. (Include home and fire checks.)	0	850	TBC	TBC	
	wellbeing.	No of clients supported by Community Links Workers to improve resilience, health and wellbeing (figures are cumulative)	0	40	400	1500	
	Work in partnership to strengthen resilience and	Reduce repeat homelessness (within 12 months)	67 (5.08%)	5%	4%	2%	
	capacity of people who are at risk of homelessness to maintain stable living arrangements.	Increase % of households previously homeless that have sustained their tenancy for more than 1 year	92.7%	94%	96%	100%	
We will effectively manage and support people involved in the adult Criminal Justice	Clear identified pathways and information flows are put in place to divert people from	Increase in number of police direct measures (Recorded Police Warnings)	213 2015-16	+10% TBC	+20% TBC	+40% TBC	HSCP Aberdeen City Council
System in the community to reduce the likelihood of their reoffending and	prosecution, reducing the likelihood of their reoffending and enabling them to improve	Increase in individuals referred to relevant services at point of arrest	0	TBC	+15%	+40%	Crown Office & Procurator Fiscal Service
improve outcomes for these individuals, their families and communities	their life chances [National Outcome: Improved Collaborative Working]	Increase in number/% of people who were appropriately diverted from Court aged: 16-17 18-25 26+ (Recognising that this will depend on factors including numbers reported by police, crimes alleged against individuals, etc)	63 14 33 2015-16	+1%	+ 2%	+5%	Police Scotland Third Sector
	Quality of Community Payback Orders is regularly evaluated to inform future practice [National Outcome: Effective	Increase in % of individuals on a Community Payback Order Supervision Requirement indicating improved outcomes at the end of					HSCP Other partners as appropriate

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
	Interventions]	their Supervision: (from a sample of 20 exit questionnaire per quarter – Baseline Q2 2016) - Housing - Emp/Education/Training - Drugs - Alcohol - Personal Relationships - Self Esteem - Mental Health - Physical Health - Money Issues - Coping Skills	50% 22% 57% 81% 58% 58% 60% 29% 50%	+1%	+2%	+3%	
	Robust alternatives to remand are in place and utilised [National Outcome: Effective Interventions]	Increase in the no. of people commencing/undertaking alternatives to remand	22 individuals (2015-16)	+5%	+10%	+15%	HSCP Crown Office & Procurator Fiscal Scottish Courts & Tribunals Service
	Clear joint working arrangements are in place in relation to post liberation support for individuals on custodial sentences to reduce the likelihood of reoffending and enable them to improve their life chances. [National Outcomes: Improved collaborative working; Access to services]	Increase in the % of non-statutory prisoners (those serving sentences of less than 4 years) who received relevant voluntary support on release	65%	75%	85%	100%	Scottish Prison Service HSCP Aberdeen City Council Third Sector
	Appropriate pathways are in place to enable the right support/ treatment/ intervention for mental health and wellbeing issues at the right time, at all stages of the Criminal Justice System [National Outcomes: Improved collaborative working;	Increase in prisoners in HMP Grampian identified as having a mental illness that have a clearly defined multidisciplinary team care plan	10%	15%	TBC	TBC	HSCP Aberdeen City Council NHS Grampian Scottish Prison Service Third Sector

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
	Access to services]						
	Appropriate pathways are in place to enable the right support/ treatment/ intervention for alcohol and drug issues at the right time at all stages of the Criminal Justice System [National Outcomes: Improved collaborative working; Access to services]	Reduction in % of individuals admitted to HMP Grampian with alcohol and drugs misuse issues (from initial prison screening)	100%	-1%	-2%	-10%	HSCP Aberdeen City Council NHS Grampian ADP Police Scotland Scottish Prison Service Third Sector
	Appropriate pathways are in place to support people to enable them to realise and build on their potential, improve their life skills and move towards employment, at all stages of the Criminal Justice System [National Outcomes: Improved collaborative working; Access to services; Leveraging in resources]	Increase in % of individuals accessing life skills/employability support and opportunities at different stages of the Criminal Justice System	TBC	TBC	+10%	+20%	HSCP Aberdeen City Council Skills Development Scotland Scottish Prison Service Police Scotland Crown Office & Procurator Fiscal Service Third Sector

LOCAL SUPPORTING STRATEGIES

Aberdeen City Alcohol and Drugs Partnership Strategy 2011-21
Aberdeen City Local Policing Plan 2014-2017
Health and Social Care Partnership Strategic Plan 2016-19
NHS Grampian Clinical Strategy 2016 - 2021

<u>Local Fire and Rescue Plan for Aberdeen City 2014-2017</u> <u>NHS Grampian Local Delivery Plan 2015-2016</u>

2. People are supported to live as independently as possible – people are able to sustain an independent quality of life for as long as possible, and are enabled to take responsibility for their own health and wellbeing

Sometimes people need more support than others to maintain or improve their quality of life. There are a range of services which play an important role in helping people with additional care and support needs to live as independently as possible and connect to their communities.

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 3b

Primary Drivers	Secondary Drivers	Improve	ment Outco	mes			Lead
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will empower citizens to feel they have real and meaningful choice and control over their own lives.	own care and support as far as is reasonably practicable. Develop self-management options/resources e.g. education,	Number of people directing their own care and support as % of completed single shared assessments confirming eligibility	6%	+4%	+10%	+20%	Aberdeen City Council NHS Grampian Aberdeen City Health & Social Care
		Establish the use of the Link App and measure increase in the utilisation of the app	0	TBC	+30%	+75%	Partnership ACVO
		Increase in % of individuals able to look after their health very well or quite well.	96%	96%	96%	+1%	
	person centred staff and services, technology and carer support.	Mortality rate per 100,000 people aged under 75 years	464.4	464.4	464.4	-1%	
		Emergency admission rate for adults per 100,000 population.	9977	8760	-5%	-10%	
	People have a voice in key decisions and issues affecting them at a local level	% of people reporting that they have influence and a sense of control 'I feel able to participate in decision and help change things for the better' (Place Standard Tool)	TBC	TBC	+2%	+10%	

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
We will promote health and wellbeing in all policies by Community Planning Partners to maximise contribution toward prevention of ill health and reduction in health inequalities.	approach and framework with community planning partners to integrate the improvement of health and wellbeing of our local population into all policy	Reduce the gap in life expectancy for men and women in defined communities. Tillydrone: Northfield: Torry:	Female: 80.7 Male: 75.8 Female: 80.8 Male 77.6 Female 81.5 Male 78.1	TBC	TBC	-1%	Aberdeen City Council Active Aberdeen Partnership NHS Grampian Aberdeen City Health & Social Care Partnership ACVO
		Increase number of organisations in Aberdeen being supported to detect health, safety and wellbeing issues to prepare a Healthy Working Lives action plan and associated policies Small & Medium Enterprises: Non SME's:	39 58	TBC	+80%	+100%	
		Reduce the number of inactive people in Aberdeen.	TBC	TBC	-5%	-10%	

LOCAL SUPPORTING STRATEGIES

Aberdeen City Strategy for Autism 2014-24

<u>Aberdeen City Alcohol and Drugs Partnership Drugs Strategy 2011-21</u>

Aberdeen City Alcohol & Drugs Partnership Alcohol Strategy 2009-19

Health and Social Care Partnership Strategic Plan 2016-19

Integrated Children's Services Plan 2011-2015

Joint Commissioning Strategy for Older People 2013-23

NHS Grampian Local Delivery Plan 2015-2016

NHS Grampian Carer's Information Strategy

Strategy for an Active Aberdeen 2016-2020

PROSPEROUS PLACE

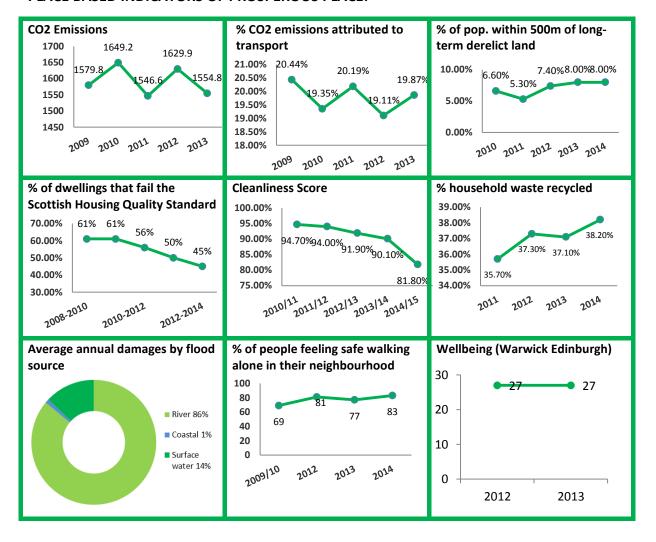
EMPOWERED, RESILIENT AND SUSTAINABLE COMMUNITIES

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

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

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

PLACE BASED INDICATORS OF PROSPEROUS PLACE:



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

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

PRIMARY DRIVERS

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

- 1. Safe and resilient communities Aberdeen is a place where people are safe from harm
- 2. People friendly city a city where people to choose to invest, live and visit

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



LEAD PARTNERS:

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

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 4a

							•
Primary Drivers	Secondary Drivers	Improve	ment Outcor	nes			Lead
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will develop community and business resilience awareness as well as	Raise awareness of Community Resilience across a range of community groups	Number of community groups that include Community Resilience within their local plans	1	3	50%	100%	Aberdeen City Counce Police Scotland Scottish Fire and
enhancing ability to respond	Assist Communities and Businesses to develop and maintain effective Resilience Plans	Assess effectiveness of community resilience arrangements through testing and exercising	1	3	100%	100%	Rescue Service Scottish Water Scottish Environmental Protection Agency
We will maintain resilient and effective Category 1 and	Maintain resilience within and between Category 1 responders	Development of resilience self- assessment toolkit	Completed Feb 2017				Aberdeen City Coun NHS Grampian
Category 2 Responders (as defined by Civil Contingencies Act 2004)	through partnership working and continuous assessment	Self-assessment and identification of recommendations for improvement	Completed Apr 2017				Police Scotland Scottish Fire and Rescue Service
	Develop and maintain single and multi agency emergency plans and arrangements based on national, regional and local risk assessments	Maintain participation of all partners in Local Resilience Partnership groups and plans	100%	100%	100%	100%	Scottish Water Scottish Environmental Protection Agency

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
	Coordinated multi-sector response to adverse weather conditions through Community	No. of public sector organisations actively participating in Community Action Days	0	1	5	12	Aberdeen City Council ACVO Health and Social
	Action Days	Increase the no. of crises averted as a result of the visiting schedule picking up an immediate problem (no heating, electricity, water etc)	TBC	+10%	+30%	+70%	Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service
We will prevent and reduce the incidence of crime, disorder and antisocial behaviour and tackle the underlying causes of such	Proactively investigate youth annoyance and antisocial behaviour	Reduce the number youth annoyance and antisocial behaviour incidents reported to: Council – Anti-social behaviour Police Scotland – Youth Annoyance	3372 2213	-1% -1%	-5% -5%	-10% -5%	AFC Community Trust Aberdeen City Council Active Aberdeen
behaviour to ensure that Aberdeen is a place where people are, and feel, safe		Reduce number of persistent offenders involved in incidences of youth annoyance and anti-social behaviour: Council – Anti social behaviour Police Scotland – Youth Annoyance	74 60	-1% -1%	-5% -5%	-10% -10%	Partnership Police Scotland Sport Aberdeen StreetSport Transition Extreme
		Increase the no. of young people engaged in diversionary activity programmes who take on a coaching or volunteering role within their communities.	12	+2%	+5%	+10%	
	Educating Young People involved in youth annoyance to actively reduce the number of wilful fires in Aberdeen City	Reduce incidences of wilful raising through fire safety themed education and awareness sessions being delivered to schools in localities where respective incidents show greater prevalence	290	-1%	-5%	-10%	Scottish Fire and Rescue Service
	Promote fire safety in the home amongst the elderly and young alike	Increase partner referrals for home and fire safety visits around higher risk cases	529	+1%	+5%	+10%	Aberdeen City Council ACVO

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		Maintain /Increase levels of home and fire safety education across primary schools (Absafe)	944	+1%	+5%	+10%	Health and Social Care Partnership NHS Grampian Police Scotland
		Maintain home fire safety visits including care and repair / homecheck	2769	+1%	+5%	+10%	Scottish Fire and Rescue Service
	Develop a safe culture around alcohol consumption and its effect on the City and residents	Work in partnership to reduce the % of violent crimes* (Violent Crime* = All Assaults, Serious Assaults, Attempted Murder, Murder, Robbery and Assault with intent to rob. (inc. Emergency Service / Police Assaults)	24644	-1%	-10%	-7%	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and
		Increase no. of participants in Best Bar None and Unight to promote responsible drinking: Best Bar None Unight	42 17	+5% +10%	TBC TBC	TBC TBC	Rescue Service
	Raise public awareness around the issue and impact of Domestic Abuse to affect an increase in reporting and a reduction in incidences	Increase no. Awareness raising events tackling Domestic Abuse across Aberdeen City.	6	12	18	24	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian Police Scotland
		Increase the number of referrals made through the Disclosure Scotland Domestic Abuse Scheme (DSDAS)	112	+1%	+5%	+10%	
		Monitor and reduce the number of domestic abuse incidents	2535	-	-2%	-5%	Scottish Fire and Rescue Service
	Develop enhanced partnership working to prevent and reduce crime of all types and the subsequent fear/perception of crime across Aberdeen City	Work in partnership to reduce all crime across Aberdeen City (Crime = All Group 1 (Violence), Group 2 (Sexual Offences), Group 3 (Crimes of Dishonesty), Group 5 (Other Crimes), Group 6	25822	-1%	-5%	-10%	Aberdeen City Council ACVO Health and Social Care Partnership NHS Grampian

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

LOCAL SUPPORTING STRATEGIES

Aberdeen City Waste Strategy 2014-2025

Aberdeen Local Development Plan 2016

ADP Alcohol Strategy 2009-19

ADP Drug Strategy 2011-21

Climate Change Study 2011

Local Housing Strategy 2012 - 2017

<u>Local Transport Strategy 2016 - 2021</u>

Nestrans Regional Transport Strategy 2013-2035

North East Flood Risk Management Strategy

Strategic Development Plan 2014

Strategic Housing Investment Plan 2015-2020

Sustainable Energy Action Plan

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 4b

							Driver Diagram 40
Primary Drivers	Secondary Drivers	Improver	ment Outco	mes			Lead
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will be a city whose built environment is fit for keeping an ageing population safe and healthy and puts the child at the centre of design	Streets are designed with older people in mind to ensure 'walkability' of local neighbourhoods, particularly with regards to the provision of seating facilities to break up the pedestrian journey	Achieve Older people friend status using the Design of Streets with Older People in Mind Toolkit	TBC	60%	80%	100%	Aberdeen City Counci Active Aberdeen Partnership ACVO Health and Social Care Partnership
	Build a child friendly city to ensure that the best interests of the child is a primary consideration	Achieve UNICEF Child Friendly City status (pilot project, criteria to be confirmed)	ТВС	60%	80%	100%	NHS Grampian Police Scotland Scottish Fire and
		Increase % of Schools actively engaged with the Unicef Rights Respecting Schools Award	52%	+5%	+10%	+20%	Rescue Service Sport Aberdeen
	Ensure that all areas of the City and everyone in our communities have access to opportunities to	Reduce the % of inactive: Adults children	TBC TBC	TBC TBC	TBC TBC	TBC TBC	
•	participate in a range of health and fitness activities	Increase % uptake of recreational walking	62%	64%	66%	78%	
		Ensure all public leisure centres are accessible for people with a disability	60%	70%	70%	100%	
	Sustainable food provision in Aberdeen, tackling food poverty, developing community food skills	Increase provision of meals provided during school holidays to children entitled to free school	0	25%	50%	75%	Aberdeen City Counc

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
	and knowledge and delivering sustainable food provision	meals					Health and Social Care Partnership
		Reduce no. of people affected by Household Food Insecurity Cummings Park Mastrick Middlefield Northfield Seaton Tillydrone Woodside Total: Increase provision of allotments and community food growing spaces	20 91 32 62 71 122 65 463 468	-10%	-25% +10%	-60% +25%	NHS Grampian Police Scotland Scottish Fire and Rescue Service
We will create an attractive, welcoming environment in partnership with our communities	Creating a new place based community on a 3000 unit housing development, which includes a Learning Hub to deliver education, social and health, sports and leisure facilities for all ages	Countesswells Development – Creating a new place based community on a 3000 unit housing development (Improvement measures emergent – place shaping and planning by public partners is developing in a very different way from the past)	TBC	TBC	TBC	TBC	Aberdeen City Council Active Aberdeen Partnership Health and Social Care Partnership NHS Grampian Police Scotland Scottish Fire and Rescue Service Sport Aberdeen
	Encourage communities to get involved in improving their local environment through friends of parks groups and environmental walkabouts	Increase in no. of people involved in friends of parks groups Increase in no. of people involved	100 5	+ 20% +	+ 100% +	+ 200% +	Aberdeen City Council
		in environmental walkabouts Increase in number of asset	walkabouts 0	20%	100%	200%	
		transfer requests Maintain level of Britain in Bloom or Beautiful Scotland awards achieved	Gold	Gold	Gold	Gold	

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
		Increase number of 'It's your neighbourhood' awards achieved'	5	25	35	40	
		Increase in volunteers involved in Britain in bloom and other environmental opportunities	ТВС	+ 20%	+ 100%	+ 200%	

LOCAL SUPPORTING STRATEGIES

Accelerate Aberdeen: Super-connected Cities Programme

<u>Local Transport Strategy 2016 - 2021</u>

Strategic Development Plan 2014

City Centre Masterplan 2015

Local Development Plan 2016

Local Housing Strategy 2012 - 2017

Nestrans Regional Transport Strategy 2013-2035

Strategy for an Active Aberdeen 2016-2020

ENABLING TECHNOLOGY

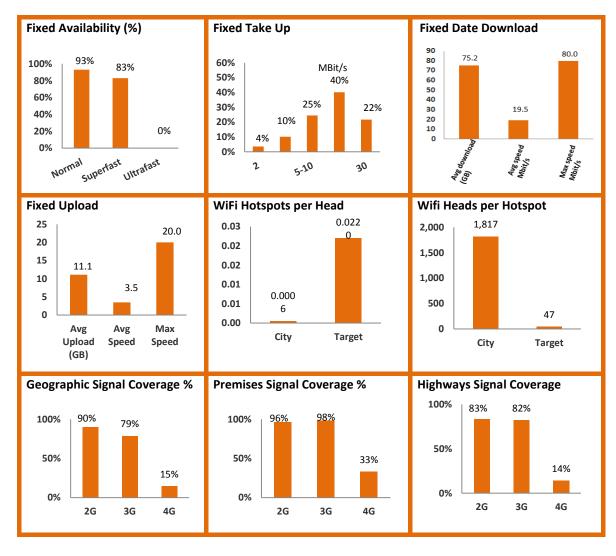
CREATING A DIGITAL PLACE

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

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

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

PLACE BASED INDICATORS OF THE SMART CITY REGION:



PRIMARY DRIVERS

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

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

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



LEAD PARTNERS:

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

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 5a

Primary Drivers	Secondary Drivers	Improvement Outcomes					Lead
		Improvement measures and aims	Baseline	17/18	20/21	26/27	Partners
We will ensure businesses, citizens, the public and third sectors have access to the	the opportunity to connect easily from their homes or other	% of households that are in properties passed by superfast broadband provision	83%	95%	100%	100%	Aberdeen City Counc Scottish Government UK Government
trafast fibre broadband		% Businesses have access to ultrafast broadband.	0%	20%	100%	100%	
	Ensure that businesses can prosper through better connectivity	Attract public and private sector investment in digital infrastructure	0	£10m	£15	£35m	
We will provide business and public sector organisations with a level playing field in current and next generation information and communications technology	Develop an Inward Investment Plan that looks at how alternative financial models which can be used to invest in/deliver regional priorities of housing, broadband, etc.	Increase in % of premises in receipt of superfast broadband	83%	90%	95%	97%	Aberdeen City Coun Scottish Developme International UK Trade and Investment
		Increase in average download speeds (M/Bts)	19.5	25	35	50	
We will ensure businesses, citizens, the public and third sectors have access to quality Wi-Fi and wireless connections	Citizens and visitors need good connections to enhance their experience of city	% of free Wifi across the city	0%	20%	100%	100%	Aberdeen City Coun
	Businesses and public sector providers rely on wireless connections to provide services.	% coverage of boosted 4G coverage and 5G capability across the city.	33%	60%	100%	100%	

Primary Drivers	Secondary Drivers	Improvement measures and aims	Baseline	17/18	20/21	26/27	Lead Partner
	Public sector needs a means to capture data to deliver high quality services and protect its citizens	% of city with sensor network to capture data	0%	20%	100%	100%	

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 5b

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

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 5c

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

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram 5d

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

HOW WE WILL DO OUR BUSINESS

Community engagement and building our asset base

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

Evaluation and performance management

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

Sharing and using data

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

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

Joint resourcing

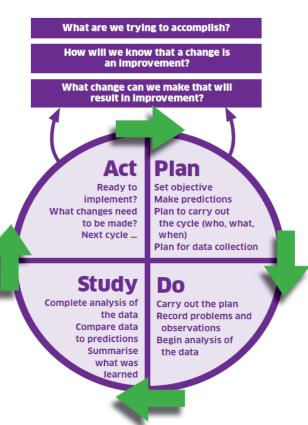
CPA is the only strategic forum where partners in Aberdeen are able to jointly plan how to deploy collective resources to achieve the agreed priorities set out in the Local Outcome Improvement Plan (LOIP). CPA will develop its approach to joint resourcing to ensure the LOIP is the focal point for the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

Improvement and innovation

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

Equality

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



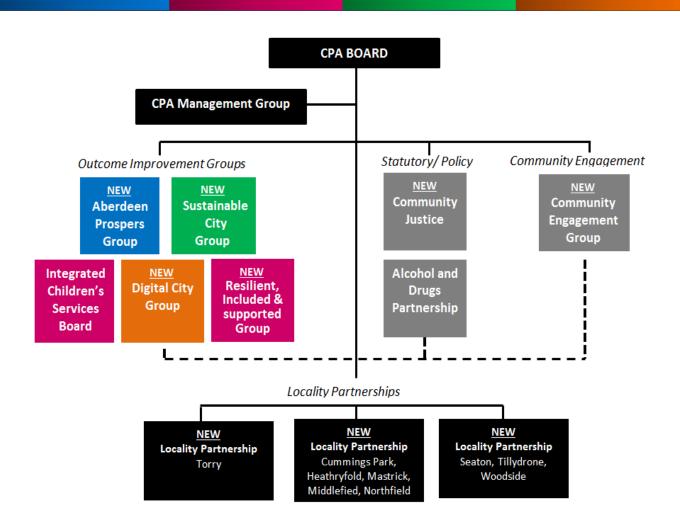
GOVERNANCE AND ACCOUNTABILITY

The CPA Board provides strategic leadership and direction for Community Planning across Aberdeen. It will scrutinise overall delivery of progress against this Local Outcome Improvement Plan (LOIP) and the underpinning Locality Plans to ensure improved outcomes across all areas of Aberdeen.

The CPA Management Group is accountable to the CPA Board and will oversee the delivery of progress by five new Outcome Improvement Groups, a new Community Justice Group, Alcohol and Drugs Partnership, and new Community Engagement Group.

These groups facilitate effective joint working across Community Planning partners and with communities to ensure delivery of the LOIP and locality plans remain on track, and to advise the CPA Board of any additional action required to overcome barriers.

Locality Partnerships will also be established with communities to oversee the delivery of Locality Plans to ensure that improved outcomes are being achieved for our most disadvantaged communities in Aberdeen.



CHANGE LOG

This change log provides record of all approved changes made to the Local Outcome Improvement Plan following approval of the original document by the Community Planning Aberdeen Board on 22 August 2016. Significant changes to the LOIP require approval by the CPA Board prior to incorporating into the document. The latest versions of the LOIP are available online at www.communityplanningaberdeen.org.uk.

Version	Changes	Page Number	Approved By	Date
1	Local Outcome Improvement Plan	1-34 and 42-61	CPA Board	22 August 2016
2	People are resilient, included and supported when in need section added.	35-41	CPA Board	12 December 2016
	Updated governance and accountability structure following approval of the Final Report for the Review of CPA Infrastructure.	59	CPA Board	12 December 2016
3	Priority community justice drivers incorporated into People are resilient, included and supported when in need section.	35-41	CPA Board	24 April 2017
4	Amendments as proposed in 2016/17 Annual Outcome Improvement Report pages 81-82.	16-59	CPA Board	4 December 2017

ENDORSEMENTS

This document is endorsed by the following Community Planning Partners:



























FOR FURTHER INFORMATION CONTACT:

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