



LOCAL OUTCOME IMPROVEMENT PLAN

2016-26

Updated 2 December 2019



Community Planning
Aberdeen

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FOREWORD BY COUNCILLOR JENNY LAING AND CHIEF SUPERINTENDENT CAMPBELL THOMSON

Our vision is of Aberdeen as ‘**a place where all people can prosper**’. The Local Outcome Improvement Plan (LOIP) sets out a ten year plan for how Community Planning Aberdeen will realise this vision by 2026 in Partnership with local people, places and communities.

The LOIP was first developed by the Partnership in 2016 and, almost two and a half years later, Community Planning Aberdeen has been reflecting on how far we have come in achieving our vision? This was the question we posed ourselves at our [‘Taking Stock’](#) event in September 2018 where we considered the evidence available to us: data from our Population Needs Assessment 2018, two years’ worth of performance data against our improvement aims, and feedback from our citizen’s panel and place standard. A summary of some of our key achievements can be viewed in our [‘Taking Stock’ video](#).

So, what do we know? Our data shows some indication of an improving economic situation over the last two years. There has been an increase in hotel occupancy from 56.6% to 62.5% and city centre premise occupancy rates have increased to 90.8%. The number of new jobs being created from inward investment projects has increased alongside a 14% increase in business gateway growth companies being accepted into Scottish Enterprise’s Growth pipeline. Business gateway start up numbers have also increased by 6%. We expect to see further improvement in our economic data in the months to come as a result of our efforts to rejuvenate the City Centre and the major infrastructure developments taking place, such as the refurbishment of Aberdeen Art Gallery and The Events Complex Aberdeen.

The prominence of the oil and gas industry in Aberdeen leaves the City vulnerable to the effects of the economic decline - job losses, falling property prices and loss of custom, all at risk of further decline with the upcoming Brexit. Unsurprisingly, we continue to identify improving the economy as a key priority for Community Planning Aberdeen in this refreshed LOIP with the introduction of two stretch outcomes to improve inclusive economic growth and increase the number of people earning the Living Wage.

Our aspirations go far beyond continued financial success. The word prosperity used throughout this plan 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 the stages of their life.

By ensuring that all people in Aberdeen have the opportunity to prosper we promote the wellbeing and equity of our citizens and prevent a series of intractable problems for the future. Investing in **early intervention and 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 invest in our children and young people. Our status as the first Scottish City to be accepted onto UNICEF’s Child Friendly Partners Programme reflects our ambition for Aberdeen to be a place where all children and young people have the opportunity to reach their potential regardless of their background and circumstances.

Enabling our families to ensure their children are safe, healthy and nurtured is fundamental to giving children the best start in life. However, our data shows that there are children in Aberdeen who are not getting this start. This has a detrimental impact on their ability to meet their developmental milestones, significantly limiting their future potential.

Our data shows that the attainment gap between the highest and lowest achieving 20% is narrowing, but we need to do more to help all children and young people to achieve. In most subjects and stages, achievement of expected levels is lower in Aberdeen than Scotland. This is especially true for our care experienced children and young people. 90.8% of young people in Aberdeen are now entering positive destinations upon leaving school, however this is not the case for those young people from our deprived areas with only 83.6% moving on to a positive destination.

We know that to achieve real and lasting change in our society, we need to empower communities to help themselves and community empowerment is a central theme which runs throughout our LOIP. But there are members of society who are vulnerable and at times need more support to keep safe from harm. This is equally true of children, young people, adults and older people. Over the last two years we have taken steps to protect a wide range of vulnerable people. For example, we launched the Choose Life app which reached 22,000 users between March 2016 to August 2017. During this time Grampian has seen a 28% decrease in suicide during 2016 compared to an 8% increase nationally.

However, we want to do more for our children and young people, and this includes introducing a different model of care to improve access to Child and Adolescent Mental Health services. Only 37.7 %

of Child and Adolescent Mental Health (CAMHS) referrals in Grampian are seen within the target 18-week period compared with 77.5% in Scotland. This is based on a traditional model of hospital care. Our new approach means many children's detailed assessments and treatment plans are in place after 6 weeks, and the full pathway in place after a total of 15 weeks – better than the national standard.

Some of our best examples of partnership working can be seen in our work to improve community safety outcomes. We've seen an 8% increase in the percentage of people who reported that they feel safe in the City since last year alongside a 17% reduction in overall crime and a reduction in violent crime, the number of young people accused in relation to multiple CrimeFiles also decreased by 48% in the last two years. New schemes such as AMPED, which aims to divert young people from antisocial behaviour; and the alcohol misuse referral scheme, which signposts people with alcohol issues to support and recovery services, aim to tackle some of our most persistent community safety issues at their root cause. We also started our Priority Families Service in January 2017, which offers intensive help through Partnership working to families affected by anti-social behaviour, offending and wellbeing issues. Already we are seeing evidence that families involved are experiencing improved outcomes with 40% of pupils from supported families showing improved attendance and a 76% reduction in criminal charges for families. We hope to spread the positive impact of these initiatives further across the City to help young people and vulnerable adults escape a path of self destruction. For example, drug related deaths have doubled since 2014 in the city and 27% of adults in Aberdeen drink above the guideline recommendations of 14 units per week, higher than Scottish rate of 25%. We have therefore introduced a key stretch outcome to reduce drug and alcohol related deaths in the city.

Early detection and intervention of people at risk of harm continues to be of utmost importance for the Partnership and our improvement efforts continue to focus on how we can improve the shared intelligence between our organisations to support this to happen. For example, data analytics to predict events from potential child protection issues, to the likeliest locations for house fires and school attainment. These insights will give us the ability to take a preventative approach, putting in place interventions to try and stop problems rather than providing costly services in response.

The population needs assessment shows 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 14 years apart, we have committed to address this through a stretch outcome to increase the healthy life expectancy for the people of Aberdeen. A families ability to nourish themselves is a key factor in healthy life expectancy and it is alarming that 8% of respondents in our last City Voice survey reported that there was a time during the last 12 months when they were worried they would not have enough food to eat, with 3% reporting that their household had run out of food at some time over the last year. Helping people affected by household food insecurity is therefore a key focus for the Partnership. We hope to be able to see a future improvement in the data as a result of initiatives being put in place now; such as free school meals during holidays in our priority localities and supporting communities to grow their own food.

The successes we have experienced so far have not been achieved by partner organisations alone. More and more we are reaching out to our people and communities for their help to improve outcomes. Participatory budgeting is an approach we are using to give people a direct say in how and where public funds can be used to address local needs. We have also been involving communities in our improvement projects which are testing new ways of working using existing resources.

There has been a power of work across the Partnership which needs to be acknowledged and celebrated, but there is still so much to be done. The data has allowed us 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. This refreshed LOIP refocuses the Partnership on those critical issues through our 15 new stretch outcomes which communicate what will be different by the end of this ten year plan. This marks a maturing of how we are working 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.

As we embark on the next stage of our improvement journey, we will be working even more closely together. There is no doubt that we face complex challenges ahead, but Community Planning Aberdeen is committed to tackle these head on. The opportunities are great, and it is only by recognising these challenges and working together that we will be able to continue to improve outcomes for the people of this great city.



*Councillor Jenny Laing,
Chair of Community Planning Aberdeen
Board, Co-Leader of Aberdeen City Council*



*Chief Superintendent Campbell Thomson,
Vice Chair of Community Planning
Aberdeen Board, Police Scotland*

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<i>Angela Scott Chief Executive Aberdeen City Council</i>	<i>Amanda Croft Chief Executive NHS Grampian</i>	<i>Susan Webb Director of Public Health NHS Grampian</i>	<i>Bruce Farquharson Local Senior Officer Scottish Fire and Rescue Service</i>	<i>Ken Milroy Regional Chair North East Scotland College</i>	<i>Gordon MacDougall Head of Operations North East Skills Development Scotland</i>	<i>Alistair Robertson Managing Director Sport Aberdeen, Active Aberdeen Partnership</i>
<i>Councillor John Wheeler Aberdeen City Council</i>	<i>Councillor Stephen Flynn Aberdeen City Council</i>	<i>Councillor Martin Greig Aberdeen City Council</i>	<i>Councillor Sarah Duncan Chair of Integrated Joint Board</i>	<i>Jonathan Smith Chair Civic Forum</i>	<i>Liv Cockburn Chair ACVO</i>	<i>Frank McGhee Director of Commissioning Aberdeen City Council</i>

THE ABERDEEN CONTEXT

Like all areas of Scotland, public services in Aberdeen are facing increasing demand with reducing resources. In order to understand how best to prioritise our shared resources, we need clarity on the current and future needs of local people in Aberdeen. Our approach to [Population Needs Assessment](#) ensures we systematically analyse data across a broad range of indicators to identify the major issues facing the City. The following paragraphs provide a summary of findings from the most recent data available as of November 2018.

Our Economy

Aberdeen remains a competitive and productive city with GVA (Gross Value Added) per head in Aberdeen being the highest in Scotland. Average income and earnings are also high with gross disposable household income per head in Aberdeen being £22,508 compared to £18,231 for Scotland, and workplace based hourly pay (median gross) in Aberdeen being £15.33, compared to £13.98. The proportion of our working-age population who are economically active is higher than the Scottish average (79% compared to 77.5%), as is the proportion of our workforce who are qualified to NVQ4 and above (52% compared to 44%). In 2016 there were 1,160 new businesses in Aberdeen. The five-year survival rates of 2012 business births was 45.9% in Aberdeen compared to 43.7% in Scotland. Overall, Aberdeen remains a relatively affluent city - based on SIMD 2016, 40% of Aberdeen's data zones are in the 20% least deprived areas of Scotland.

However, there remain areas of deprivation, with 8% of Aberdeen's data zones being classified as being in the 20% most deprived areas of Scotland. Similarly, despite high average earnings, annual income varies by neighbourhood ranging from a low of £18,596 to a high of £61,570 - almost 15% of adults who work in the city earn less than the Living Wage. 16.7% of children are currently living in poverty. There are also indications that people in some of our communities may have issues with food security as recent reports from CFINE show a large increase in the number of people requiring emergency food parcels.

Our People (Children and Young People)

In 2017 there were 34,495 children (0-15 years) in Aberdeen City – this equates to 15% of the City's total population which is slightly lower than the Scottish figure of 16.9%. In September 2017 there were 13,923 primary school pupils and 8,667 secondary school pupils in Aberdeen City. In July 2017 there were 590 Care experienced children and young people in Aberdeen City – equivalent to 1.6% of the 0-17 years population (compared to 1.4% in Scotland). Almost half (49%) of Care Experienced Children and Young People (CECYP) in Aberdeen live in foster care. While improved, as in Scotland the attainment outcomes for CECYP are still lower than those for all pupils. In 2016/17 in Aberdeen City 74% of CECYP left school with 1 or more qualification at SCQF (Scottish Credit and Qualifications Framework) level 4 (78% for Scotland). In 2017, a total of 1,212 CAMHS (Child and adolescent

mental health services) patients were seen in Grampian. Of these, 37.7% were seen within the target 18-week period, compared to 77.5% in Scotland. However, this is based on a traditional model of hospital care. A new approach means many children's detailed assessments and treatment plans are in place after 6 weeks, and the full pathway in place after a total of 15 weeks which is better than the national standard.

Our People (Adults)

The population of Aberdeen is currently 228,800 and is projected to increase by 3.2% between 2016 and 2026 to 237,169. Aberdeen has a relatively young population. Compared to Scotland the proportion of working-age people is higher (69% compared to 64%) and the median age is lower (36 years compared to 42 years). We have a diverse city with 24% of the City's population having been born outside of the UK compared to 9% for Scotland. Estimated life expectancy at birth in Aberdeen is in line with Scottish averages at 80.8 years for females and 76.4 years for males (81.1 years 77.0 years respectively for Scotland). However, as in Scotland, life expectancy is strongly associated with deprivation, with those in the most deprived areas having a lower life expectancy than those in the least deprived areas. Healthy life expectancy (years lived in good health) is lower at 65 years for males and 67.4 for females. There is a mixed picture in relation to health behaviours. Positive signs are lower than average rates of smoking during pregnancy and higher than average rates of active travel. However, in the period 2013-2016, 27% of adults in Aberdeen City were drinking above the guideline recommendations of 14 units per week. This is slightly higher than the rate for Scotland of 25%. Also, it is estimated that 1.9% of Aberdeen's population have a problem drug use. At 0.17 per 1,000 population, Aberdeen has the 4th highest average annual rate of drug deaths (after Dundee City at 0.25, Glasgow City at 0.24 and Inverclyde at 0.22) of all local authorities in Scotland. In

2016/17 15.4% of people in Aberdeen City were prescribed drugs for anxiety, depression or psychosis. While lower than the national rate (18.5%), consistent with trends in Scotland the proportion of people receiving prescriptions for these conditions has increased significantly in recent years, from 12.5% in 2009/10 to 15.4% in 2016/17. In Aberdeen, in 2017 there were 470 people aged 65+ years with high levels of care need who were cared for at home (i.e. who received 10 and more hours of home care purchased or provided by the local authority). This equates to 26% of all people in this age group with high levels of care need – significantly lower than the Scottish average of 35.2%.

Our Place

Aberdeen has the 8th largest local authority population in Scotland. The city is made up of 37 neighbourhoods, 9 of which are recognised as deprived based on Scottish Index of Deprivation (SIMD). In 2017 there were 116,821 dwellings in Aberdeen with local authority housing stock totalling 22,041, of which 75.8% are flats. Between 2016 and 2017 the total waste generated in Aberdeen fell by 8.7%, and in 2017 – for the first time – more waste was recycled (44%) than went to landfill (36%). Overall in Scotland 46% of waste generated was recycled and 45% went to landfill. In 2014 CO₂e (carbon dioxide equivalent) emissions in Aberdeen totalled 1,532,256 tonnes, down 18% from 1,867,497 tonnes in 2005. Between 2005 and 2014, per capita CO₂e emissions have fallen in both Aberdeen and Scotland. Four areas in Aberdeen have been identified as potentially vulnerable to flooding – Deeside, Peterculter, Bridge of Don and Denmore. Total annual average damages due to flooding in 2016 was estimated at £17,370,000, equivalent to 80% of annual average damages for the North East Local Plan area.

The Partnership's response to these challenges is set out in this Local Outcome Improvement Plan which details the improvement activity the Partnership will prioritise and resource to effect change.

OUR VISION FOR ABERDEEN CITY

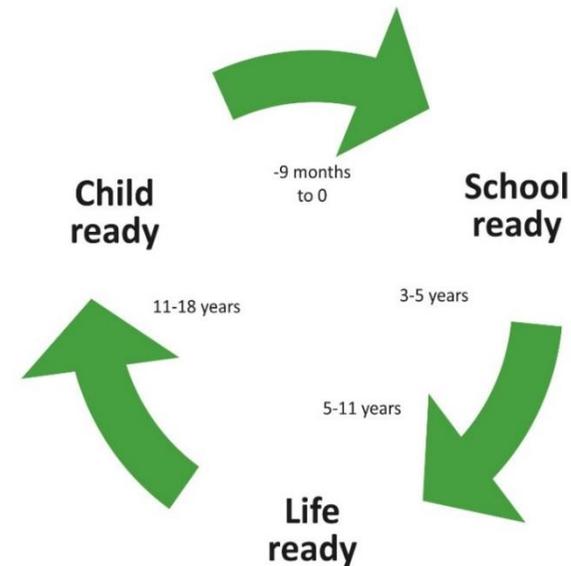
‘A place where all people can prosper’

Our vision for 2026 is Aberdeen as a place where all people can prosper. This means all people being able to access the opportunities available in our great City, regardless of their background or circumstances. This reflects our desire to help all people, families, businesses and communities to do well, succeed and flourish in every aspect. To achieve this vision we are committed to tackling the issues that exist in our society which prevent equal opportunity for all to lead a happy and fulfilling life.

Despite the relative prosperity that Aberdeen has enjoyed compared to other areas of Scotland, 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 continue to exist in some communities and that this is most acute for those families living under the grip of poverty.

Through early intervention and prevention, we aim to create the conditions for prosperity and support future generations to be prepared and made **ready for school, for work, for adulthood** and for life itself – see diagram 1. This calls for attention to be paid to care experienced children, young offenders, children of offenders and those living in poverty - because their levels of risk are very much higher than those of other children and young people of their age.

Diagram 1 – Whole life approach

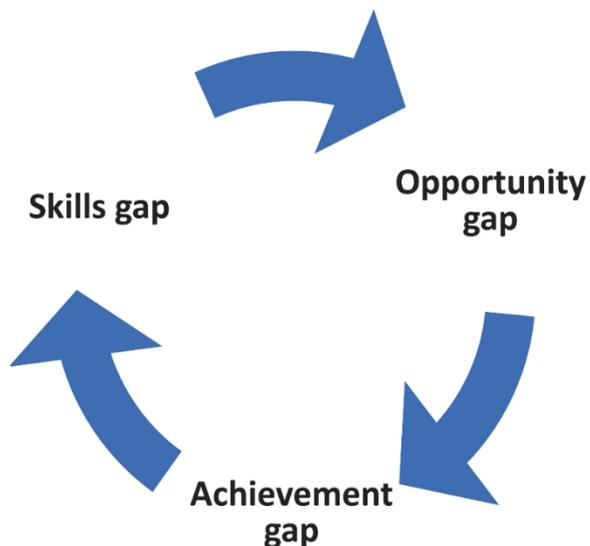


No single sector or profession can improve outcomes for people and place alone, collaborative efforts across the Community Planning Partnership are key to achieving our ambitions the City of Aberdeen.

We also understand that real transformation will come from acting beyond the walls of our public service organisations and infrastructures and thinking about Aberdeen as a **‘City of Learning’**.

Becoming a **City of Learning** means capitalising on the vast opportunities, resources and potential for enabling people to learn and develop themselves in ways that meet their needs, interests and ambitions. In this way they can participate more fully in their own lives and in the life of the City to help their families and communities prosper. This approach builds on the pioneering work of the Learning Cities in the USA and the UNESCO Global Network of Learning Cities movement. It recognises the lifelong opportunity that exists for people to learn to address gaps in their opportunity, achievement and/or skills – see diagram 2.

Diagram 2 – Lifelong learning approach



How will we know we are making a difference?

Setting out a vision for how we want things to be in the future is the easy part. Believing that it is possible and making it happen is entirely different.

This plan sets out the many improvement projects we will take forward to achieve our vision as **a place where all people can prosper**.

Our ultimate measures of success in achieving this vision will be that **by 2026:**

- **We still have the highest GVA (Gross Value Added) per head in Scotland**
- **Fewer than 10% of our children are living in poverty**
- **We are living in good health for at least five years longer**
- **Our carbon emissions are 42.5% lower**

How will we make it happen?

Our 15 Stretch Outcomes break down our overall vision for the People, Place and Economy of Aberdeen into manageable thematic programmes of work. In taking a structured approach to improvement we are very clear about what it is we are trying to accomplish, how we will know whether a change is an improvement and what changes we will make to secure this improvement. These stretch outcomes tackle poverty as they manifest at every stage of a person’s life journey.

OUR 15 STRETCH OUTCOMES

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

The following chapters in this document include the detailed improvement projects we will take forward to achieve these stretch outcomes.

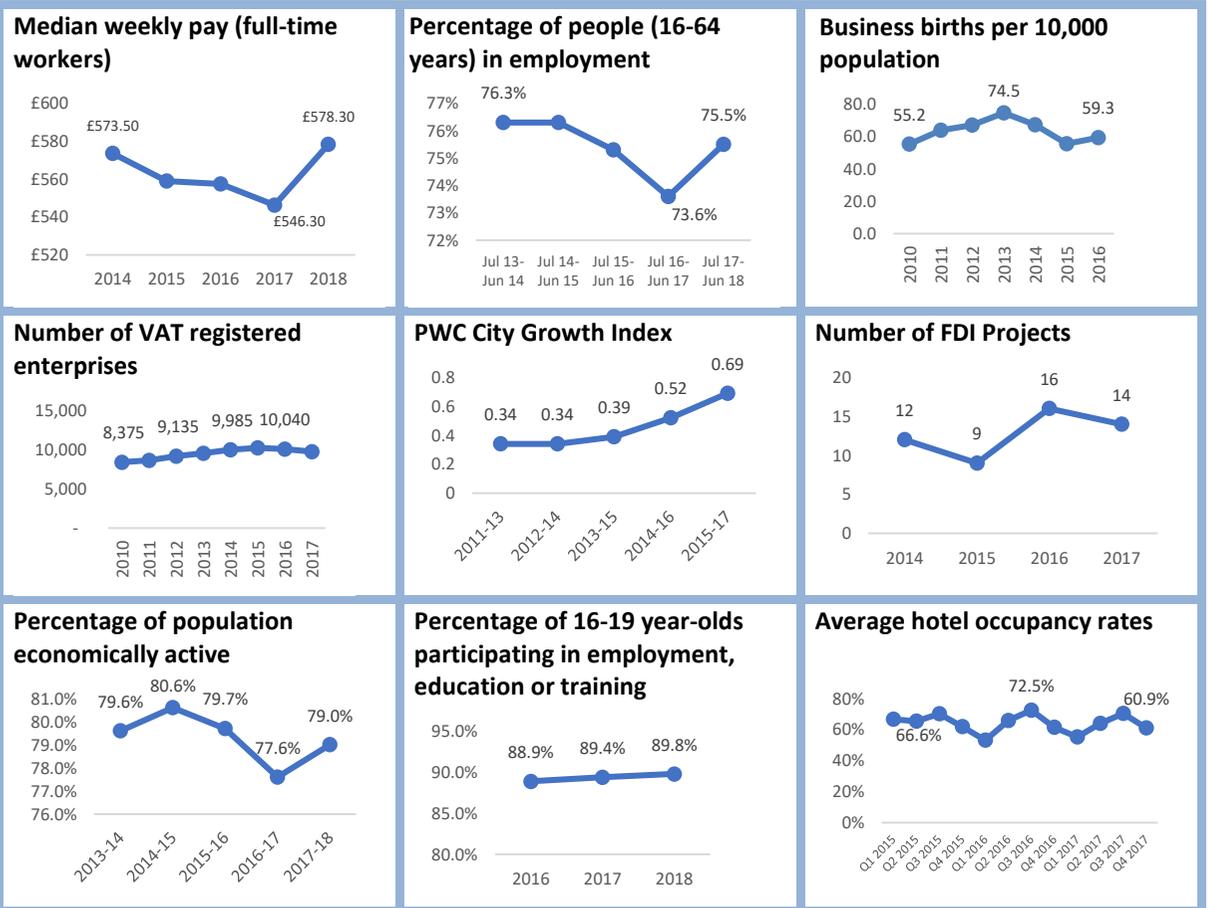
PROSPEROUS ECONOMY

The North East of Scotland is one of the most active and prosperous regions in the UK. However, in looking at the region's future economic development, it is clear that 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 strong, principally because of North Sea oil and gas and, in spite of the recent downturn, there remain significant opportunities to sustain and grow activity in this sector in both the short and longer terms. The Aberdeen Economic Policy Panel Report in November 2018 provides an independent analysis of the Aberdeen City Region economy to support the Council's annual credit rating assessment by Moody's. The report confirms that some challenges the North East region faces are specific to the local economy (such as the trends in future oil production/price). The immediate focus is on maximising economic recovery from the remaining oil and gas reserves in the UK Continental Shelf while anchoring expertise in the wider energy sector in the North-East of Scotland.

In 2016 Aberdeen was ranked fifth in the UK in terms of the number of patents per 1,000 population, testimony to a variety of internationally significant research centres in the

POPULATION NEEDS ASSESSMENT DATA:



region, such as the National Subsea Research Institute, the Rowett Institute of Nutrition and Health, the Marine Lab, the James Hutton Institute and Aberdeen's two universities. New business creation is vital in diversifying the economy and the correct support for those wishing to start or expand their own business is essential.

Key to this transition is retention of the talent and transferable skills that currently exist within our businesses and educational institutions. In addition to creating a strong pipeline of talent through our schools, college and universities, we must ensure that inclusive growth is at the heart of all we do and that opportunities are open to all by offering support to those seeking to enhance their skills or reskill to move into new roles. We will seek to develop a City of Learning approach that empowers people and communities to put lifelong learning at the heart of their civic and cultural identities.

The purpose of Aberdeen Prospers is to contribute to the inclusive economic growth agenda in the city and Brexit may have significant impacts across communities and localities that we are focussed on. Even in the best-case Brexit scenario, recent forecasts from the Bank of England and other agencies suggest 'lost' growth of 3% per year and the stretch outcome aims for Aberdeen Prospers should be considered in that light. The potential (and future real) consequences of Brexit will continue to be monitored by the Aberdeen Prospers group, which will retain sufficient flexibility and agility in its improvement planning to accommodate actions to mitigate Brexit consequences for priority communities and groups, where possible. Aberdeen Prospers will also explore potential opportunities afforded by Brexit and work these into growth related improvement activity where possible and appropriate to do so.

A primary focus of Aberdeen Prospers will be on delivering on Fair Work and Good Work principles – ensuring that people who are least engaged with the labour market or who benefit least from the city's prosperity are given the opportunities to progress into sustainable employment. Working with locality partnerships will be critical to achieving our ambitions in this area.

By working in partnership we aim to ensure Aberdeen's economy continues to be prosperous. As part of an inclusive economy, Aberdeen's 3rd sector provides a significant contribution in financial and resource terms. Its turnover is £350 million per annum (excluding the two universities, college and two ALIOs). The workforce is in excess of 10,000 and it pulls in the support of over 70,000 volunteers for the city's benefit. It reflects the diversity of the population in age, gender, ethnicity, faith and ability, providing a purpose for all.



LEAD PARTNERS:

- Aberdeen City Council
- ACVO
- Civic Forum
- Department of Work and Pensions
- North East Scotland College
- North East Scotland Regional Transport Partnership (Nestrans)
- Robert Gordon University
- Scottish Enterprise
- Skills Development Scotland

STRETCH OUTCOMES

1. 10% increase in employment across priority and volume growth sectors by 2026.
2. 90% of working people in Living Wage employment by 2026.

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>1. 10% increase in employment across priority and volume growth sectors by 2026</p> <p><i>(Baseline data 2017: 48,390 people in employment in growth sectors. A 10% increase is 4,839 people.)</i></p> <p>Responsible Outcome Improvement Group: Aberdeen Prosper</p>	<p>1.1 Diversification of the economy into other growth sectors including wider energy related sectors; tourism; food and drink; life sciences; health and social care and construction.</p>	<p>Increase the number of people employed in growth sectors (digital/ creative; food and drink; life sciences; tourism; social care and health and construction) by 5% by 2021.</p>	<p>No. of people employed by growth sector <i>(Baseline data 2017: Digital/ creative – 4,040; Food and drink – 1,250; Life sciences – 900; Tourism – 10,000; Early years – 2,570; Health and social care – 23,630; Construction – 6,000)</i></p>
			<p>No. business start-ups by growth sector</p>
	<p>1.2 Developing the talent and future workforce necessary to support diversification of businesses and economy.</p>	<p>Stimulate a 5% increase in the number of start-up businesses in growth sectors (digital/ creative; food and drink; life sciences; tourism) by 2021.</p>	<p>% business start-ups surviving after five years by growth sector</p>
			<p>No. of businesses by growth sector <i>(Baseline data 2017: Digital/ creative – 855; Food and drink – 130 Life sciences – 30; Tourism - 535)</i></p>
			<p>GVA per worker by growth sector <i>(Baseline data 2016: Digital/ creative – £51,064; Food and drink - £68,579; Life sciences - £97,136; Tourism - £22,921)</i></p>
			<p>No. business uptake of Scottish Enterprise support</p>
		<p>No. of Scottish Enterprise account managed companies</p>	
	<p>Increase the number of Modern and Graduate Apprenticeships in priority and volume growth sectors by 5% by 2022.</p>	<p>No. apprenticeships starts by growth sector</p>	
		<p>No. apprenticeships available by growth sector</p>	
		<p>No. of inward investment enquiries generated by priority growth sector</p>	

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	1.3 Improving investment into Aberdeen and Aberdeen businesses.	Increase the number of Digital and ICT SVQ level 4 qualifications achieved by 10% by 2021.	No. of SVQ Level 4 qualifications achieved in ICT and digital subject areas
		Support 2 investments per year in priority growth sectors through Invest Aberdeen by 2022.	% of enquires resulting in investment
			No. of jobs created through Foreign Direct Investment
			Total turnover by growth sector (Baseline data 2016: Food and drink – N/A; Life sciences – £90.2 million; Tourism – £424.6 million; Creative/digital – N/A)
Increase the number of people from priority localities employed by public sector partners and in major capital projects by 2022.	No. of companies engaged in exporting activities for the first time or in markets that are new to the company		
2. 90% of working people in Living Wage employment by 2026 (Baseline data 2018: 85.8%) Responsible Outcome Improvement Group: Aberdeen Prospers	2.1 Promoting inclusive economic growth for our most disadvantaged communities.	Increase the number of people from priority localities employed by public sector partners and in major capital projects by 2022.	No. of people in low-skilled, low-paid and insecure employment
		Increase no. of people over 50 in employment in Aberdeen by 10% by 2021.	No. of over 50s people in employment
		Increase the number of people from priority groups (care experienced young people, people with convictions, people with housing need) employed by public sector partners by 2021.	No. of people from priority groups employed by public sector partners
			No. of people in low-skilled, low-paid and insecure employment
		Increase employer sign up to the Real Living Wage by 2021 and year on year to achieve Real Living Wage City Status by 2026.	No. of people in low-skilled, low-paid and insecure employment
			No. of employers paying the Real Living Wage

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the impact and measured value of Partnership wide community benefits programme by 2022.	Value of Partnership wide community benefits programme
			No. of community groups participating in co-design of community benefits
		80% of young people will successfully complete their Modern Apprenticeship programme by 2022.	% of those achieving a modern apprenticeship of all those leaving an MA <i>(Baseline data 2017: 75% - Aberdeen City and Aberdeenshire)</i>
			No. of young people on foundation apprenticeships
			% of young people achieving positive destinations post-school <i>(Baseline data 2017: 89.4%)</i>
	2.2 Ensuring access for all employers to skilled labour.	90% of employers reporting that they have appropriately skilled people in their workforce by 2026.	% of employers reporting skills gaps <i>(Baseline data 2017: 14%)</i>
			Educational attainment at NVQ4 and above of resident population aged 16-64 <i>(Baseline data 2017: 51.7%)</i>
		Increase the number of people entering employment from Stage 4 employability activity to 80% by 2021.	% of people entering employment from six skills academies within 13 weeks of completion <i>(Baseline data 2017: 12% - 21%)</i>
			No. of people entering employment from stage 4 employability activity
		Increase the % of people in Aberdeen who feel comfortable using digital tools by 2021.	% of public service employees with a standard level of digital skills
	% of school leavers and students who have high levels of digital skills		
	% of citizens who feel comfortable using digital tools		

LOCAL SUPPORTING STRATEGIES

[Regional Economic Strategy 2015-2025](#)

[Regional Economic Strategy Action Plan 2018](#)

[City Region Deal 2015-2025](#)

[Scottish Enterprise Business Plan 2018-19](#)

[Aberdeen City and Shire Regional Skills Strategy](#)

[North East Scotland College Strategic Plan 2018-2021](#)

[North East Scotland College Outcome Agreement 2017-18](#)

[North East Scotland College Curriculum Strategy](#)

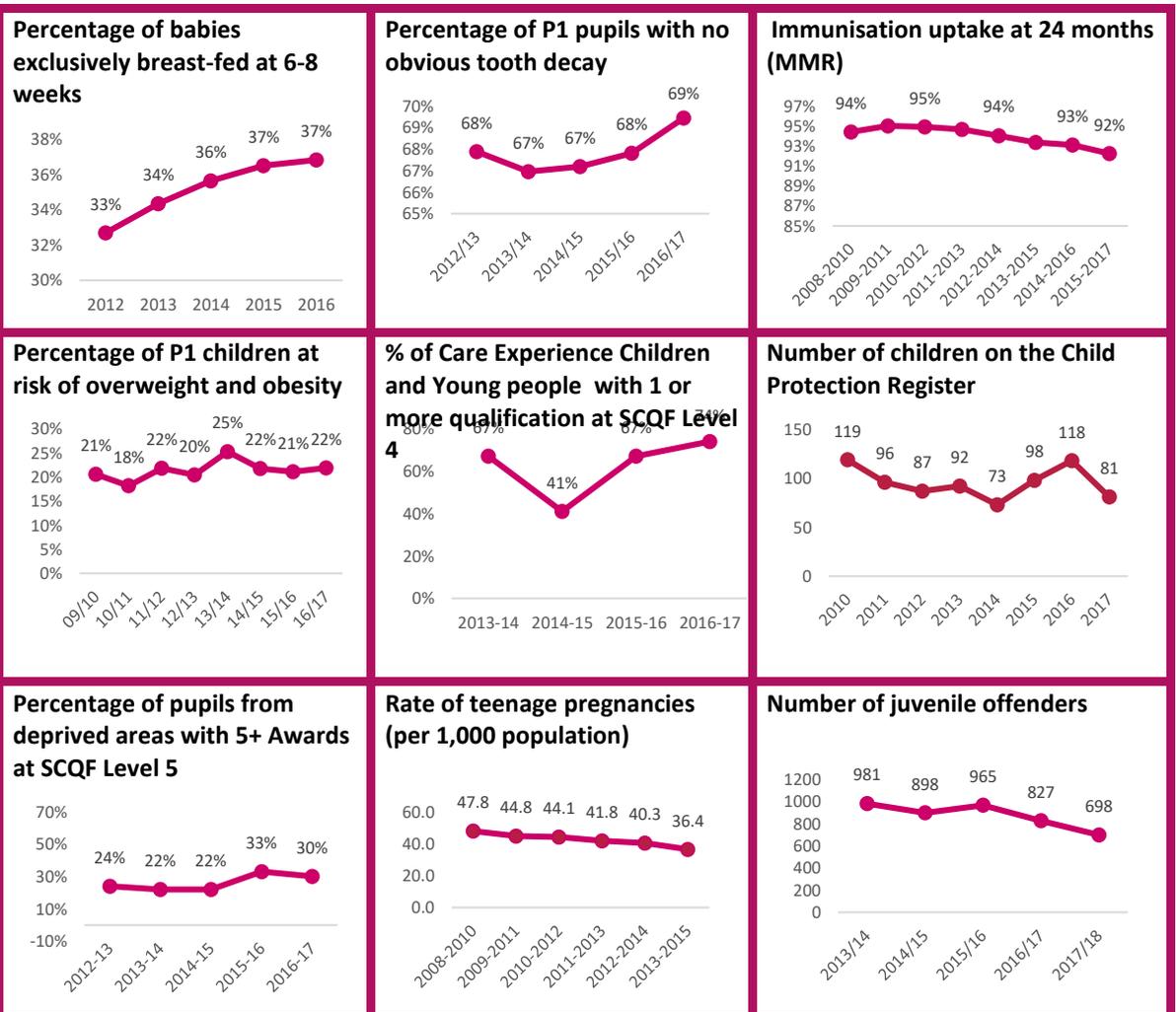
PROSPEROUS PEOPLE (CHILDREN & YOUNG PEOPLE)

Investment in children is one of the best and most valuable long-term investments we can make. Investing shared resources to target early intervention and prevention for children and young people is central to tackling inequality and improving life chances.

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 and young people and that children's aspirations are not limited by their background or circumstances. This drives the Partnership to collaborate to maximise the long-term outcomes of those who need extra care and protection.

Our stretch outcomes reflect the importance we place on supporting equity of access to education, supporting families to provide the best care they can for their children and the need to invest in the health, including mental health, of our children and young people. Critically we want our children to be safe and protected from harm. This agenda will be driven forward by the Child Protection Committee which works in parallel with the Integrated Children's Services Board and, through a reciprocal sharing of information, ensures improvement activity is aligned.

POPULATION NEEDS ASSESSMENT DATA:



We will also make a particular effort to support our care experienced young people to ensure that they gain the same opportunities as their peers. To support them and our other children at risk, for example children who have had adverse childhood experiences, we will make sure that we put addressing inequality in education and positive destinations at the forefront of our aims. Our work with young people to reduce their involvement in offending behaviour will be through appropriate and effective interventions aimed at supporting them to more positive destinations.

As we work together to deliver the promises we have made in the LOIP we continue to collaborate to achieve UNICEF Child Friendly City status. This programme will enable our children and young people to shape strategic decision making across the Partnership and engender a culture of collaboration in our future community leaders.

STRETCH OUTCOMES

3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026.
4. 90% of children and young people will report that they feel mentally well by 2026.
5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026.
6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026.
7. Child Friendly City which supports all children to prosper and engage actively with their communities by 2026
8. 25% fewer young people (under 18) charged with an offence by 2026.



LEAD PARTNERS:

- **Aberdeen City Council**
- **Aberdeen City Health and Social Care Partnership**
- **Active Aberdeen Partnership**
- **ACVO**
- **Children's Hearings Scotland**
- **NHS Grampian**
- **North East Scotland College**
- **Police Scotland**
- **Scottish Children's Reports Association**
- **Scottish Fire and Rescue Service**
- **Skills Development Scotland**

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>3. 95% of children (0-5 years) will reach their expected developmental milestones by the time of their child health reviews by 2026</p> <p><i>(Baseline to be established)</i></p> <p>Responsible Outcome Improvement Group: Integrated Children’s Services Board</p>	<p>3.1 Ensuring that families receive the parenting and family support they need.</p>	<p>Reduce the rate of teenage pregnancies [under 16s] across the city by 3%, by 2021.</p>	<p>Rate per 1,000 mothers for all pregnancies under 16 <i>(Baseline 2014/16: 3.9 – 3 year aggregate)</i></p>
		<p>Reduce the rate of teenage pregnancies [under 16s] in the CPP locality areas by 10% by 2021.</p>	<p>Rate per 1,000 mothers for all pregnancies under 16 by locality area <i>(Baseline 2014/16: Aberdeen South and Central 46 per 1000; Aberdeen North and West 18 per 1000; Woodside 90 per 1000)</i></p>
		<p>Increase the number of pregnant young people who are able to remain in education during pregnancy by 50%, by 2022.</p>	<p>% of young people who remain in education during pregnancy</p>
			<p>% of young people who remain in education after pregnancy</p>
			<p>% of schools which have support and planning processes in place for young people to remain in education</p>
	<p>No. of young people resuming full time education within 1 month of the birth</p>		
	<p>Increase the number of families who request additional support and receive an offer of an appropriate service within 30 days of receipt of the Child’s Plan to 80% by 2021.</p>	<p>% of Families offered a service within 30 days <i>(Baseline: 76%)</i></p>	
	<p>3.2 Keeping young children safe.</p>	<p>Reduce the number of births affected by drugs by 0.6 %, by 2022.</p>	<p>No. of births affected by drugs <i>(Baseline 2015: 17)</i></p>
			<p>% of all live births affected by drugs <i>(Baseline 2015: 1.5%)</i></p>
		<p>Reduce the number of emergency hospital admissions for unintentional injury to children under 5 years by 3.69% by 2021.</p>	<p>No. emergency hospital admissions for unintentional injury to children under 5 years (rate per 100,000) <i>(Baseline 2014-17: Aberdeen 1,381 Scotland 1,081)</i></p>
<p>Increase in the MMR vaccine uptake for children at 24 months by 3.9% by 2020.</p>		<p>% of uptake of MMR vaccine for eligible children at 24 months (3 year rolling average) <i>(Baseline 2015-17: 92%)</i></p>	

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures		
		Reduce number of children who are witness to domestic abuse by 2022.	Number of health visitor routine inquiry's that indicate domestic abuse in the home		
			Number of domestic abuse reports with children regarded as present		
			% of children reviewed that had at least one developmental concern recorded <i>(Baseline 2016/17: 8.2%)</i>		
			% of eligible 2's accessing Early Learning and Childcare provision		
	3.2 Improving health and reducing inequalities	Increase in the uptake of Healthy Start Scheme and Vitamins by 4% by April 2020.	Increase in the uptake of Healthy Start Scheme and Vitamins by 4% by April 2020.	% of uptake for eligible households <i>(Baseline 2017/18: 56%)</i>	
				Reduce child obesity at Primary 1 stage by 10% by 2022.	% of primary 1 children (with a valid height and weight recorded) whose BMI is within the top 5% of the 1990 UK reference range for their age and sex <i>(Baseline 2016/17: 69.4%)</i>
				Reduce the number of pregnant mothers who smoke by 10% by 2022.	% of women recorded as a 'current smoker' at first antenatal booking appointment
				Increase the percentage of babies exclusively breastfed at 6-8 weeks to 41% by 2021.	% of babies exclusively breastfed at 6-8 week review: <i>(Baseline 2018: City wide – 39.3%; 20% most deprived areas – 24%)</i>
				Reduce the number of babies exposed to second-hand smoke (at 6-8 week review) by 10% by 2022.	% of babies reported by parent as being exposed to second-hand smoke at 6-8 week review (3-year rolling average) <i>(Baseline 2014/17: 13.7%)</i>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>4. 90% of children and young people will report that they feel mentally well by 2026</p> <p>(Baseline data 2013*: Warwick Edinburgh Mental Wellbeing Scale - S2 Girls: 76%; S2 Boys: 83% S4 Girls: 72%; S4 Boys: 80% *Most recent data available)</p> <p>Responsible Outcome Improvement Group: Integrated Children’s Services Board</p>	<p>4.1 Improving the knowledge, understanding and skill of the universal workforce to recognise and respond to emerging mental wellbeing vulnerability.</p>	<p>Increase the confidence of school-based staff to recognise and respond to children who require support and directing them to the school Nursing Service to 90% by 2021.</p> <p>Increase the confidence of parents and young people to recognise and seek support in response to deteriorating mental wellbeing by 2022.</p>	<p>No. of staff trained in mental health first aid and/or Adverse Childhood Experiences.</p> <p>No. of appropriate referrals to the school Nurse for targeted support</p> <p>No. of young people who report being able to recognise symptoms of poor mental health among their peers</p> <p>No. of young people self-reporting being bullied</p> <p>No. of peer support opportunities in schools</p> <p>No. of parents raising mental wellbeing concerns with identified Named Person</p>
	<p>4.2 Increasing children’s knowledge and understanding of their own physical and mental wellbeing</p>	<p>Increase the support provided by the school Nursing service to children and young people with escalating mental wellbeing concerns by 50% by 2022.</p>	<p>Level of contact school Nurses have with pupils presenting with mental wellbeing concerns</p> <p>No. of young people being supported who have a family history suicide or a family history of diagnosed mental health disorder</p> <p>No. of young people referred to CAMHS for specialist support</p> <p>Level of support provided by school nurses to the whole school</p> <p>No. of Care Experienced children and young people referred to school nursing service</p>
	<p>4.3 Early intervention and prevention of self harming behaviours through timely and effective support for those with mental health issues.</p>	<p>Reduce the number of children and young people who are exhibiting self-harming behaviours by 2022.</p> <p>Reduce number of requests for specialist support because demand has been diverted from children’s social work in partnership forums by 5% by 2020.</p>	<p>No. of young people who have a repeat presentation at A&E due to self-harming – including alcohol and drug overdose</p> <p>No. of young people placed in a specialist residential provision where mental health is a primary concern.</p> <p>% of care experienced young people who die before age 26</p> <p>% of re-referrals for tier 3 and 4 CAMHS</p> <p>Number of referrals to children’s social work</p> <p>Number of partners in each partnership forum</p> <p>Number of children and young people identified as needing support</p>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>5. 95% of care experienced children and young people will have the same levels of attainment in education, emotional wellbeing, and positive destinations as their peers by 2026</p> <p><i>(Baseline 2016/17: Positive Destinations- 63.3% 4 or more SCQF awards at Level 3 - 56.7%)</i></p> <p>Responsible Outcome Improvement Group: Integrated Children’s Services Board</p>	<p>5.1 Improving education outcomes for care experienced children and young people</p>	<p>Increase the number of care experienced young people accessing a positive and sustained destination by 25% by 2022.</p>	<p>% of care experienced young people (S4-6) who leave school and go to a sustained positive destination <i>(Baseline 2016/17: 63.33%)</i></p> <p>% of achievement in Curriculum for Excellence Levels for reading <i>(Baseline 2016/17: P1: 46.67%; P3: 46.15%; P7: 28.57%; S3: 40.91%)</i></p> <p>No. of complementary Tariff Points Aberdeen City (AC) compared to virtual comparator (VC): <i>(Baseline 2016/17: Lowest Attaining 20% - AC: 21/ VC: 87 Middle Attaining 60% - AC: 270/VC: 405 Highest Attaining 20% - AC: 804/VC: 977)</i></p> <p>% of care experienced school leavers attaining SCQF Level 3 in Literacy and Numeracy <i>(Baseline 2016/17: 63.33%)</i></p> <p>% of care experience young people leaving school with 4 or more SCQF awards at Level 3 <i>(Baseline 2016/17: 56.67%)</i></p> <p>No. of exclusions of care experienced young people <i>(Baseline 2016/17: Primary: 25;Secondary: 206)</i></p> <p>No. of care experienced pupils excluded <i>(Baseline 2016/17: Primary: 14; Secondary: 104)</i></p> <p>No. of care experienced children and young people attending school on a part time basis <i>(Baseline 2017: 7)</i></p> <p>% of care experienced pupil school attendance <i>(Baseline 2016/17: Primary: 89.2%; Secondary: 78.3%)</i></p>
	<p>5.2 Supporting care experienced children and young people who sustain care placements which meet their needs and sense of identity</p>	<p>Increase in the number of inhouse foster and kinship placements by 2021.</p> <p>Reduce the number children who experience more than 1 placement over a year by 2022.</p>	<p>No. of kinship placements <i>(Baseline 2018: 37% [of all care experienced children and young people])</i></p> <p>No. of care placement moves</p> <p>No. of children who have not moved care placement</p> <p>No. of children who have 2 placements</p> <p>No. of children who have 3+ placements</p>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the number of care experienced people who receive appropriate support when accessing their records by 2022	No. of care experienced people who tell us they feel supported to access their records
			No. of care experienced people who access their records
		Increase the number of children and young people remaining in a placement between 16-18 years old by 2021.	No. of children and young people remaining in care placement
	5.3 Supporting children and young people to understand and access multiagency throughcare and aftercare services	Increase the number of care experienced young people receiving appropriate multiagency throughcare by 2021.	No. of care leavers with a pathway plan
			No. of care leavers who receive throughcare and aftercare support
			No. of young people we offer targeted support linked to tenancy sustainment
			% of care leavers accessing their benefit entitlement
	5.4 Improving physical and emotional health outcomes for care experienced young people	Increase the number of staff, including carers who report increased understanding and skills to respond to children who have adverse childhood experiences (ACE) by 20% by 2021.	No. of Placements on an unplanned basis
			No. of staff and carers trained in trauma skills and knowledge
			No. of carers who self-report increased confidence and skill in meeting the needs of children who have adverse childhood experiences
			No. of children that report being happy in their care placement
			% of care experienced children and young people who report feeling mentally and physically well
			Establish a baseline for care experienced children and young people who report feeling mentally and physically well
Reduce the length of time that care experienced children and young people wait for an initial Child and Adolescent Mental Health Service (CAMHS) appointment to less than 4 weeks by 2021.		No. of young people waiting longer than 4 weeks to have a CAMHS appointment	
		No. of children and young people being provided with individualised therapeutic intervention from a range of agencies	
		No. of children and young people who have a health needs assessment undertaken within 4 weeks of being accommodated	

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>6. 95% of children living in our priority localities will sustain a positive destination upon leaving school by 2026</p> <p>Incremental improvement planned: 87% by 19/20; 90% by 21/22 93% by 23/24.</p> <p>(Baseline: 83.57% in 16/17) * this relates to children living in the 30% most deprived areas in area.</p> <p>Responsible Outcome Improvement Group: Integrated Children’s Services Board</p>	<p>6.1 Improving pathways to education, employment and training for identified groups (including Care Experienced Young People and those with Additional Support Needs)</p>	<p>Increase the number of young people who effectively transition from primary school to secondary school by 2021.</p>	<p>% of pupils with a transition plan</p> <p>Attendance of pupils with a transition plan</p> <p>Exclusions of pupils with a transition plan</p>
		<p>Increase the range and number of accredited courses being provided by schools & partners by 25% by 2021.</p>	<p>No. of courses presented per school</p> <p>No. of relevant work-related learning experiences for all secondary pupils</p> <p>% of S3-S5 pupils identified as ‘at risk’ of disengaging that stay on</p> <p>% of primary school attendance by areas of deprivation <i>(Baseline 2016/17: Quintiles 1,2 and 3 – 92.5 -94% Quintiles 4 and 5 – 95.7-96.5%)</i></p> <p>% of secondary school attendance by areas of deprivation <i>(Baseline 2016/17: Quintiles 1,2 and 3 – 87.2 -91.1% Quintiles 4 and 5 – 92.8- 94.7%)</i></p> <p>% difference between 30% most and least deprived for literacy and numeracy <i>(Baseline 2016/17: 30% most deprived areas - Literacy/Numeracy Level 4: 80.92% 30% least Deprived areas - Literacy/Numeracy Level 4: 94.77% Variance: 13.85%)</i></p>
		<p>Increase the number of young people taking up foundation apprenticeships to 142 by 2021.</p>	<p>No. of foundation apprenticeships</p>
		<p>Reduce the number of winter leavers with no positive destination by 50% by 2021.</p>	<p>No. of winter leavers with no positive destination <i>(Baseline: 50)</i></p>
		<p>Increase the number of young people who leave school with a minimum of SVQ 3 in literacy and numeracy and 4</p>	<p>% Attaining Literacy Level 3: <i>(Baseline 2016/17: Aberdeen City: 96.58% Virtual Comparator: 96.00%)</i></p>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures	
	6.2 Supporting young people, families, carers and communities to better understand the opportunities available to their children upon leaving school	other qualifications to 98% 2021.	% Attaining Numeracy Level 3: (Baseline 2016/17: Aberdeen City: 94.99% Virtual Comparator: 95.75%)	
		Increase the number of young people living in Quintiles 1,2 and 3 who achieve a sustained positive destination by working with communities to 90% 2022.	No. of young people leaving school with no qualifications	
			% Difference between the 30% most and least deprived school leavers in positive destinations [Aberdeen City (AC) compared to Virtual Comparator (VC)] (Baseline 2016/17: Most Deprived 30%: Aberdeen City (AC):83.57% Virtual Comparator (VC):90.05% Middle 40% by Deprivation: AC: 88.65% VC: 90.05% Least Deprived 30%: AC: 96.08% VC: 95.96% Variance: AC: 12.51% VC: 5.91%)	
			No. of developing young workforce programmes available to young people	
			% of young people engagement with Skills Development Scotland from S1	
			No. of opportunities to further skills for life, learning and work across a community	
			No. of community mentors available per 100 young people in our priority localities (Baseline 2018: 0)	
			Increase the number of curricular offerings shaped by school communities by 20%, by 2021.	No. of city-wide engagement opportunities for children, young people, parents, carers and families (Baseline 2018: 0)
				No. of local engagement opportunities for parents, carers and families
		Mean no. of opportunities for children and young people to shape the curricular offering in local school communities		

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the number of opportunities for parents and carers to gain an insight into how to meaningfully contribute to the educational progress of their children and young people by 30% by 2021.	No. of opportunities for parental involvement.
		Increase the number of opportunities to discuss and record skills for life, learning and work from S1 by 20%, by 2021.	Mean no. of registration and usage of My World of Work in each secondary school No. of staff trained to support young people and families to identify their preferred careers choices % school staff who report increased understanding of the routes into work
	6.3 Ensuring children, young people and families understand the pathways available to them and skills required for future.	Increase children, young people and families' awareness and understanding of future skill requirements by June 2021.	No. of offers to Aberdeen Guarantees members per week <i>(Baseline 2018: Employment opportunities: 10 Apprenticeships: 5)</i>
			No. of employer engagement opportunities both face to face and virtually
			No. of face to face opportunities for parents, carers and the community
			No. of opportunities to engage with the city campus digitally <i>(Baseline 2018: 0)</i>
7. Child Friendly City which supports all children to prosper and engage actively with their communities by 2026	7.1 Secure required six UNICEF badges to gain Child Friendly City status Equality and Inclusiveness	Achieve badges in: Health Equality and Inclusiveness Participation And 3 more to be identified by 2022.	No. of badges achieved
		Detailed improvement projects to be confirmed following feedback from UNICEF	

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>8. 25% fewer young people (under 18) charged with an offence by 2026</p> <p><i>(Baseline data: 965 young people charged in 2015-16; 827 in 2016-17; 698 in 2017/18. A 25% reduction is 175 young people)</i></p> <p>Responsible Outcome Improvement Group: Community Justice Group/ Integrated Children’s Services Board</p>	<p>8.1 Young people receive the right help at the right time through provision of a strong universal offer alongside availability of multi-disciplinary targeted interventions (using a trauma-informed approach) to improve outcomes for young people at risk of becoming involved in the Justice System</p>	<p>Reduce the number of young people identified as having indicators of being at risk of being excluded from school by 2021.</p>	<p>% of young people identified as at risk who are receiving a targeted intervention to support participation and engagement</p> <p>No. of school exclusion incidents for ‘General or persistent disobedience’ <i>(Baseline data: 17/18: 206)</i></p> <p>Unauthorised absence levels</p>
		<p>Reduce the number of young people referred to the Children’s Reporter on offence grounds as a result of appropriate and effective interventions by 2021.</p>	<p>No. of young people referred to the Children’s Reporter on offence grounds <i>(Baseline data:16/17 – 90;17/18 – 81)</i></p> <p>No. of young people referred by SCRA to relevant services</p> <p>No. of residential care home workers who are aware of the Police Scotland Protocol in relation to responses to children who are care-experienced</p>
		<p>Increase by 10% the number of young people who are jointly reported to SCRA and COPFS who are offered robust alternatives to entering the statutory system by 2021.</p>	<p>No. of care experienced children and young people appropriately diverted from the adult Criminal Justice System.</p>
		<p>Increase by 20% the number of young people identified as being at risk of becoming involved in offending behaviour who are engaged in targeted community-based activities by 2021.</p>	<p>No. of young people engaged in activity programmes aimed at diverting away from offending behaviour</p>
			<p>No. of offences committed by 8-15 year olds:</p> <p>i) Group 3 offences - e.g. shoplifting, housebreaking, theft of motor vehicles. <i>(Baseline data:16/17 – 367; 17/18 – 260)</i></p>
			<p>ii) Group 6 offences - e.g. common assaults and breach of peace <i>(Baseline data:16/17 – 465; 17/18 – 254)</i></p>
			<p>No. of offences committed by 16 & 17 year olds:</p> <p>i) Group 3 offences - e.g. shoplifting, housebreaking, theft of motor vehicles. <i>(Baseline data: 16/17 – 293; 17/18 – 167)</i></p>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			ii) Group 6 offences - e.g. common assaults and breach of peace. (Baseline data: 16/17 – 234; 17/18 – 192)
			No. of young people involved in three or more Police CrimeFiles (Baseline data: 16/17 – 100; 17/18 – 71)
		i) Increase the number of awareness-raising events relating to ‘digital’ offending by 2021, and then ii) reduce the number of ‘digital’ offences from 2021 – 2026.	No. of awareness-raising events regarding ‘digital’ offending e.g. sexting (Baseline data: 16/17 – 105; 17/18 - 128)
			No. of ‘digital’ offences committed by under 18s (Baseline data: 16/17 – 40; 17/18 – 65)

LOCAL SUPPORTING STRATEGIES

[Aberdeen City Council Strategy for Parental Involvement 2018-21](#)

[Aberdeen City Strategy for Autism 2014-24](#)

[Aberdeen City Community Learning and Development Plan 2018-21](#)

[Aberdeen City Council Strategic Business Plan Refresh 2017-18](#)

[Integrated Children's Service Plan 2017-20](#)

[NHS Grampian Local Delivery Plan 2016-17](#)

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

PROSPEROUS PEOPLE (ADULTS)

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.

We need to reduce the number of people and communities affected or harmed by crime by working with those 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 people who have offended in the community, rather than through short term prison sentences, is more likely to lead to reduced reoffending. Family, social and employment links can be maintained in the community, and individuals can be supported, through appropriate and effective interventions, to turn their behaviour around and become contributors to society.

To improve outcomes for people we need to move away from a fix and treat approach within public sector agencies. We need to focus on anticipation, early intervention, prevention and self-management.

POPULATION NEEDS ASSESSMENT DATA:



The key causes of preventable ill health should be tackled at an early stage and be cross sector in approach to create a culture in which healthy behaviours are the norm starting with the early years and persisting throughout our lives. The importance of physical and mental health as well as the need to address underlying conditions which effect health such as social, economic and education can only be achieved by key public and third sector organisations working together.

It is not just about services provided, but what individuals want and those around them- families and carers - we need to design supports for individuals, families and communities. Improving health literacy is a critical empowerment strategy to increase people's control over their health, their ability to seek out information and their ability to take responsibility. Our efforts are to help individuals and communities look after their health, particularly through the choices they make and lifestyles they adopt. Building community resilience will have long term effects on the health of our population, ease the pressure on public services and improve our physical environment. We have paid particular attention to the importance of nature, our environment and socialisation in addressing mental well-being.

Our plans stem from working with nurseries, schools to workplaces and communities – getting people involved, caring and collaborating in looking after themselves, their neighbours and their environment. This includes joined up efforts to respond quickly when individuals and families are in need of support as well as extending efforts to identify where early intervention may be needed.

STRETCH OUTCOMES

9. 25% fewer people receiving a first ever Court conviction each year by 2026.
10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026.
11. Healthy life expectancy (time lived in good health) is five years longer by 2026.
12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026.



LEAD PARTNERS:

- Aberdeen City Council
- Aberdeen City Health and Social Care Partnership
- Active Aberdeen Partnership
- ACVO
- Alcohol and Drugs Partnership
- Civic Forum
- Crown Office and Procurator Fiscal Service
- NHS Grampian
- North East Scotland College
- Scottish Fire and Rescue Service
- Police Scotland
- Skills Development Scotland
- Scottish Prison Service
- Scottish Courts and Tribunals Service

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>9. 25% fewer people receiving a first ever Court conviction each year by 2026</p> <p><i>(Baseline data: 40 young people aged under 18 in 2016-17; 796 people aged 18+ in 2016-17)</i></p> <p>Responsible Outcome Improvement Group: Community Justice Group</p>	<p>9.1 Taking an effective, trauma-informed, problem-solving whole system approach to offending by 16 and 17 year olds</p> <p>9.2 Tackling antisocial behaviour in problem areas with appropriate and effective interventions</p>	<p>Extend the multi-agency problem solving approach to all 16 and 17 year olds charged with an offence to reduce the likelihood of reoffending which could lead to a conviction by 2021.</p> <p>Reduce instances of anti-social behaviour as a result of appropriate and effective interventions in targeted areas by 10% by 2021.</p>	<p>% of those charged receiving appropriate police direct measures <i>(Baseline data: 16/17 – 27% 17/18 – 21%)</i></p> <p>% of those charged who were appropriately diverted from prosecution by the PF <i>(Baseline data: 16/17 – 2% 17/18 – 4%)</i></p> <p>% of young people who go to court who receive a dedicated youth service</p> <p>No. of offences committed by 16 & 17 year olds:</p> <p>i) Group 3 offences - e.g. shoplifting, housebreaking and theft of motor vehicles. <i>(Baseline data: 16/17 – 293 17/18 – 167)</i></p> <p>ii) Group 6 offences - e.g. common assaults and breach of peace. <i>(Baseline data: 16/17 – 234 17/18 – 192)</i></p> <p>Number of antisocial behaviour / youth annoyance cases:</p> <p>i) Reported to the Council <i>(Baseline data: 16/17 - 3,881 17/18 - 4,670)</i></p> <p>ii) Reported to Police <i>(Baseline data: 16/17 - 1,869 17/18 - 1,827)</i></p>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
			Number of active cases
			Reduce number of repeat complaints (Baseline data: 16/17 - 55 17/18 - 34)
		Reduce the number of wilful fires by 20% by 2021.	Incidences of wilful fire raising: Overall (Baseline data: 16/17 - 346 17/18 - 355) Involving children and young people (under 25)
	9.3 Ensuring a targeted approach to diverting over-18s from prosecution to effective interventions aimed at reducing the likelihood of reoffending, where appropriate	Increase the number of cases of people appropriately diverted from prosecution by 2021.	% (number) of charges for which appropriate police direct measures were given as alternatives to arrest (Baseline data: 16/17 – 4% (747 of 19,671) 17/18 – 7% (1,314 of 19,671)
			% (number) of charges for which appropriate Fiscal Direct Measures were given, as alternatives to formal Diversion from Prosecution, and to prosecution: - Warnings (Baseline data: 16/17 – 2% (438 of 19,671) - Fines/Compensation/Penalties (Baseline data: 16/17 – 6% (1,219 of 19,671) - Fiscal Work Orders (Baseline data: 16/17 – 0% (66 of 19,671) 17/18 – 0% (76 of 19,671)
			No. of cases of people who were appropriately Diverted from Prosecution by the PF aged: 18-25 (Baseline data: 16/17 – 20; 17/18 – 21) 26+ (Baseline data: 16/17 – 32; 17/18 – 54)

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	9.4 Changing attitudes about domestic abuse in all its forms	Using a whole population approach: i) Increase awareness of domestic abuse by 2021; ii) reduce number of children who are witness to domestic abuse by 2022; ii) decrease number of reported incidents by 30% by 2026 iii)	Number of awareness-raising events tackling domestic abuse across Aberdeen City <i>(Baseline data: 17/18 – 12)</i> % secondary schools with mentors in violence prevention scheme in place <i>(Baseline data: 0)</i> Number of reported domestic abuse incidents <i>(Baseline data: 16/17 – 2,513 17/18 – 2,757)</i>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>10. 2% fewer people reconvicted within one year of receiving a community or custodial sentence by 2026</p> <p>(Baseline data: 40.7% of people under 18 reconvicted within one year; and 27.6% of people aged over 18 2015-16 cohort)</p> <p>Responsible Outcome Improvement Group: Community Justice Group</p>	<p>10.1 Taking targeted interventions aimed at specific offending</p>	<p>Reduce no. of repeat convictions of 16 and 17 year olds, and 18+ year olds, as a result of targeted focus on specific offending behaviour, and use of appropriate and effective interventions by 2021.</p>	<p>Reconviction rate relating to under 18s: Group 4 offences - Criminal Damage (including fire-raising offences) <i>(Baseline data: 2015-16 cohort: 54.5%)</i></p> <p>Group 3 offences - e.g. shoplifting, housebreaking and theft of motor vehicles <i>(Baseline data: 2015-16 cohort: 46.2%)</i></p>
			<p>Reconviction rate relating to over 18s: Group 3 offences - e.g. shoplifting, housebreaking and theft of motor vehicles <i>(Baseline data: 2015-16 cohort: 49.1%)</i></p>
		<p>Increase the number of individuals charged with hate crimes who undertake effective interventions by 30% by 2021.</p>	<p>No of Police Scotland Hate Crime Reports <i>(Baseline data: 16/17 - 242 17/18 - 257)</i></p>
		<p>Increase the number of individuals who are involved in cuckooing* incidents who undertake effective interventions or who are referred to relevant support services in priority localities by 2021.</p>	<p>No of individuals who undertake effective interventions</p>
			<p>No. of cuckooing* reports</p>
			<p>No. of individuals who undertake effective interventions</p> <p>No of post-intervention drugs supply charges against those who have been through the cuckooing process/intervention</p> <p>No of partner staff awareness/training sessions</p>

*Cuckooing is a term used to describe criminals taking over a person's home by intimidation or other means, for the purposes of using the premises in the course of criminality (e.g. drug dealing)

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures	
	10.2 Ensuring people on community sentences and liberated from prison have better access to services	Extend the multi-agency problem solving approach to all 16 and 17 year olds charged with an offence to reduce the likelihood of reoffending by 2021.	% of young people at risk of secure care/custody who are assessed for suitability for high impact community supports	
			No of young people progressing to secure care/custody	
			% of young people at high risk of harm being appropriately managed and supported	
			% of young people appropriately supported on liberation from secure care/ custody	
		Increase % of individuals indicating an improvement in at least one area* at the end of their Community Payback Order Supervision by 2021.	% of individuals indicating an improvement in at least one area* at the end of their Supervision (*Housing, Education and Employment, Drugs, Alcohol, Personal Relationships, Self Esteem, Mental Health, Physical Health, Money Issues, Coping Skills)	
			<i>(Baseline data: Q1 and 2 18/19 - 87%)</i>	
			Increase % of non-statutory prisoners (aged 21+) who are offered relevant voluntary support on release from HMP Grampian by 2021.	% of non-statutory prisoners who received relevant voluntary support on release from HMP Grampian
				<i>(Baseline data: 16/17 – 65% 17/18 – 70%)</i>
				% registered with a GP
				% having suitable accommodation
<i>(Baseline data: 16/17 – 66% 17/18 – 73%)</i>				
% had a benefits eligibility check prior to release				
% had a Making Every Opportunity Count conversation				
<i>(Baseline data Oct 17/Mar 18: 13)</i>				
Increase no. of individuals who are on a custodial sentence, CPO Supervision or Diversion from Prosecution are being supported to make progress on the Employability Pipeline by 2021.	No. of individuals being supported to make progress on the Employability Pipeline.			

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
		Increase the uptake and retention of people in the Justice System with drug and alcohol problems in specialist services by 100% by 2021.	<p>No. of people who take up drug / alcohol treatment whilst in the justice system</p> <p>No. of people (who are in community drug / alcohol treatment at the point of entering the justice system) that continue their drug / alcohol treatment whilst in the justice system</p> <p>No. of people who are receiving drug / alcohol treatment whilst in the justice system who continue community based drug / alcohol treatment within 7 days of being liberated from the justice system</p> <p>No. of staff reports indicating a breakdown in the transition of care between community and justice system</p> <p>No. of people retained in community based drug treatment for at least 12 months after liberation from custody</p>
	10.3 Ensuring people in the Justice System diagnosed with mental illness or suffering from mental ill health receive access to the right support at the right time	Increase number referred for appropriate assessment/support/treatment/services in relation to mental health issues: <ul style="list-style-type: none"> - in Police custody - on a community disposal - in HMP Grampian By 2021. 	<p>% of people with a diagnosed/ undiagnosed mental health issue referred for treatment</p> <ul style="list-style-type: none"> - in police custody - on a community disposal - in HMP Grampian
		Increase the uptake and retention of people in the Justice System with a diagnosed mental illness in specialist services by 2021.	<p>% of people with a diagnosis having a multi-agency continuity of care plan in place:</p> <ul style="list-style-type: none"> - from community settings to prison - in prison - on liberation from prison
		Increase number of young people who need support in relation to trauma and bereavement having access to such support by 2021.	% of young people who need support in relation to trauma and bereavement having access to such support
		Increase in number of calls by Criminal Justice professionals for advice/support to an expert helpline relating to mental health issues.	No. of calls by Criminal Justice professionals for advice/support to expert helpline

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	10.4 Supporting family members and promoting positive family relationships	Increase the number of family members of people in HMP Grampian and HMYOI Polmont who received appropriate and timely support from Families Outside, Family Centre & Help Hub (Action for Children), and Alcohol & Drugs Action by 20% by 2021.	No. of family members of individuals in HMP Grampian and HMYOI Polmont indicating they received appropriate and timely support from three key partners <i>(Baseline data: Aug – Sept 17/18 – 223)</i>
	10.5 Increasing use of Problem Solving Justice	Increase number of people engaged in a person-centred multi-agency problem solving approach as part of a community sentence.	No. of people engaged in a person-centred multi-agency problem solving approach as part of a community sentence <i>(Baseline data: 17/18 – 28)</i>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures	
<p>11. Healthy life expectancy (time lived in good health) is five years longer by 2026</p> <p>(Baseline data 2009-2013: Males – 65 years Females 67.4 years)</p> <p>Responsible Outcome Improvement Group: Resilient, Included, Supported Group</p>	<p>11.1 Supporting vulnerable and disadvantaged people, families and groups</p>	<p>Increase the number of unpaid carers participating in support programme reflecting healthy life choices by 25% by 2021.</p>	<p>No. of people enrolled on course</p> <p>No. of people completing and appropriate course</p> <p>No. of unpaid carers engaged in physical exercise once or more per week</p> <p>Mean wellbeing score (WEMWBS) for unpaid carers</p> <p>No. of unscheduled hospital admissions for unpaid carers</p>	
		<p>Increase the number of distress brief intervention opportunities for people with mental health issues by 10% by 2021.</p>	<p>No. of staff within public and 3rd sector organisations trained in distress brief interventions</p> <p>No. of recorded interventions</p>	
		<p>Improve health and wellbeing outcomes for at least 50% of homeless people participating in the Housing First programme by 2021</p>	<p>Levels of substance misuse</p> <p>No. of episodes of rough sleeping and homelessness</p> <p>No. of health and mental health presentations</p> <p>No. of incidents of criminal and anti-social behaviour</p>	
		<p>Reduce suicide rates amongst men in Aberdeen to below 2016 levels (16) by 2021.</p>	<p>No. of suicides in Aberdeen <i>(Baseline data:</i> <i>2015 – 34 (Males 28, Female 6)</i> <i>2016 – 20 (Males 16, Female 4)</i> <i>2017 – 19 (Males 17, Female 2)</i> <i>2018 - 26 (Males 22, Female 4)</i></p> <p>Increase no. of staff undertaking suicide prevention training</p> <p>No. of people suicide talk trained in their local communities</p>	
		<p>Increase the number of autistic people aged 16 to 25 who are supported into employment by 2021.</p>	<p>No. of people with autism who are in Employment</p>	
		<p>11.2 Building community resilience through a peer supported approach to health literacy distributed</p>	<p>Extend link working approach across primary care to support 3,000 people to attain their own identified</p>	<p>No. of referrals to link practitioners</p> <p>Positive outcomes reported by people accessing link workers</p> <p>% increase in health literacy in Aberdeen City (Baseline to be established by Health literacy measurement tool)</p>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	amongst social networks	outcomes by 2021.	% of residents reported that feel they have influence and a sense of control (Baseline 2017/18: 50%)
			% of tenancies sustained for 12 months
			No. of people taking up social prescriptions
		Increase the number of groups for people with long term conditions which are co-produced with service users by 2021.	No. of volunteers
			No. of people attending
			No. of peer support groups that cease requiring support/organisation by public sector bodies
			% volunteers who report they have the knowledge and confidence to advise promote and advocate
		Increase number of people in local communities promoting wellbeing and good health choices by 2021.	No. of repeat hospital admissions
			No. people attending awareness raising sessions for health issues in their community
	No of community run groups promoting wellbeing and good health choices (such as Jog Scotland groups, social connections groups, etc.)		
	No. of unplanned pregnancies in priority locality areas		
	11.3 Increasing satisfaction and use of community facilities and green environment to increase the health and well-being for older people and people managing long term conditions	Increase uptake of a range of activities that enable people with long term conditions to manage their health and well-being by 2021.	Measure of sexual health to be confirmed.
			Uptake of activities
			No. of related social prescribing referrals
		Increase the number of community run green spaces that are organised and self-managed, particularly in priority localities where satisfaction and use is low by 2021.	% of older people engaging in physical activity
% of residents reported as being satisfied or fairly satisfied with their local green space (City Wide and priority localities) (Baseline data city wide: 16/17 – 44%; 17/18 – 70%)			
Use of green space based on ‘open space audit’			
Feedback on ‘natural space’ from Place Standard Tool			
Pollution removed by vegetation per kg (data from ONS)			
No. of partners and volunteers involved in parks and bloom groups (Baseline data: 17/18 – 3,802)			
No. of Green Flag awards			

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures	
	11.4 Encouraging adoption of healthier lifestyles	Reduce % of men and women who are obese to 20% by 2021.	% of people who are overweight	
			% of men and women who are obese (<i>Baseline data: 2017 – 25%</i>)	
			No. of partners providing healthy food outlet provision	
			No. of partners providing baby friendly premises and workplaces	
			% of people who exercise regularly	
		Reduce tobacco smoking by 5% overall by 2021.	No. of people who smoke (<i>Baseline data 2017: women 19%; and men 26%</i>)	
	11.5 Working with staff, professionals and employers to provide individuals and communities with the social resources needed to make informed decisions about health and lifestyle.	Increase the number of people who are engaged with citizens in areas which impact on lifestyle and health that are trained in Teachback techniques by 100% by 2021.	No. of organisations accessing training in use of the Teachback techniques.	
			No. of people trained.	
			Increase number of people accessing community based hubs (including digital social hubs) to increase citizens health literacy by 2021.	No. of hubs available (digital and physical)
			No. of citizens accessing hubs	
			% increase in health literacy in Aberdeen City (Baseline to be established by Health literacy measurement tool)	
			Increase by 25% year on year, the number of people who have benefited from a Making Every Opportunity Count conversation or intervention by 2021.	No. of frontline staff trained in overall MeOC approach
			Numbers of agencies/services trained	
			No. of tier 2/3 interventions (e.g. sustained programmes for health literacy, distress brief intervention, alcohol brief intervention) in identified areas of need	
	Increase opportunities for people who are retired to continue and increase their contribution to communities by 10% by 2021.	No. of community opportunities for people who are retired		
		No. of community developed activities run by retired volunteers		
		No. of volunteers who are retired		

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures	
<p>12. Rate of harmful levels of alcohol consumption reduced by 4% and drug related deaths lower than Scotland by 2026</p> <p>(Baseline data: 2014-17 – % of people drinking to hazardous/harmful levels Aberdeen – 29% Scotland – 25%</p> <p>2017 - 3 year average drug related deaths per 1,000 pop: Aberdeen – 0.21 Scotland – 0.16)</p> <p>Responsible Outcome Improvement Group: Alcohol and Drugs Partnership/ Integrated Children Services</p>	<p>12.1 Increase support for children and young people at risk of developing drug and alcohol problems by working with Integrated Children Services</p>	<p>Increase the % of Care experienced children and young people receiving educational and support input on alcohol/ drugs issues by 2021.</p>	<p>% of Care experienced children and young people received educational input</p> <p>% of Care experienced children and young people receiving support input</p>	
		<p>100% of schools have a progressive, cohesive and relevant substance misuse curriculum by 2021.</p>	<p>% of schools using a progressive framework in evidence</p> <p>% of associated school groups with an agreed pathway through progression</p> <p>% of schools using relevant and up to date resources</p> <p>No. of 15 year olds drinking weekly (SALSUS*)</p> <p>No. 15 year olds reporting drug use in the last month (SALSUS*)</p> <p>No. 15 year olds reporting drug use in the last year (SALSUS*)</p>	
		<p>12.2 Reduce levels of harmful alcohol consumption across the whole population through “making every opportunity count” approaches</p>	<p>Increase % of the population who feel informed about using alcohol responsibly by 2021.</p>	<p>% of population who know what a unit of alcohol is</p> <p>No. of community planning partners promoting harm reduction information</p>
			<p>Increase by 10% the percentage of adults in Aberdeen City who are non drinkers or drink alcohol in a low risk way by 2021.</p>	<p>Number of adults regularly drinking 14 units of alcohol or less</p> <p>Number of adults regularly drinking 14 units of alcohol or more</p> <p>No of ABIs delivered</p> <p>No of ABIs in pregnancy delivered</p> <p>Increase the number of people seeking help and advice regarding alcohol consumption from services</p> <p>Increase the number of very harmful drinkers entering recovery support</p> <p>Number of emergency department presentations / admission for alcohol intoxication</p> <p>Number of alcohol related deaths</p>
			<p>Increase the number of alcohol licensed premises awarded Best Bar None status by 2021.</p>	<p>Number of alcohol licensed premises awarded Best Bar None status</p>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	12.3 Enhance early intervention and preventative treatment for those at greatest risk of harm from drugs and alcohol	Increase number of alcohol brief interventions delivered by Primary Care providers and other professionals by 100% by 2021.	No. of people trained to provide alcohol brief interventions
			No. of alcohol brief interventions delivered across key sectors <i>(Baseline data 17/18: Primary care – 2556 Wider setting – 1406)</i>
			No. of alcohol brief interventions delivered in locality areas
			No. of alcohol related hospital admissions
		Increase the uptake of alcohol treatment by improving access to alcohol services and ensuring they are local, integrated and targets areas of greatest need by 10% year on year by 2021.	Increase uptake of alcohol treatment programmes
			Increase uptake of alcohol treatment programmes from locality areas
			No. of alcohol related hospital admissions
			Rate of retention in alcohol treatment/ post detox support
		Reduce the incidence of fatal drug overdose through innovative developments and by increasing the distribution of naloxone by 10% year on year by 2021.	Increase distribution of naloxone for those in / not in treatment
			Total no. of supplies of naloxone made <i>(Baseline data: 17/18 – 2850)</i>
			No. of first supplies made <i>(Baseline data: 17/18 – 1523)</i>
			Repeat supplies <i>(Baseline data: 17/18 – 271)</i>
			% of target population reached <i>(Baseline data: 17/18 – 89%)</i>
			No. of supplies made in locality areas
		Increase opportunities for individuals who have been at risk of Blood Borne Viruses, being tested and accessing treatment by 2021.	No. of people tested
			No. of places that people can access testing for BBVs: <ul style="list-style-type: none"> • Clinical setting • Non-clinical setting • Within substance misuse services
			No. of people in drug treatment programmes
		Increase uptake of drug treatment and specifically within Locality Areas by 10% each year by 2021.	Increase no. of people in drug treatment programmes from locality areas
			Rate of retention in drug treatment and support

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
	12.4 Increase visibility and support of recovery in our communities	Increase number of people undertaking recovery from drug and alcohol issues who are being supported to maintain drug / alcohol free lives in their community by 2021.	No. of people supported in recovery No. of people supported in recovery from locality areas No. of recovery support groups

LOCAL SUPPORTING STRATEGIES

[Aberdeen Alcohol and Drugs Partnership Drugs Strategy 2011-21](#)

[Aberdeen City Local Policing Plan 2014-2017](#)

[Local Fire and Rescue Plan - Aberdeen City 2018](#)

[NHS Grampian Local Delivery Plan 2016-17](#)

[NHS Grampian Clinical Strategy 2016-21](#)

[Aberdeen City Strategy for Autism 2014-24](#)

[Health and Social Care Partnership Carers Strategy 2018-21](#)

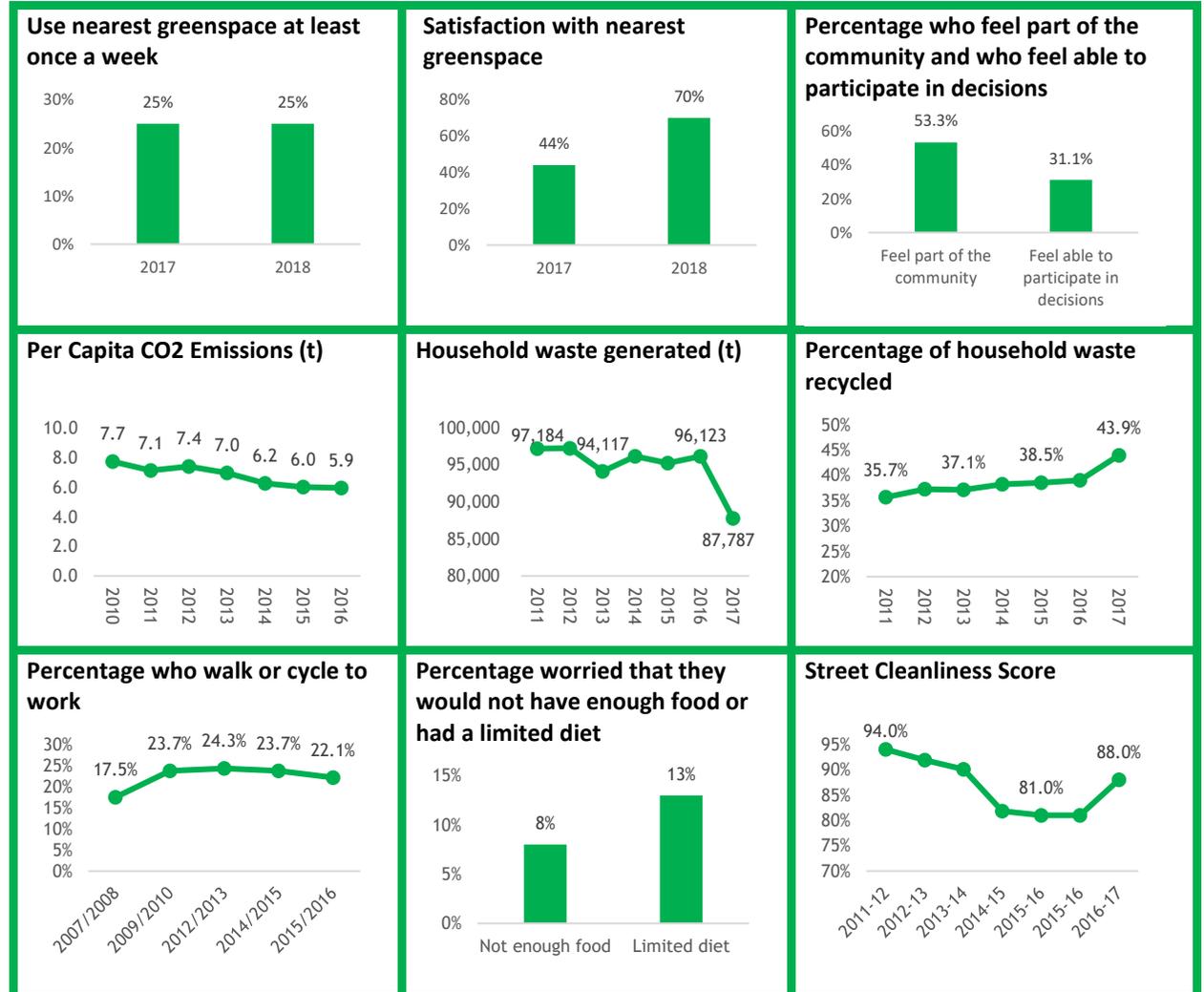
[Strategy for an Active Aberdeen 2016-2020](#)

PROSPEROUS PLACE

The place where we live can significantly influence the ability of individuals and communities to live in healthy, sustainable ways. Our environment is therefore integral to the quality of life enjoyed in Aberdeen City and is vital in encouraging the wellbeing of our citizens. We recognize that working to end poverty and other deprivations must go hand-in-hand with strategies that improve health and reduce inequality. Therefore while framing our response to these challenges, we have aligned our aims with the United Nations Sustainable Development Goals which share our vision to create prosperity for people now and into the future.

To support our ambitions we will harness the capabilities of our communities and develop and support efforts to make our green spaces more productive. Our focus will include educational support for gardening, cooking and trading and working to improve food resilience while promoting a holistic approach to health and well-being. We also aim to increase food resilience at individual and community level by establishing self-governing community co-operatives to offer ways of providing food and developing skills in cooking, budget management and employability. This includes establishing sustainable contingency arrangements to support families during times when the chances of food poverty are highest.

POPULATION NEEDS ASSESSMENT DATA:



Building strong and resilient communities is vital to achieve our aims and this means building capability in our communities to take more control of their own lives – economically, environmentally and socially. Listening to what matters to our communities in relation to resilience will help us to develop a bottom up approach, encouraging greater ownership and independent action. This will be supported by using and developing partner-wide intelligence, providing user-friendly materials and raising awareness of the resources that are available to help communities think about self-management and community led action. To help achieve our ambitions we aim to increase local food growing and improve access to community pantries by co-ordinating the efforts of multiple partners and volunteers to improve the skills, information and training opportunities available.

A key priority is increasing Active Travel and improving the sustainability of our communities and we will work together to complement the aims of the 'Aberdeen Active Travel Action Plan' by, amongst other things, establishing an Active Travel Hub in Aberdeen by 2021. We will also seek to increase access to successful grant funding opportunities to further support the improvement work of our partners and communities.

STRETCH OUTCOMES

13. No one in Aberdeen will go without food due to poverty by 2026.

14. Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate.

15. 38% of people walking and 5% of people cycling as main mode of travel by 2026.



LEAD PARTNERS:

- **Aberdeen City Council**
- **Active Aberdeen Partnership**
- **ACVO**
- **CFINE**
- **Civic Forum**
- **NESTRANS**
- **NHS Grampian**
- **Police Scotland**
- **SEPA**
- **Scottish Fire and Rescue Service**
- **Scottish Natural Heritage**

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>13. No one in Aberdeen will go without food due to poverty by 2026</p> <p><i>(Baseline data 2018: 8% of residents reported that there was a time during the last 12 months when they were worried they would not have enough food to eat)</i></p> <p>Responsible Outcome Improvement Group: Sustainable City Group</p>	<p>13.1 Increasing food resilience at individual and community level by establishing self-governing community co-operatives to offer further supportive ways of providing food.</p>	<p>Increase the number of people using community pantries by 2021.</p>	<p>No. of pantries established</p> <p>% of community volunteers</p> <p>Range of skills & training offered</p> <p>No. of people signposted to other services</p> <p>No. of people using community pantries</p> <p>No. of people using food banks</p> <p>No. of community pantries established: Total In priority localities</p>
	<p>13.2 Developing and supporting community efforts in making our green space productive and resilient.</p>	<p>Increase community food growing in schools, communities and workplaces by 2021.</p>	<p>No. of new community growing places: Total Localities</p> <p>No. of schools actively embedding food growing within their curriculum</p> <p>Value of sales and donations from community grown produce</p> <p>No. of people participating in food growing activities in community spaces</p>

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures	
<p>14. Addressing climate change by reducing Aberdeen's carbon emissions by 42.5% by 2026 and adapting to the impacts of our changing climate</p> <p>(Baseline for city wide emissions: 2005 – 1,867,497 KTCO_{2e})</p> <p><i>*Most recent data available shows that as of 2014 we have reduced emissions to 1,532,256 KTCO_{2e}*</i></p> <p>Responsible Outcome Improvement Group: Sustainable City Group</p>	<p>14.1 Reducing emissions across the city through delivery of Aberdeen's Sustainable Energy Action Plan 'Powering Aberdeen'.</p>	<p>Reduce Aberdeen's carbon emissions by 30% by 2021.</p>	<p>No. of public sector workforce ambassadors of low carbon living and working</p>	
		<p>No. of people taking part in environment / sustainability educational activities</p>		
		<p>% of staff/ community uptake of active travel to work/in work</p>		
		<p>% of staff utilising flexible working to reduce travel</p>		
	<p>14.2 Developing a bottom up approach to community resilience to encourage greater ownership and independent action towards preventing and mitigating impact of climate change.</p>	<p>Reduce the generation of waste in Aberdeen by 2021.</p>	<p>% reduction in energy use</p>	<p>% reduction in emissions from waste</p>
			<p>% reduction of individual's carbon emissions</p>	<p>% reduction of public sector organisation emissions</p>
		<p>Community led resilience plans in place for area most vulnerable to flooding (Deeside, Peterculter, Bridge of Don and Denmore) by 2021.</p>	<p>Household and commercial waste generated (Ts)</p>	<p>No. of community resilience plans in Aberdeen (Baseline data 2017/18: 2)</p>
		<p>Community led resilience plans in place across all areas of Aberdeen by 2026.</p>	<p>No. of community visits to raise awareness of resilience issues in localities</p>	<p>No. of community members attending and involvement of local businesses</p>
			<p>No. of people displaced from their homes due to: flooding; snow/ ice; and other severe weather incidents</p>	<p>No. of community facilities (supermarkets, schools, community centres etc) closed due to: flooding; snow/ ice; and other severe weather incidents</p>
			<p>No. of people whose physical and or mental health is affected by: flooding; snow/ ice; and other severe weather incidents</p>	<p>Cost of damages due to flooding; snow/ ice; and other severe weather incidents</p>
<p>No. of blue, green infrastructure initiatives delivered</p>			<p>No. of people captured in database to support those at risk of vulnerability to severe weather</p>	
<p>Uptake in property level protection and water efficiency measures</p>				
<p>Increase the completeness of data within the 'at risk database' to identify those people most vulnerable.</p>				

Stretch Outcome	Key Drivers	Improvement Project Aim	Key Improvement Measures
<p>15. 38% of people walking and 5% of people cycling as main mode of travel by 2026</p> <p><i>(Baseline data 2017/18 % of people using active travel as main mode: Walking – 28% Cycling – 2.4%)</i></p>	<p>15.1 Supporting different ways for active travel in everyday journeys, using partners and volunteers to address safety, infrastructure, fitness, well-being and confidence.</p>	<p>Increase % of people who walk as main mode of travel to 31% by 2021.</p> <p>Increase % of people who cycle as main mode of travel to 3% by 2021.</p>	<p>% of people who walk as main mode of travel <i>(Baseline 2017: 28% – Scottish Household Survey)</i></p> <p>% of people who cycle as main mode of travel <i>(Baseline 2017: 2.4% – Scottish Household Survey)</i></p> <p>% of people using active travel for work <i>(Baseline data 2017: 26.1% – Scottish Household Survey)</i></p> <p>No. of volunteers supporting the work of the Active Travel Hub</p> <p>Uptake of Active Travel Hub services: Bike hire at key locations Community bike scheme Community health walks Neighbourhood food scheme (linked to community pantries)</p> <p>Value of new funding to support Active Travel hub developments</p> <p>NOx and PM10 levels in areas with greatest air quality issues: PM10 levels: Anderson Drive Wellington Road City Centre</p>

LOCAL SUPPORTING STRATEGIES

[Aberdeen City Waste Strategy 2014-25](#)

[Aberdeen Local Development Plan 2022](#)

[Local Transport Strategy 2016-21](#)

[Nestrans Regional Transport Strategy 2013-35](#)

[North East Flood Risk Management Strategy](#)

[Core Paths Plan](#)

[Open Space Strategy](#)

[Granite City Growing: a food growing strategy for Aberdeen 2019-2024](#)

[Granite City Good Food Plan - Plan of the Sustainable Food City](#)

[Partnership Aberdeen](#)

[Aberdeen Adapts' - Climate change adaptation plan for Aberdeen](#)

[Powering Aberdeen: Aberdeen's Sustainable City Action Plan](#)

HOW WE WILL ACHIEVE OUR OURCOMES?

By Working Together

Demand for our services are increasing throughout the city, this continues to stretch the public sector, meaning that much provision is diverted to crisis response. It is difficult therefore as individual organisation to provide **early intervention and prevention**.

This is an issue that we all share and the LOIP represents an opportunity for greater joint effort, in order to work towards **early intervention and prevention**; working in partnership we can better help each other to improve outcomes for our citizens. For example, we can develop shared, whole and targeted population campaigns on issues within the LOIP to bolster our improvement efforts. This **whole systems approach** to our **shared leadership** and increasingly closer delivery means that we can capitalise on the knowledge, skills and tools used across the workforce and communities to meet the needs of changing circumstances.

We already have a shared approach to Quality Improvement which is being used by our multi-agency Outcome Improvement Groups to take forward the LOIP improvement projects. We will encourage further **learning and working together** to continue to build a shared approach to delivering real improvement.

We will work across the CPA to build a shared intelligence unit, bringing together our understanding of the needs and data across partners. This will also involve sharing our data, understanding the full picture of our population, analysing and understanding demand more fully. Through regular review and scrutiny we will be able to quickly determine and adapt our services and solutions as we progress to meet changing need.

It is essential to the future of the city that our workforce and citizens have the skills to thrive, can **exploit digital technologies** and can interact using modern tools and platforms in order to ensure that we can more effectively redirect our resources. Our data will become an enabler, supporting and driving the re-design of customer focused services responding to evolving needs and the growing opportunities of digital technologies.

Achieving the ambition of our LOIP is going to require a movement to embed the LOIP across all partners. This will mean the LOIP running through individual partners planning and into individual team and staff objectives. This will be the judgement of real time and skills being deployed to deliver our shared strategy.

Community Planning Aberdeen 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 continues to develop its approach to joint resourcing to ensure the LOIP is the focal point for the planning and deployment of resources

To fulfil the LOIP ambition we are going to need to marshal our forces and work together to focus on the right improvement projects. This is going to require a different approach to resource management and a greater sharing of **capability and capacity**.

By Working With Our Communities

Effective engagement with people and communities about how local services are planned and delivered will be integral to how we deliver our plan. Our **Community Empowerment, Engagement and Participation** Strategy ensures we are united in our approach to work with people to help them achieve their aspiration for their communities.

We are committed to becoming a **City of Learning** means capitalising on the vast opportunities, resources and potential for enabling people to learn and develop themselves in ways that meet their needs, interests and ambitions. In this way they can participate more fully in their own lives and in the life of the City to help their families and communities prosper.

It is by focussing on geographies and communities of interest most in need to build **community resilience** that we will achieve better outcomes across our whole city. Our improvement work will be targeted to support these communities initially so we can learn what works for our most vulnerable people before we scale up and spread across the City.

We already have made significant progress through our three priority localities. The focus on these areas will continue to be vital because of their levels of need as demonstrated in our **Population Needs Assessment**. What will be different is the way we wrap services around these areas and build even stronger and more resilient communities.

People can also face barriers because of their race, gender, age, disability, sexual orientation, religion or belief. In delivering this plan, the Partnership will seek to tackle inequality in the city and within individual communities in whatever form it manifests itself, through clear and coordinated approaches. This includes **tackling stigma** in all its forms by working in partnership to take forward behavioural campaigns and explore other ways of promoting positive change in people's attitudes. We need to do this in partnership with local media outlets.

By Working With the Private Sector

Greater opportunities for **Private Sector involvement** in the Local Outcome Improvement Plan will allow perspectives and experiences from this sector to be more widely utilised than they have perhaps previously. Whatever methods used to involve the private sector, the objectives for their involvement in Community Planning Partnerships should be mutually supporting - to ensure that businesses fully contribute to the well-being of local communities and, in turn, that the conditions exist for business to thrive and develop in that community thus benefiting the whole community.

OUR GOLDEN PYRAMID

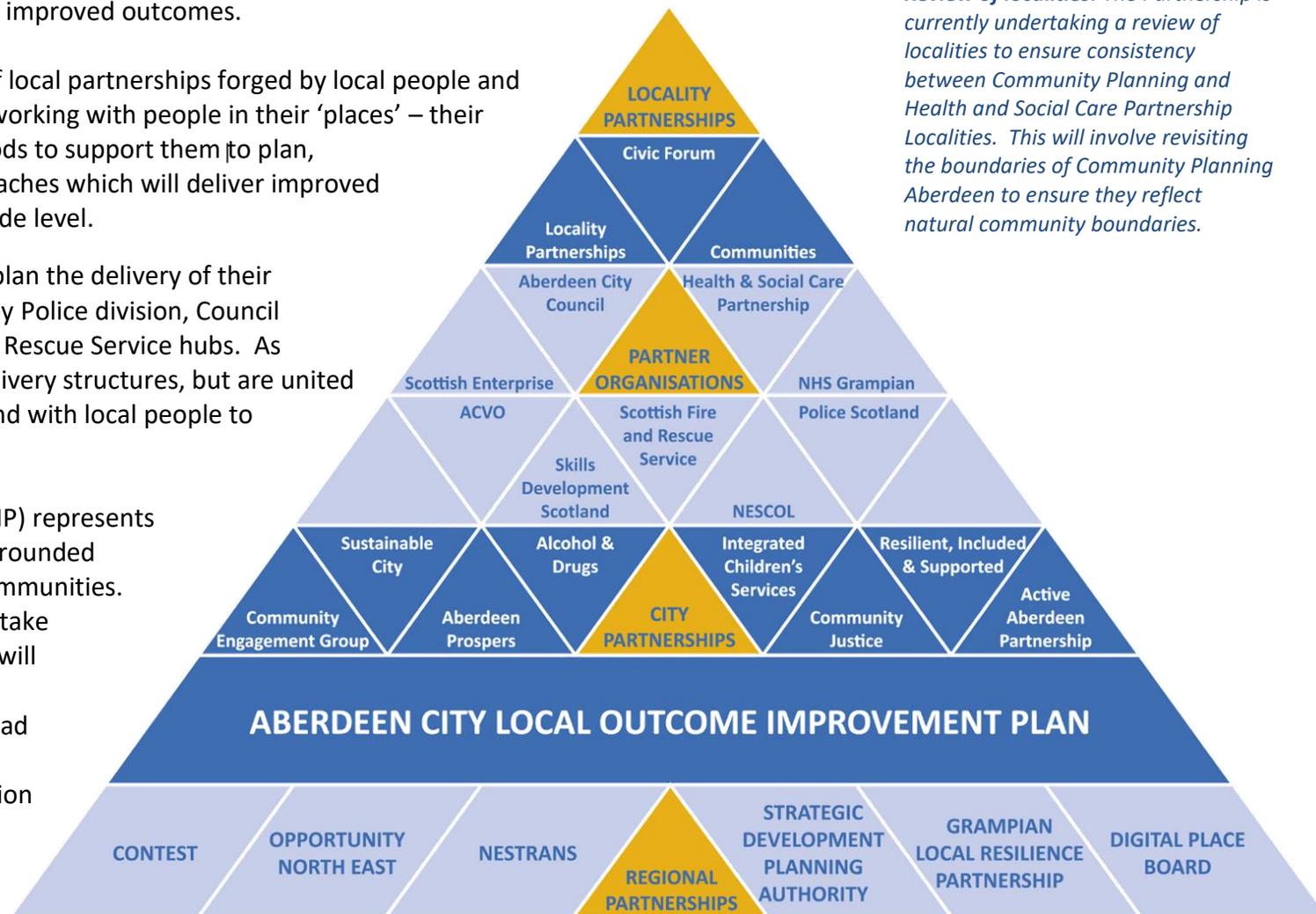
Our golden pyramid depicts our determination to ensure that Community Planning Aberdeen works together as a whole to enable and empower local people, communities and partnerships to be the makers of their own improved outcomes.

Of topmost importance is the realisation of local partnerships forged by local people and local communities. We are committed to working with people in their ‘places’ – their homes, their streets and their neighborhoods to support them to plan, resource and deliver community led approaches which will deliver improved local outcomes at a community and city-wide level.

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 Scottish Fire and Rescue Service hubs. As partners we accept these differences in delivery structures, but are united in our commitment to working together and with local people to achieve improved outcomes.

This Local Outcome Improvement Plan (LOIP) represents our ambitions city wide, but is very much grounded in the needs of our most disadvantaged communities. It is by working with these communities to take forward our improvement activity that we will learn how we can change, how we can improve and how we can scale up and spread what works. That is how we will make the difference in Aberdeen and achieve our vision of a Place where all people can indeed prosper.

Review of localities: The Partnership is currently undertaking a review of localities to ensure consistency between Community Planning and Health and Social Care Partnership Localities. This will involve revisiting the boundaries of Community Planning Aberdeen to ensure they reflect natural community boundaries.



GOVERNANCE & ACCOUNTABILITY

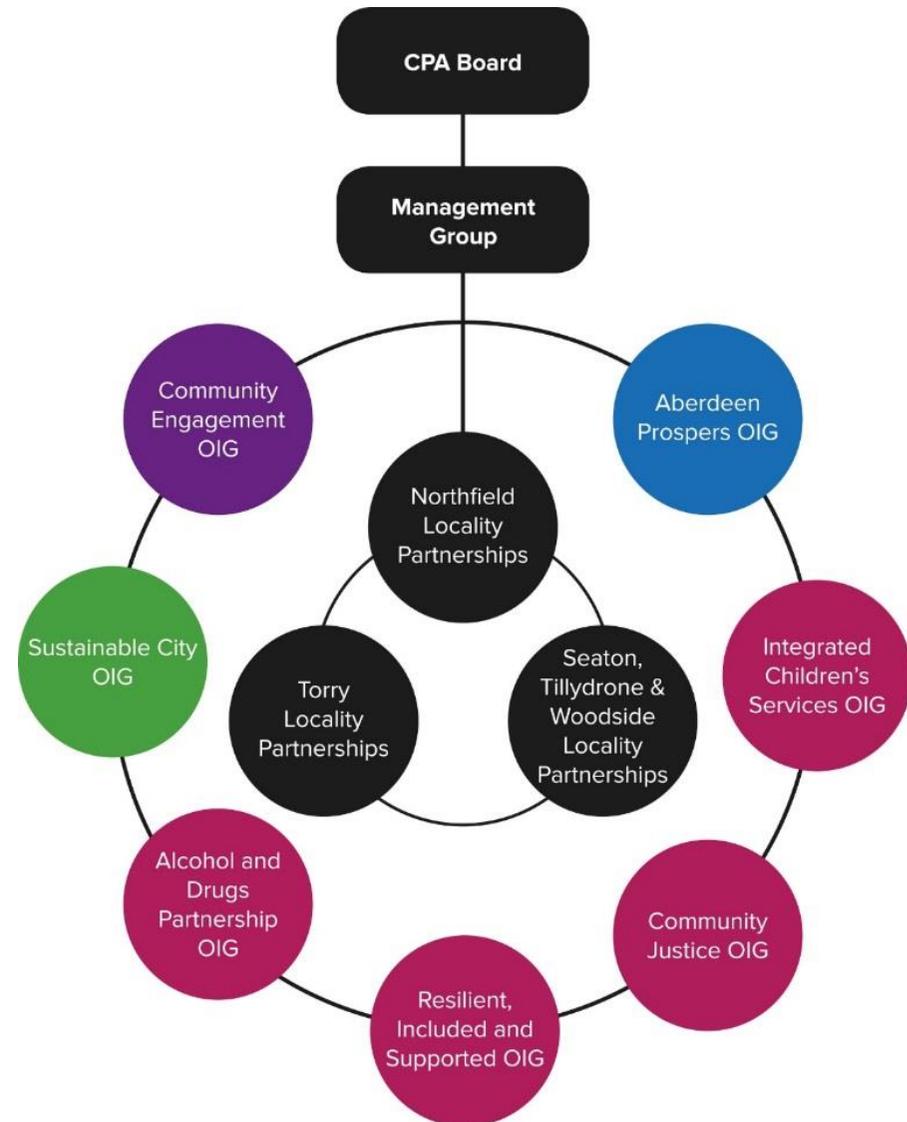
Community Planning Aberdeen Accountability Structure

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 oversees the delivery of progress by our seven themed Outcome Improvement Groups.

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

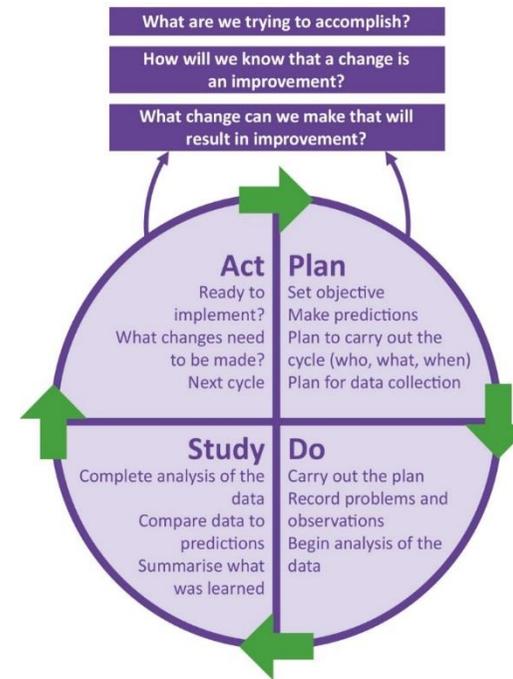


Improvement and Innovation

CPA will use Quality Improvement (QI) and the Model for Improvement framework for driving improvement activity across the Partnership. This provides us with a systematic approach to improvement which focuses on doing things better at the system level. It can be used for any area of business and is designed to break down change into manageable chunks. Each change idea is tested to make sure that actions taken are leading to improvement. Designed by the Institute of Health Improvement (IHI), this approach is used widely across Scotland as part of the [3 Step Improvement Framework for Scotland's Public Services](#).

In line with the methodology, initiation of every improvement project listed in this LOIP commences on approval of a project charter. The project charter sets out specifically what we are trying to achieve, by how much and by when. It includes the business case for undertaking the improvement project, drawing on national research to evidence how it supports prevention and early intervention to maximise the use of future resources. Using data is an essential component of the methodology and charters outline the range of process, output and outcome indicators which will be used to assess performance improvement.

To support staff to use the improvement methodology we have developed a comprehensive 'Innovate and Improve' programme to build capacity and capability in QI and the Model for Improvement across our Partnership and Communities. The programme is led by an Improvement Faculty consisting of members from across the Partnership who are committed to sharing their knowledge and expertise in Quality Improvement.



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.

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 is 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
5	Refresh of Local Outcome Improvement Plan 2016-26 following revised Population Needs Assessment 2018. The refresh introduces 15 new Stretch Outcomes which clearly quantify the scale of Partnership’s ambition to address key issues. The refresh also includes the specific improvement project aims that Outcome Improvement Groups will be working towards in an effort to achieve our stretch outcomes. The Board was asked to approve these projects based on their confidence that these are the projects that will yield improved outcomes and scalable results.	1-55	CPA Board	26 February 2019

6	Removal of Improvement Project Aim 'Increase the number of 27-30 month reviews completed for eligible children by 5.2% by 2021' further to the decision of the CPA Board that this is a single system improvement project.	20	CPA Board	2 December 2019
7	Improvement Project Aim 'Increase the number of people with autism who are supported to be in education, employment or training by 2021' amended to 'Increase the number of autistic people aged 16 to 25 who are supported into employment by 2021.'	38	CPA Board	2 December 2019

ENDORSEMENTS

This document is endorsed by the following Community Planning Partners:



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