Private Document Pack

Community Planning Aberdeen Management Group

Meeting on MONDAY, 29 JANUARY 2018 at 2.00 pm

** Room MC-4-W-01 - Marischal College, Aberdeen **

B U S I N E S S

APOLOGIES

MINUTES

1.1 Minute of Previous Meeting of 30 October 2017 - for approval (Pages 3 - 14)

2.1 Minute of the Meeting of the CPA Board of 4 December 2017 - for information (Pages 15 - 22)

LOCAL OUTCOME IMPROVEMENT PLAN/LOCALITY PLANNING

3.1 Outcome Improvement Group Improvement Tracker (Pages 23 - 36)

3.2 Locality Partnership Improvement Tracker (Pages 37 - 44)

GENERAL BUSINESS

4.1 External Funding Awareness Presentation from ACC External Funding Team

4.2 Cosla Work on Participatory Budgeting (Pages 45 - 60)

4.3 Quarter 3 - 2017/18 Budget Monitoring Report (Pages 61 - 68)

4.4 2018/19 Budget Setting Report (Pages 69 - 86)

4.5 Update on Planning Review and Local Development Plan - to follow

4.6 A Closer Look at Cancer Prevention - Annual Report of the Director of Public Health, NHS Grampian (Pages 87 - 124)

4.7 Development of a Tool to Implement the Seven Principles in other Interventions/Localities in the City - Verbal Report

4.8 Northern Alliance: Draft Regional Improvement Plan (Pages 125 - 158)

FORWARD BUSINESS PLANNER AND LEGISLATION TRACKER

5.1 CPA Management Group Forward Planner (Pages 159 - 160)

5.2 CPA Board Forward Planner (Pages 161 - 162)

5.3 Legislation Tracker (Pages 163 - 170)

5.4 Date of Next Meeting - 26 March 2018 at 2pm

Should you require any further information about this agenda, please contact Allison Swanson, tel. 01224 522822 or email aswanson@aberdeencity.gov.uk

COMMUNITY PLANNING ABERDEEN MANAGEMENT GROUP

30 OCTOBER 2017

Present:- Angela Scott (Aberdeen City Council) (Chair), Kate Stephen (Police Scotland) (Vice Chair), Jamie Bell (Scottish Enterprise), Jo Bell (as a substitute for Alistair Robertson) (Active Aberdeen Partnership) Neil Cowie (North East College), Joyce Duncan (ACVO), Jillian Evans (Public Health), Chris Littlejohn (Community Engagement – Public Health), Gordon MacDougall (Skills Development Scotland), Lavina Massie (Civic Forum), Derek McGowan (Sustainable City), Derek Murray (Nestrans), Helen Shanks (Alcohol and Drugs Partnership) and James Simpson (as a substitute for Gayle Gorman (Integrated Children's Services).

Also Present:- Guy Bergman, Sandra Howard (for item 8 only), Michelle Cochlan, Nicola Torrence (for item 7 only) and Colin Wright (all Aberdeen City Council (ACC)).

Graeme Duncan (Police Scotland).

Apologies:- Neil Carnegie, Gayle Gorman (Integrated Children's Services), Richard Sweetnam (Aberdeen Prospers), Judith Proctor (Health and Social Care Integration) and Gordon Riddel (Scottish Fire and Rescue Service).

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Topic	Discussion/Decision	Action By
1. Welcome	The Chair welcomed all to today's meeting and advised that this would be the Vice Chair, Kate Stephen, Police Scotland, last meeting prior to commencing maternity leave and that Graeme Duncan would be her replacement. The Chair proposed that Police Scotland continue to hold the position of Vice Chair and that Graeme Duncan therefore take on this role once Kate Stephen had commenced her leave. **The Management Group resolved:** to agree that Graeme Duncan, Police Scotland assume the role of Vice Chair once Kate Stephen had commenced her maternity leave.	
2. Minute of Previous	The Management Group had before it the minute of its meeting of 7 August 2017, for approval.	

Topic	Discussion/Decision	Action By
Meeting of 7 August 2017	In relation to item 2 (Minute of the Previous Meeting – Participation Requests), to request that the Management Group be cited on any participation requests which were received.	Neil Carnegie
	With regards to item 2 (Minute of the Previous Meeting – Fairer Aberdeen Fund), the Management Group noted that this item had been rescheduled from 30 October 2017 and a new date was to be confirmed.	Neil Carnegie
	In relation to item 5 (Public Facing Locality Plans), the Management Group noted that (1) Chris Littlejohn would check to confirm that contact details had been added to the public facing locality plans; and (2) the two further public facing locality plans would be submitted to the CPA Board meeting on 4 December 2017 for consideration.	Chris Littlejohn
	With regards to item 6 (Locality Partnership Outcome Improvement Tracker), the Management Group noted that the Council's Waste Services had contributed to the development of the Dog Fouling Initiative.	
	In relation to item 7 (Changes to Employment Provision, Social Security Support and Early Years Initiatives), the Management Group noted that the Fair Start contract for the North East of Scotland had been awarded and would start to deliver employability services to the most disadvantaged groups in April 2018 and that Aberdeen Prospers would be a key partner to support the delivery of this important contract; and (2) the Fair Start Programme section in the draft annual report would be updated to reflect the aforementioned outcome.	
	With regards to item 9 (CPA Management Group Forward Business Planner), the Management Group noted that the Local Fire and Rescue Plan would be reported in 2018.	
	<u>The Management Group resolved</u>: (i) to approve the minute as a correct record; and (ii) to note the updates as recorded above.	

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Topic	Discussion/Decision	Action By
3. Draft Minute of the CPA Board Meeting of 11 September 2017	The Management Group had before it the draft minute of the CPA Board meeting 11 September 2017, for information. **<u>The Management Group resolved</u>:** to note the minute.	
4. Draft Annual Outcome Improvement Group Report 2016/2017	The Management Group had before it the draft first annual report against the Aberdeen City Local Outcome Improvement Plan 2016-26. **The report recommended –** that the Management Group (a) approve the format of the annual Outcome Improvement report; (b) agree to submit the report, subject to any further amendment required, to the CPA Board on 4 December 2017 for final approval; and (c) request that the Chairs of the Outcome Improvement Groups attend the CPA Board meeting on 4 December 2017 to answer any questions in relation to the annual report. Speaking in furtherance of the report, Michelle Cochlan advised that there were still some sections within the report to be populated and that she would liaise with the relevant Partners/Outcome Improvement Groups to ensure these sections were completed in advance of the report being considered by the CPA Board on 4 December 2017. Following approval by the CPA Board, the annual report would be published on the CPA website. Partners discussed the format and content of the report during which Partners advised that the format of the updated version of the draft annual plan was preferred as it was concise, easy to read and you could see improvement made visually. It was also suggested that the report should reflect on how the Partnership was working together in a new way in order to implement improvements and that this could be included with the introductory remarks by the Chair.	Chairs of Outcome Improvement Groups

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Topic	Discussion/Decision	Action By
	<u>The Management Group resolved</u>: (i) to request Partners to check the information included within the draft annual report provided by their respective organisations and to advise Michelle Cochlan by 15 November 2017 of any changes required; (ii) to request the Chairs of the Outcome Improvement Groups to check the information included within the draft annual report and to advise Michelle Cochlan by 15 November 2017 of any changes required; (iii) to request that the report to the CPA Board with the annual report detail (1) the communication plan for the report following its approval; and (2) the proposed changes to the improvement aims within Local Outcome Improvement Plan 2016-26 as contained in the footnotes to the draft annual report; (iv) to recommend that the draft annual report reflect on how the Partnership was working in a new way in order to implement improvements and that this could be included in the introductory remarks by the Chair; and (v) to approve the recommendations.	All Partners Chairs of Outcome Improvement Groups Michelle Cochlan Michelle Cochlan Michelle Cochlan/ Chairs of Outcome Improvement Groups
5. Outcome Improvement Group Improvement Tracker	With reference to item 11 of the minute of the meeting of the CPA Board of 27 February 2017, the Management Group had before it the Outcome Improvement Group Delivery Plans for consideration. The Outcome Improvement Delivery Plans (OIDP) were developed to provide assurance to the Management Group and CPA Board that the Outcome Improvement Groups (OIG) were planning effective action to deliver the improvement aims set out within the LOIP and, where relevant, Locality Plans. The Delivery Plan for the Aberdeen Prospers Outcome Improvement Group was tabled at the meeting. **The report recommended –** that the Management Group note and comment on the current draft Outcome Improvement Delivery Plans. Partners discussed the content and format of the Delivery Plans noting that guidance on producing delivery plans was provided to the OIGs, however the guidance was not intended to be prescriptive, but rather to provide OIGs with advice on the scope and	

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Topic	Discussion/Decision	Action By
	content of OIDPs. Therefore, it was for each OIG to determine the most effective format for its OIDP, determined by the needs of the group and the type of information it is useful to include. Partners understood that each of the OIGs would be at a different stage in the improvement journey, however questioned whether the Plans provided the required assurance that improvement was being delivered. It is not clear where improvement methodology is being applied to achieve the improvement aims within the LOIP. It was agreed that Michelle Cochlan would work with the Outcome Improvement Groups to agree a format for the delivery plans which clearly sets out the improvement projects taking place with details of project lead, changes being tested and where the project was on the improvement scale. Partners emphasised the importance of Chairs of each OIG being able to robustly explain progress made and not made by the Group at the Board on 4 December 2017 meeting discussing the draft annual report. **<u>The Management Group resolved</u>:** (i) to request that a template for the Delivery Plans be developed and completed by all Outcome Improvement Groups to ensure that the required detail and assurance on each Groups progress towards the delivery of the required outcomes; and (ii) to other note the current draft Outcome Improvement Group Delivery Plans.	Michelle Cochlan Michelle Cochlan/Outcome Improvement Groups
6. Sistema Scotland Seven Principles for Social Regeneration	With reference to item 6 of the minute of the meeting of the CPA Board of 3 July 2017, the Management Group had before it a report which presented a proposal for a collaborative project with Sistema Scotland to (1) examine the principles for delivery of social interventions, (2) develop a tool to inform their application, and (3) create a baseline profile for priority areas in Aberdeen. Partners discussed Sistema Scotland's seven principles for social regeneration which had been used in the Big Noise Torry project and whether the partnership could turn	

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	those principles into a tool to be implemented in projects/interventions in localities across the city. During this discussion it was agreed that it would be beneficial for the a small group of Partners to explore whether a tool, utilising the seven principles, but not the Sistema Big Noise model, could be developed and utilised in a location/intervention in the city with the support of Sistema and the Glasgow Centre for Population Health. The Partnership was willing to be a testing area for Sistema and the Glasgow Centre for Population Health as long as it focused on existing activity detailed in the LOIP and Locality Plans. **<u>The Management Group resolved</u>:** to agree that Joyce Duncan, Jillian Evans, Chris Littlejohn and Helen Shanks (1) explore the proposals within the report to be involved in the development of a tool to implement the seven principles in other interventions/localities in the city linked to activity contained with the LOIP or Locality Plans; (2) contact Sistema and the Glasgow Centre for Population Health to confirm that the Partnership was happy to collaborate with them in this project; and (3) provide a verbal report on progress at the next meeting of the Management Group.	Joyce Duncan, Jillian Evans, Chris Littlejohn and Helen Shanks
7. Final report on the Review of Aberdeen City Voice Citizens' Panel	With reference to item 6 of the minute of its meeting of 28 November 2016, The Management Group had before it a report which set out the recommendations from a recent review of the Aberdeen City Voice (ACV), Aberdeen's citizen panel. The purpose of the review was to identify recommendations which would ensure that the City Voice remained a tool that enabled Community Planning Aberdeen to engage directly with the public and to maximise the potential of the panel to contribute to the outcomes contained in the Local Outcome Improvement Plan (LOIP) 2016-26 and Locality Plans 2017-27. **The report recommended –** that the Management Group (a) agree the proposal to the change the format of ACV questionnaires to one citywide and one locality-based questionnaire (in each of the three priority localities), per year, with key questions mapped to the LOIP outcomes and	

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Topic	Discussion/Decision	Action By
Page 9	locality plans; (b) agree to the proposal that the Community Planning Aberdeen Outcome Improvement Groups and Locality Partnerships would identify content designed to contribute to the measurement of improvement measures and outcomes published in the LOIP. Process as per Appendix 1 agree the proposal that the Community Engagement Group with have oversight and final approval of the citywide questionnaire on behalf of Community Planning Aberdeen; (c) agree the proposal that the Research and Information team oversee the delivery of ad hoc surveys, training and support of community development staff in conducting other data collections methods, such as, focus groups; and (d) agree the proposal for all data entry, analyses and reporting of ACV to come under the remit of the Research and Information Team without the requirement to contract this out to an external consultancy agency. Partners discussed the recommendations extensively during which concern regarding the representation of the participants of the ACV was highlighted and the importance of the ACV participants representing the diversity of the city's population was emphasised. In response, Nicola Torrance advised of the recruitment exercises ongoing to increase the ACV participation. The Management Group also discussed whether questions in the ACV could be designed to provide the missing data sets required to fill data set gaps and how it could help evidence the delivery of the LOIP and Locality Plans. Thereafter Partners discussed other engagement strategies which the Partnership could utilise. **<u>The Management Group resolved</u>:** (i) to approve the recommendations; and (ii) to agree that the Aberdeen City Voice be a regular item on the Management Group's agenda to discuss progress and that an officer from Aberdeen City Voice attend meetings as required.	Nicola Torrance Michelle Cochlan

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Topic	Discussion/Decision	Action By
8. Development of Joint Equalities Pledge	With reference to item 7 of the minute of its meeting of 28 November 2016, the Management Group had before it a report which (1) provided an update on the progress made on the development of a joint Equalities Pledge for the City; and (2) sought commitment from the partners to "sign up" to the Equalities pledge. **The report recommended –** that the Management Group (a) agree the draft Equalities Pledge for the Community Planning Partnership; and (b) consider the development of an Aberdeen City Equality Pledge to include the business, voluntary sector, community groups and private individuals in the city. Partners discussed the draft Equalities Pledge for the Community Planning Partnership during which it was noted that all Partner organisations had their own agreed equalities and emphasised the importance of taking cognisance of the Partners equality outcome and any equalities pledge for the Partnership linking to the LOIP and Locality Plans. **<u>The Management Group resolved</u>:** to request Sandra Howard to gather each Partners equality outcomes and identify common outcomes across the Partners and the linkages to the LOIP and Locality Plans and report to the next meeting of the Management Group in this regard.	Sandra Howard
9. Quarter 2 - 2017/18 Budget Monitoring Report	With reference to item 8 of the minute of its meeting of 7 August 2017, the Management Group had before it a report which provided an update on the 2017/18 Community Planning Budget's financial performance for the period 1 July 2017 to 30 September 2017. **The report recommended –** that the Management Group note Community Planning Aberdeen budget performance during quarter 2 of 2017/18. Partners discussed Partners wider contribution to community planning which is not reflected in the contributions made to the community planning budget. This was a point	

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Topic	Discussion/Decision	Action By
	which would be taken into account as part of the review of joint resourcing. **<u>The Management Group resolved</u>:** (i) to approve the recommendation; and (ii) to request a report on the work being undertaken by Cosla on participatory budgeting be submitted to the next meeting of the Management Group and that a fuller discussion on participatory budgeting be held at that time.	Derek McGowan
10. LOIP and Locality Plan's Strategic Environmental Assessment	The Management Group had before it a report which advised that the Local Outcome Improvement Plan and Locality Plans had been pre-screened for strategic environmental assessment as required under the Environmental (Scotland) Act 2005. **The report recommended –** that the Management Group note the actions taken to ensure the LOIP and Locality Plans were compliant with the Environmental Assessment (Scotland) Act 2005. **<u>The Management Group resolved</u>:** to approve the recommendation and to agree that the report be submitted to the CPA Board for its information.	Michelle Cochlan
11. Enterprise and Skills Review: Report on Phase 2 Outcomes	The Management Group had before it a report which provided an update on the Phase 2 outcomes and progress to date from the Scottish Government's Enterprise and Skills Review. **The report recommended –** that the Management Group note the outcomes from Phase 2 of the Review and ongoing progress against implementation. **<u>The Management Group resolved</u>:-** (i) to approve the recommendation and to request to be kept appraised on the development of the Regional Partnership and the impact on the area; (ii) to request that Aberdeen Prospers look at the opportunity for inclusive growth	Jamie Bell/Gordon MacDougall Richard Sweetnam/Matt

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Topic	Discussion/Decision	Action By
	for employability in the city and report on this to a future meeting of the Management Group; and (iii) to note that a report on the refreshed Regional Economic Strategy would be submitted at the appropriate time.	Lockley Jamie Bell
12. Scottish Government National Update	The Management Group had before it a tabled written update from Ms Ruth Christie, Location Support Team, Scottish Government, on the following matters: • Planning Bill • Quality Assurance of LOIPs and Locality Plans • Educational Attainment in Aberdeen City Council – August 2017 • Teachers in Aberdeen City • New route to teaching **<u>The Management Group resolved</u>:** (i) to note the written update; and (ii) to request partners to advise Michelle Cochlan of any specific areas they wished for an update from the Scottish Government on.	All Partners
13. Meeting Dates 2018	The Management Group had before it the following meeting dates and deadlines for 2018.	

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Topic	Discussion/Decision	Action By

Draft Report Deadline (10am deadline unless otherwise stated)	**Pre Meetings** (all meetings commence at 2pm)	**Report Deadline** (10am deadline unless otherwise stated)	**Meeting Dates** (all meetings commence at 2pm)
Community Planning Aberdeen Board (All meetings commence at 2pm)			
5 February 2018	12 February 2018	15 February 2018	26 February 2018
2 April 2018	9 April 2018	12 April 2018	23 April 2018
11 June 2018	18 June 2018	21 June 2018	2 July 2018
20 August 2018	27 August 2018	30 August 2018	10 September 2018
12 November 2018	19 November 2018	22 November 2018	3 December 2018
Community Planning Aberdeen Management Group (All meetings commence at 2pm)			
8 January 2018	15 January 2018	18 January 2018	29 January 2018
5 March 2018	12 March 2018	15 March 2018	26 March 2018
7 May 2018	14 May 2018	17 May 2018	28 May 2018
16 July 2018	23 July 2018	26 July 2018	6 August 2018
8 October 2018	15 October 2018	18 October 2018	29 October 2018

The Management Group resolved:
to note the meeting dates and deadlines for 2018.

14. CPA Management Group Forward Business Planner	With reference to item 9 of the minute of its meeting of 7 August 2017, the Management Group had before it the Management Group forward business planner. The Management Group discussed whether the Director of Public Health annual report would include commentary on the contribution of Public Health to the three North East Partnerships LOIPs.	

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Topic	Discussion/Decision	Action By
	<u>The Management Group resolved</u>: (i) to note the forward business planner; and (ii) to agree to remove the report on school leaver destinations from the tracker and to note that the Integrated Children's Services Board would consider wider participation measures; (iii) to request Neil Cowie to confirm the date for submission of a report on the Regional Alliance Skills Partnership; (iv) to note that the Active Aberdeen Partnership would confirm whether a report on the current sports review would be submitted; and (v) to add the draft Director of Public Health annual report to the tracker for the next meeting of the Management Group on 29 January 2018.	 James Simpson Neil Cowie Alastair Robertson Chris Littlejohn/Jillian Evans
15. CPA Board Forward Business Planner	With reference to item 10 of the minute of its meeting of 7 August 2017, the Management Group had before it the CPA Board forward business planner. **<u>The Management Group resolved</u>:** to note the forward business planner.	
16. Legislation Tracker	The Management Group had before it the CPA legislation tracker which detailed all current open consultations and pending legislation. **<u>The Management Group resolved</u>:** (i) to note the legislation tracker; (ii) to agree that a formal response from the Partnership be submitted to the Review of Planning System/Planning Bill consultation; (iii) to agree that the Community Justice Group consider the consultations on (1) Community Justice Strategy; (2) Management of Offenders Bill; (3) Minimum Age of Criminal Responsibility Bill; (4) Sexual Offences (Pardons and Disregards) Bill; (5) Vulnerable Witnesses and Pre-recorded; and (6) Evidence Bill; and (iv) to agree to consider the consultation on the Warm Homes Bill.	 Eric Owens Val Vertigans Richard Sweetnam/ Derek McGowan

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COMMUNITY PLANNING ABERDEEN BOARD
4 DECEMBER 2017

Present:- Councillor Laing, Chair,
Campbell Thomson, Vice Chair (Police Scotland),
Councillors Flynn, Graham and Greig,
Bruce Farquharson (Scottish Fire and Rescue Service),
Gordon MacDougall (Skills Development Scotland),
Ken Milroy (North East College),
Neil Rennick (Scottish Government),
Angela Scott (Aberdeen City Council),
Jonathan Smith (Civic Forum) and
Susan Webb (Public Health).

Also Present**:-** Guy Bergman, Neil Carnegie, Michelle Cochlan, Elsie Manners (all ACC);
Ruth Christie (Scottish Government),
Derek McGowan (Chair of Sustainable City Outcome Improvement Group and on behalf of Judith Proctor, Chair of the Resilient, Included and Supported Group), Simon Haston (Chair of Digital City Outcome Improvement Group), Bernadette Oxley and James Simpson (Integrated Children's Services) Richard Sweetnam (Chair of Aberdeen Prospers Outcome Improvement Group), and
Chris Littlejohn (Public Health).

Apologies:- Tony Dawson (Aberdeen Active Partnership), Jonathan Passmore (Integrated Joint Board) and Kenneth Simpson (ACVO/VSA).

Topic	Discussion/Decision	Action By
1. Welcome	The Chair welcomed all to today's meeting of the CPA Board, in particular Bruce Farquharson, Scottish Fire and Rescue Service, and Neil Rennick, Scottish Government Location Director for the Partnership, who were in attendance at their first meeting of the Board.	
2. Declarations of Interest	No declarations were intimated.	

Topic	Discussion/Decision	Action By
3. Minute of Previous Meeting of 11 September 2017	The Board had before it the minute of its previous meeting of 11 September 2017, for approval. **<u>The Board resolved</u>:-** to approve the minute as a correct record.	
4. Minute of the CPA Management Group of 30 October 2017	The Board had before it the minute of the CPA Management Group meeting of 30 October 2017, for information. **<u>The Board resolved</u>:-** to note the minute.	
5. CPA Board Forward Business Planner	With reference to item 6 of the minute of its meeting of 11 September 2017, the Board had before it the forward business planner for the Community Planning Aberdeen Board. **<u>The Board resolved</u>:-** to note the forward business planner and to request all Partners to advise Michelle Cochlan of reports they intended on submitting to future meetings for inclusion on the forward business planner.	All Partners
6. National Update, Scottish Government	With reference to item 7 of the minute of its meeting of 11 September 2017, the Board received a verbal update from Mr Neil Rennick, Location Director for the Partnership, Scottish Government. Mr Rennick advised of his background and intimated that he had considered the Partnership's Local Outcome Improvement Plan and advised he was impressed by the amount of work in progress by the Partnership. Thereafter, he provided an update on the following matters: • Education Bill which would be published for consultation by the Scottish Government soon; and • Community Governments and the implications for Aberdeen City and Aberdeenshire Councils He also noted that the Partnership was keen to explore new ways for the Location Director role to engage with the Partnership moving forward. Jonathan Smith sought an update on the current status of the Scottish Planning System Review	

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Topic	Discussion/Decision	Action By
	and Scottish Transport Bill. **<u>The Board resolved</u>:-** (i) to note the verbal update; and (ii) to request Neil Rennick to provide Partners, by way of email, with an update on the current status of the Scottish Planning System Review and Scottish Transport Bill.	Ruth Christie/Neil Rennick
7. Draft Annual Outcome Improvement Report 2016/17	The Board had before it the draft first annual report against the Aberdeen City Local Outcome Improvement Plan 2016-26. **The report recommended –** that the Board (a) approve the Annual Outcome Improvement Report 2016/17 included in Appendix 1; (b) approve the proposed amendments to the Local Outcome Improvement Plan 2016-2026 as listed within section 13 of the Annual Outcome Improvement report; and (c) approve the proposed communications plan included in Appendix 2. The Board heard from the Chairs of each of the Outcome Improvement Groups, or their representative, who individually, provided an overview of priority aim and drivers for their respective sections of the LOIP, highlighting in particular the changes made in 2016/2017 and whether these changes had resulted in improvement or acknowledging the areas where further improvement was required. Thereafter, the Chair commended the annual report and thanked all involved in its development and for progress made towards delivery the improvement outcomes. Partners discussed the draft annual report extensively, during which they welcomed the report and commended the format which enabled them to scrutinise the delivery against the outcomes effectively. Also in the course of discussion, the Board proposed that the following amendments be made to the report and other actions be undertaken: • that the achievements of participatory budgeting in linking existing community projects together be reflected in the case study at page 54 of the report;	Michelle Cochlan

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Topic	Discussion/Decision	Action By
	• that the Chairs of the Outcome Improvement Groups ensure that all mental health outcomes within the LOIP were connected and in particular that the Integrated Children's Services Partnership and the Resilient, Included and Supported Group ensure the appropriate linkages were in place in this regard and that the overall improvement activity on mental health by the Partnership was captured; and • that the Resilient, Included and Supported Outcome Improvements Group address the lack of progress reported on the 'People are supported to live as independently as possible' driver within the LOIP, as per page 24 of the report. In respect of the next steps for the participation measures for 16-19 year olds, Partners noted that actions such as methods for data sharing between organisations should be added and in this regard it was agreed that the Integrated Children's Services Partnership would develop a draft action plan of next steps for participation measures for 16-19 year olds and would invite Partners to comment on that once developed. At this juncture, Bernadette Oxley, advised that work had begun on making Aberdeen a UNICEF recognised Child Friendly City and advised of the initial steps which had been taken in this regard. Partners also emphasised the importance of the data sets being reliable and to ensure that these would provide comparable year on year data. **<u>The Board resolved</u>:-** (i) to approve the recommendations; and (ii) to request the Chairs of the Outcome Improvement Groups to undertake the actions as recorded above.	(Chair of ICS)/ Judith Proctor (Chair of RIS Group) Judith Proctor (Chair of RIS Group) Angela Scott Angela Scott (Chair of Management Group)
8. Public Facing 'Easy Read' Locality Plans	With reference to item 10 of the minute of its meeting of 11 September 2017, the Board had before it a report which provided an update on progress towards creating public facing 'easy read' versions of the CPA locality plans. **The report recommended –** that the Board (a) note the ongoing work to develop the public facing 'easy read' versions of the locality plans; and	

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Topic	Discussion/Decision	Action By
	(b) provide any specific comment or suggestion that might improve the 'easy read' Torry locality plan. Speaking in furtherance of the report, Chris Littlejohn advised that he was aiming for public facing 'easy read' versions of all here locality plans to be ready for easter 2018 and that the ambition thereafter was to work with each of the Locality Partnerships on producing easy to read versions of their Outcome Improvement Plans. **<u>The Board resolved</u>:-** (i) to approve the recommendations; and (ii) to agree that version control be added to the public facing 'easy read' versions of the locality plans.	Chris Littlejohn
9. Revised Community Planning Aberdeen Constitution	The Board had before it a report which presented the revised Constitution for Community Planning Aberdeen further to the review of CPA Infrastructure as agreed by the CPA Board in December 2016. **The report recommended –** that the Board (a) approve the revised constitution for Community Planning Aberdeen; and (b) approve the publication of the constitution on the Community Planning Aberdeen website. The Board considered the report, during which Jonathan Smith sought clarification on where the Fairer Aberdeen Board was located. In response, Michelle Cochlan confirmed that the constitution reflected the CPA structure agreed by the Partnership in December 2016 and that the funding of the Fairer Aberdeen Board comes directly through Aberdeen City Council. **<u>The Board resolved</u>:-** to approve the recommendations.	Elsie Manners
10. LOIP and Locality Plan's	The Management Group had before it a report which advised that the Local Outcome Improvement Plan and Locality Plans had been pre-screened for strategic environmental	

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Topic	Discussion/Decision	Action By
Strategic Environmental Assessment Outcomes	assessment as required under the Environmental (Scotland) Act 2005. **The report recommended –** that the Board note the actions taken to ensure the LOIP and Locality Plans were compliant with the Environmental Assessment (Scotland) Act 2005. **<u>The Board resolved</u>:-** to approve the recommendations.	
11. CPA Meetings Dates 2018	The Board had before it the following meeting dates and deadlines for 2018 which were tabled at the meeting:	

Draft Report Deadline (10am deadline unless otherwise stated)	**Pre Meetings** (all meetings commence at 2pm)	**Report Deadline** (10am deadline unless otherwise stated)	**Meeting Dates** (all meetings commence at 2pm)
Community Planning Aberdeen Board (All meetings commence at 2pm)			
5 February 2018	12 February 2018	16 February 2018	27 February 2018
2 April 2018	9 April 2018	16 April 2018	25 April 2018
11 June 2018	18 June 2018	21 June 2018	2 July 2018
20 August 2018	27 August 2018	31 August 2018	11 September 2018
12 November 2018	19 November 2018	22 November 2018	3 December 2018
Community Planning Aberdeen Management Group (meetings commence at 2pm)			
8 January 2018	15 January 2018	18 January 2018	29 January 2018
5 March 2018	12 March 2018	15 March 2018	26 March 2018
7 May 2018	14 May 2018	17 May 2018	28 May 2018
16 July 2018	23 July 2018	26 July 2018	6 August 2018
8 October 2018	15 October 2018	18 October 2018	29 October 2018

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Topic	Discussion/Decision	Action By
	<u>The Board resolved</u>: to note the meeting dates and deadlines for 2018 and that the dates would be emailed to all Partners following the meeting.	Allison Swanson

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Community Planning Aberdeen

Progress Report	Quarter 3 Improvement Tracking Report
Lead Officer	Angela Scott, Chair of CPA Management Group and Chief Executive of Aberdeen City Council
Report Author	Guy Bergman, Performance & Improvement Officer
Date of Report	11 January 2018
Governance Group	CPA Management Group – 29 January 2018

Purpose of the Report

This report presents a revised format Improvement Tracking Report to the CPA Management Group on the improvement activity being led by the Outcome Improvement Groups to meet the improvement aims identified within the Local Outcome Improvement Plan 2016-26 and Locality Plans 2017-27.

Summary of Key Information

1 BACKGROUND

1.1 On 27 February 2017 the CPA Board approved an Outcome Management and Improvement Framework to strengthen the Partnership's governance and accountability arrangements and to ensure effective, systematic and collaborative scrutiny of outcome improvement.

1.2 As part of the framework introduced in March 2017 the Improvement Tracking Report was introduced. This included the use of a Progress Scale which will continue to be used on an ongoing basis by the groups in the new structure to self-evaluate progress in delivering improvement. Since March 2017 the tracking report has been produced and presented at Management Group Meetings allowing us to collate and take stock of feedback and refine these reports.

1.3 This report introduces an updated and revised outcome improvement tracking report to the Management Group based on this feedback. The purpose of the report is to provide the Management Group with oversight of the improvement activity being led by the Outcome Improvement Groups, and highlight what impact this is having towards achieving the improvement aims within the LOIP and Locality Plans.

2 REVISED FORMAT

2.1 As the Outcome Improvement Groups have progressed, the Improvement Tracking Report has been developed to include further information, such as: project status updates; relevant improvement data and charts; emerging projects and charters; project lead contacts; barriers and opportunities; lessons learned and key messages.

2.2 This report does not attempt to reflect all of the activity going on across Community Planning Aberdeen in pursuit of the improvement aims within the LOIP and Locality Plans. It focuses only on those projects that the groups within the new structure are prioritising for improvement using the Model for Improvement. The Annual Performance Report, as per the Outcome Management and Improvement Framework, will provide an overview of wider activity.

3 SCRUTINY OF OUTCOME IMPROVEMENT PROJECTS

3.1 To support effective scrutiny of the outcome improvement projects and emerging project charters, it is recommended that CPA members and staff use the challenge questions listed below to aid robust review of emerging charters and all improvement work highlighted in the tracking report.

Challenge Questions

1) Is the project aim specific and clear about what we are trying to accomplish?
2) Is there a sound business case? Should we be doing this project? Does it support prevention and early intervention?
3) Is it likely that the changes being tested will achieve the aim?
4) Will the measures show us whether a change is an improvement?
5) Are the right people involved in this project?

3.2 This will help drive up the quality of the improvement projects by highlighting areas which need more attention.

4 INNOVATE & IMPROVE TRAINING OPPORTUNITIES

4.1 Our Innovate & Improve capacity building programme continues to provide opportunities to support the development of the partnership by upskilling staff and expanding their capabilities through regular training and workshops around the Model for Improvement. The 2018 programme of events has been launched and includes full day Bootcamp sessions on the Model for Improvement as well as shorter one hour introductory Pitstop sessions.

4.2 The training is aimed at all members and staff who want to make improvements in their areas of work and start on their improvement journey. For further resources on the Model for Improvement or to confirm your place on a training event, please see link below:

http://communityplanningaberdeen.org.uk/innovate-and-improve/model-for-improvement/

Session	Date & Time	Location
Mfi Intro Pitstop	10 January – 11 – 12pm	Marischal College
Mfi Intro Pitstop	28 March – 2 – 3pm	Marischal College
Mfi Intro Pitstop	10 May – 11 – 12pm	Marischal College
Bootcamp 1	23 January – 10 – 4pm	Marischal College
Bootcamp 2	22 February – 10 – 4pm	Marischal College
Bootcamp 3	22 March – 10 – 4pm	Marischal College
Bootcamp 4	26 April – 10 – 4pm	Marischal College
Bootcamp 5	31 May – 10 – 4pm	Marischal College
Bootcamp 6	12 July – 10 – 4pm	Marischal College

5 NEXT STEPS

5.1 The table below sets out the dates for Outcome Improvement Group and Locality Partnership Improvement Tracking reporting to the CPA Management group for 2018.

	Management Group Meetings
January Improvement Tracking Reports	29 January 2018
March Improvement Tracking Reports	26 March 2018
May Improvement Tracking Reports	28 May 2018
August Improvement Tracking Reports	6 August 2018
October Improvement Tracking Reports	29 October 2018

Recommendations for Action

It is recommended that members of the CPA Management Group:

i) Approve the revised format Improvement Tracking Reports;
ii) Note improvement activity taking place across the Outcome Improvement Groups and Locality Partnerships;
iii) Note the ongoing training opportunities available through the Innovate & Improve program to support the development of the partnership and staff.

Opportunities and Risks

Outcome improvement involves gathering, analysing and acting on performance information to improve services and the quality of people's lives in the local community. Having an effective outcome management and improvement framework will help Community Planning Aberdeen assess whether the Partnership is delivering on the priorities within the Local Outcome Improvement Plan 2016-26 and Locality Plans. It will provide ongoing assurance to the Partnership and the public that Community Planning Aberdeen it is contributing towards better outcomes with and for local communities.

Consultation
The following people were consulted in the preparation of this report: Michelle Cochlan, Community Planning Manager Community Planning Aberdeen Lead Contacts Group

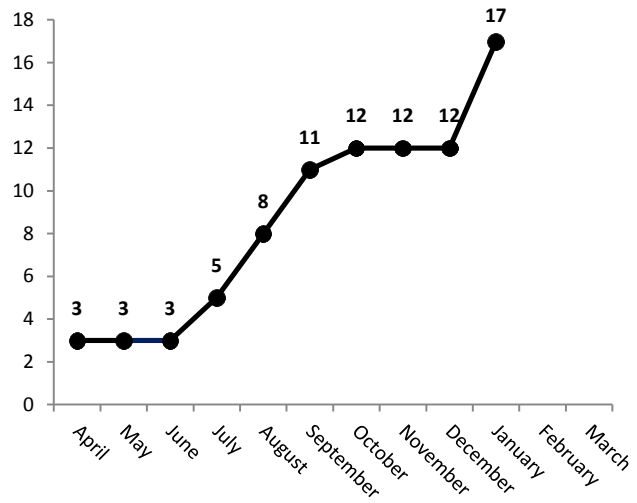
Background Papers
The following papers were used in the preparation of this report. Outcome Management and Improvement Framework

Contact details

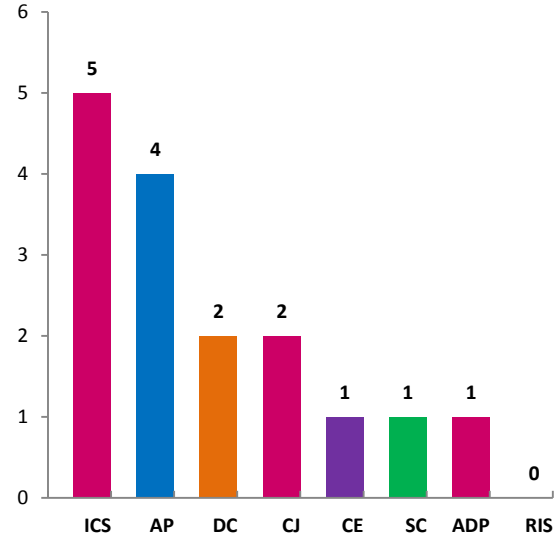
Guy Bergman
Performance & Improvement Officer
Community Planning Team
Aberdeen City Council
Tel: 01224 52 2367
Email: gbergman@aberdeencity.gov.uk
Date of report: 11/01/2018

Improvement Dashboard

No. of CPA Improvement Projects:

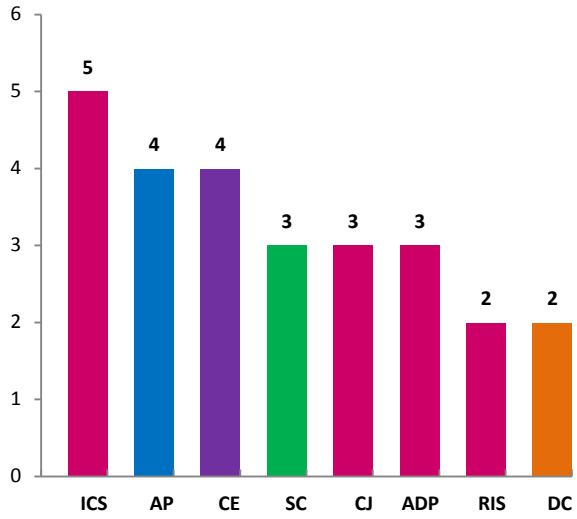


CPA Improvement Projects by OIG:

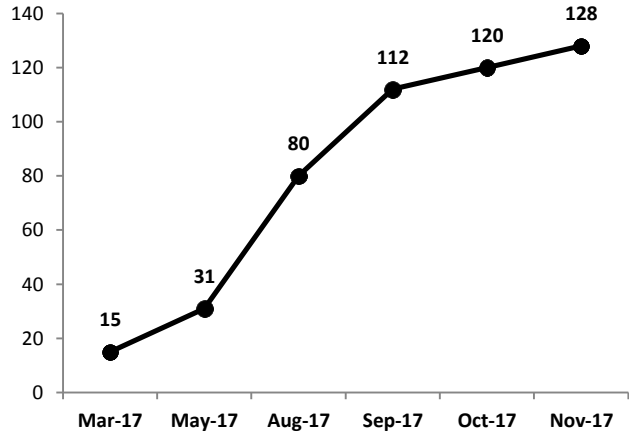


No. of Meetings Held:

No. of Meetings held since groups formed in April 2017



No. People Attending Improvement Training:



Barriers / Opportunities

- Project charters need to be developed for new improvement projects for approval by Management Group. These are important documents which should set out clear aim, improvement data to be collected, change ideas and partner involvement.
- There are a considerable number of staff leading on improvement projects who have not yet accessed training available on the improvement methodology which reflects in some of the improvement work.
- Model for Improvement training available for all Partnership staff. New programme for 2018 includes improvement bootcamps. Book here.

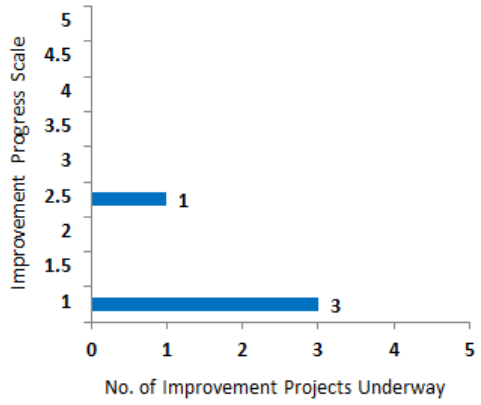
Project Progress Scale:

See page 2 for current OIG Projects and Progress Scores

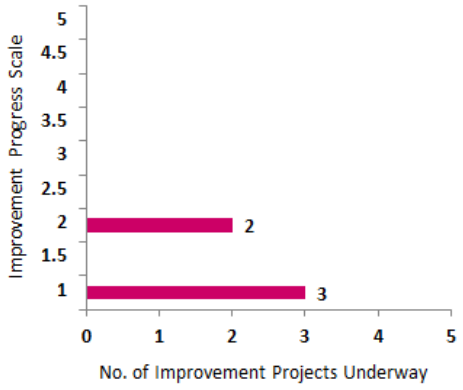
1.0	Forming as an improvement team
1.5	Clear project charter in place
2.0	Activity, but no changes
2.5	Changes tested, but no improvement
3.0	Modest improvement
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

Outcome Improvement Group Projects

Aberdeen Prospers:

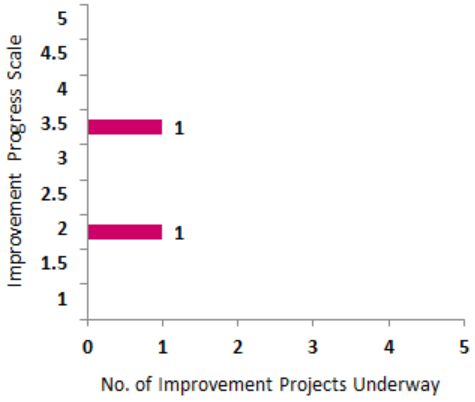


Integrated Children's Services:

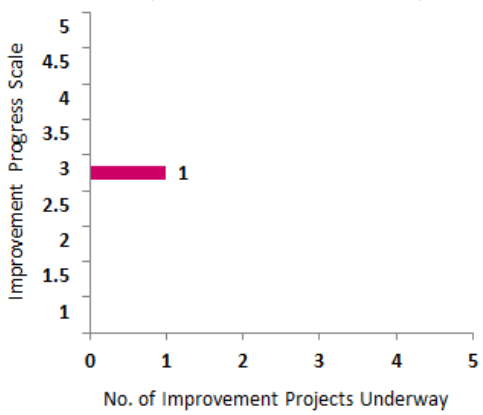


Resilient, Included Supported:

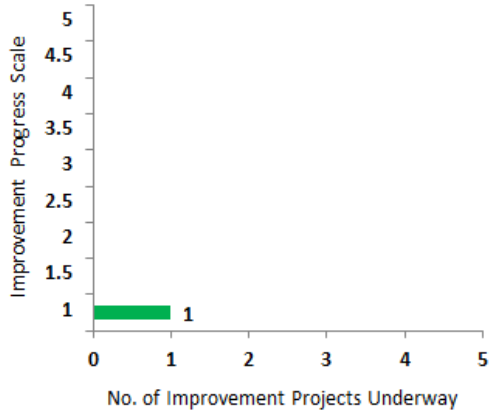
Community Justice:



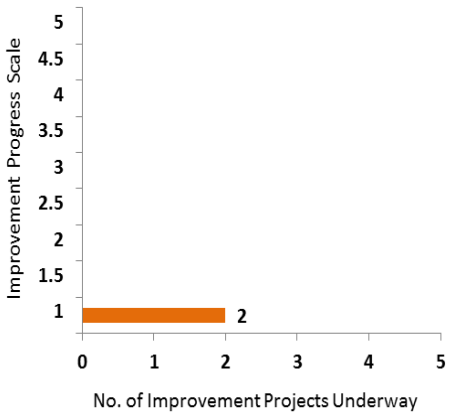
Alcohol and Drugs Partnership:



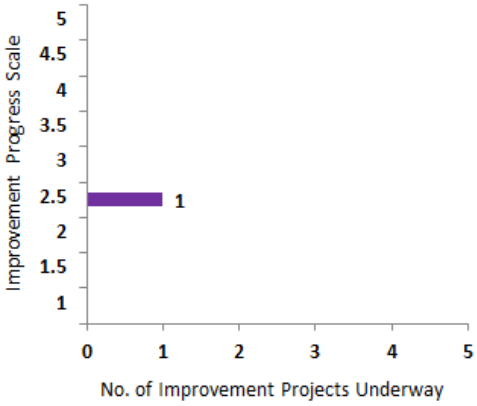
Sustainable City:



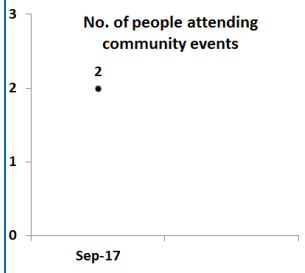
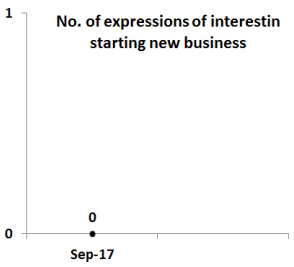
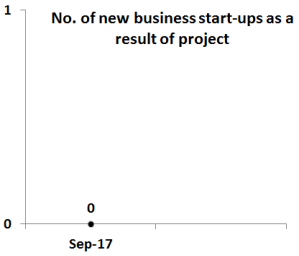
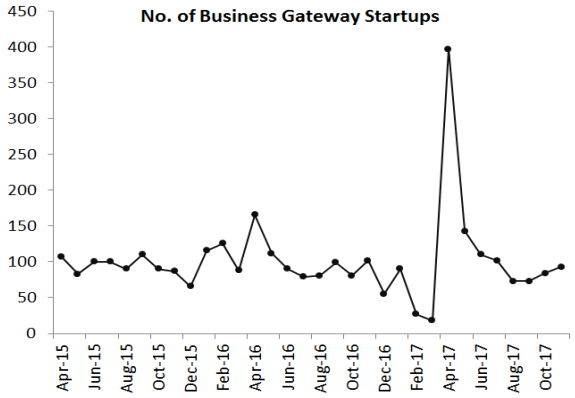
Digital City:



Community Engagement:



PROSPEROUS ECONOMY: Aberdeen Prospers

Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
Investment in infrastructure						
None						
Innovation						
None						
Inclusive economic growth						
Your Local Business Gateway - To increase business gateway start up numbers across Aberdeen by 2% by April 2018 by focussing on localities.	Jul 17-Apr 18	2.5	   	Community events tested in September 2017 in three locations in wider Northfield. Very limited impact. No further events as yet identified.	Kay Diack/Roz Taylor – Northfield Locality Partnership/ Aberdeen Prospers Group	Are we on track to achieve this aim? What other changes will be tested?

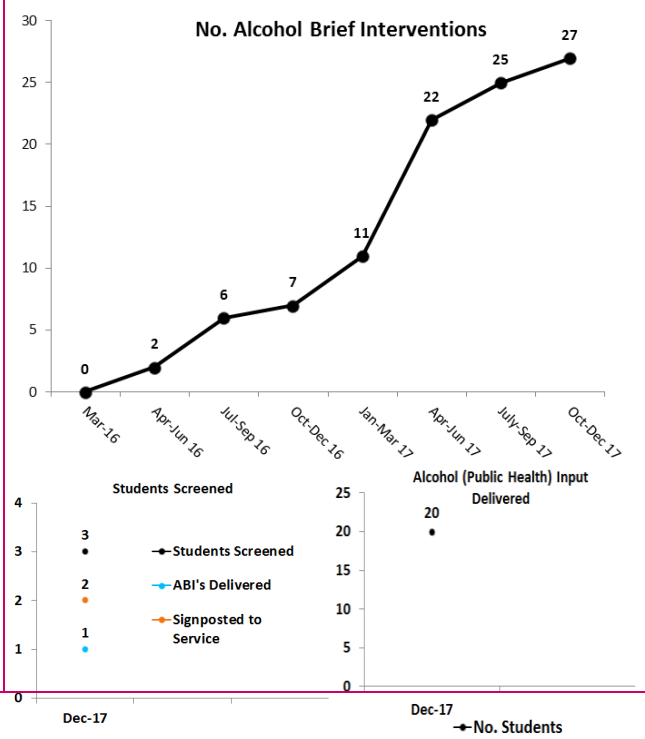
Community Benefits	Jan18 - TBC	1.0	No data available – testing not yet started.	New Project - Charter to follow.	Lori Manson – Aberdeen Prospers Group	
One-Stop Employability Shop	Oct 17 - TBC	1.0	No data available – testing not yet started.	New Project - Charter to follow.	Matt Lockley – Aberdeen Prospers Group	
Internationalisation						
Invest Aberdeen	Jan18 - TBC	1.0	No data available – testing not yet started.	New Project - Charter to follow.	Matt Lockley - Aberdeen Prospers Group	

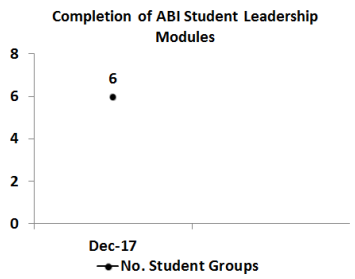
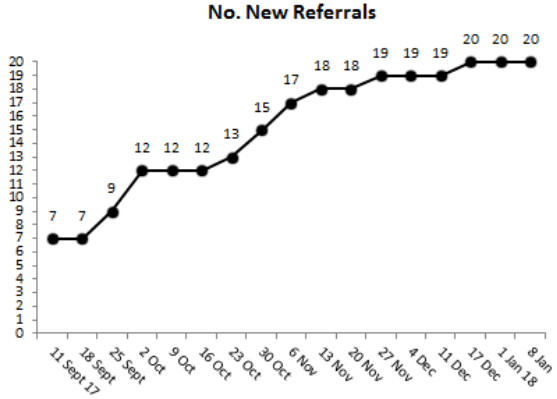
PROSPEROUS PEOPLE: Children are our Future

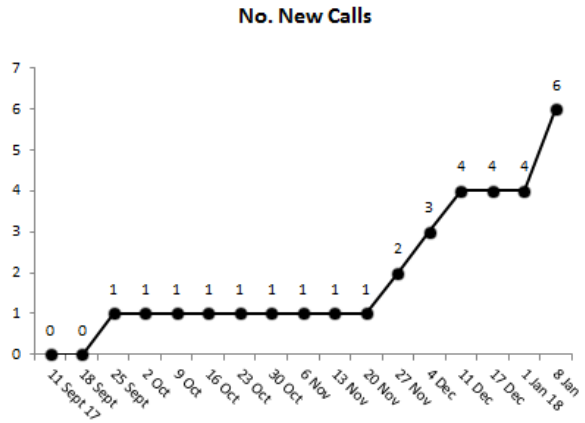
Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
Children Have the Best Start in Life						
Play on Pedals, increase the number of children who can cycle before starting P1	Mar 17 -	2	Data not available – testing not started	How many Children currently cycle Confidence of nursery staff to teach children how to cycle	Louise Beaton ACC – Integrated children's Services Group	No end date
Taking a person cantered approach this project will identify the current barriers which inhibit young people's access to sexual health services in the City.	Aug 17 - TBC	2		Changes we plan to test -Promotion of walk through video -Posters to promote local services -Social media awareness /promotion -Website accessibility -Joint objective setting with pupils	Racheal Thomson NHS – Integrated Children's Services Group	Details of what has been tested so far needed to identify what has made this improvement End date for testing to TBC
Increase the capacity of school nurses by 75% on a permanent basis by January 2019	Aug 17-Jan 19	1	Data not available – testing not started	New Project – Project Charter to follow	Elaine Allen NHS – Integrated Childress Services Group	

Children Are Safe and Responsible						
None						
Children are Respected, Included and Achieving						
Improving the career aspirations of Primary 6 pupils	TBC	1	Data not available – testing not started	New Project – Project Charter to follow	Carol Sneddon – Integrated children's Services Group	
Increase youth engagement in the city	Feb 18 - TBC	1	Data not available – testing not started	New Project – Project Charter to follow	Maggie Hepburn ACVO – Integrated children's Services Group	

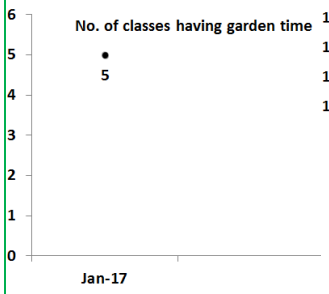
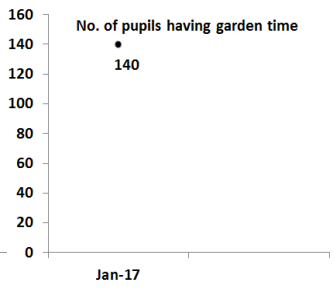
PROSPEROUS PEOPLE: People are Resilient, Included and Supported When In Need

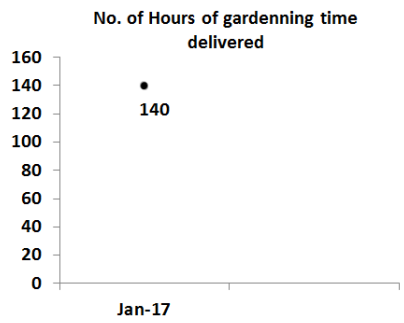
Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
People and communities are protected from harm						
Alcohol brief interventions – To increase the number of people at risk of falls, where alcohol may be a factor, identified for an alcohol brief intervention to 20 by Dec 2017.	Mar 17 - Dec 17	3.0		Alcohol Brief Interventions are now part of standard city clinic practice. We are currently looking to spread testing of ABIs to community services. Testing delivery of ABIs has begun with students living in 'Unite' accommodation. This includes training for Unite Welfare staff team. Testing delivery of training on ABIs to nurses at RGU. This will include delivery of ABIs during key placements during 2018.	Fraser Hoggan/ Heather Wilson – Alcohol and Drugs Partnership	Aim has been achieved. Revise aim to include wider community services to align with aim in the LOIP.

Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
						
Referral Service at Point of Arrest - To increase the number of referrals to relevant services at point of arrest (Kittybrewster Custody Suite) by 10% by end March 2018	Jul 17 - Mar 18	2.0	No data available – testing not yet started.	Testing initially delayed due to lack of resource to undertake this. This has now been addressed through support from ACVO. Initial testing will focus on addressing individuals' 'Housing' issues through joint working with ACVO and Housing Support Services. Test Kittybrewster Housing Drop-in. Test referral routes for individuals who are rough sleeping to Cyrenians Assertive Outreach Service.	Claire Duncan – Community Justice Group	
Support for Families - To increase the number of families of people in the Justice System in Aberdeen receiving support from the Families Outside service by 100% (36 referrals) by end March 2018.	Sep 17 - Mar 18	3.5		Training for staff on issues for families and support available. Planning to test service procedure change to share information with Families Outside. Planning to test Email reminder and newsletter to promote calls to helpline.	Lindsay Jessiman, Families Outside – Community Justice Group	

Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
				Looking at reason for low increase in number of calls.		
People are supported to live as independently as possible						
None						

PROSPEROUS PLACE: Empowered, Resilient and Sustainable Communities

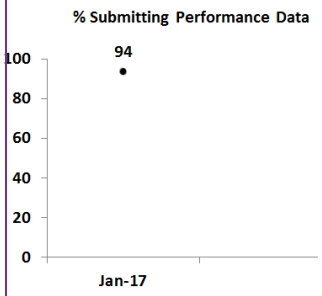
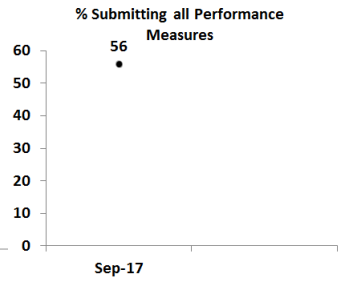
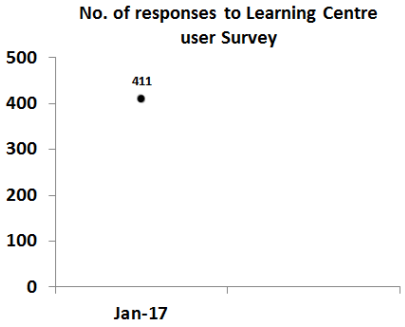
Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
Safe and resilient communities						
None						
People friendly city						
Increase garden time in three Locality primary schools.	Oct 17 – TBC	1.0	 	New project – charter to follow. Create 3 school gardens in three primary schools. One in each locality. Each class has a one hour dedicated session on garden related activities every week.	Bob Donald, One Seed Forward - Sustainable City Group	Testing has begun for this project, however clarity on the aim and timescale for this project required. This will provided by the project charter – to follow.

Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
				Specialist visits to talk to classes about gardening. Class competition for garden logo & name to encourage participation.		

DIGITAL CITY: Creating A Digital Place

Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
Digital Connectivity						
Increase commercial use of Ducting Network	TBC	1.0	No data available – testing not yet started.	New Project - Charter to follow.	Simon Haston - Digital City Group	
Connection Voucher Scheme – To increase update of connection vouchers by small and medium enterprises to provide gigabit capable connections to their premises.	TBC	1.0	No data available – testing not yet started.	Develop single shared communications materials about participation and asset transfer requests	Simon Haston - Digital City Group	
Data						
None						
Digital Innovation						
None						
Digital Skills and Education						

Working With Communities: Engagement, Participation and Empowerment

Project & Aim	Start-End	Progress Scale	Improvement Data	Project Status	Project Lead	Management Group Discussion Points
How good are our learning centres? - All learning centres submitting performance data by April 2018	Mar 17 - Apr 18	2.5	  	Testing use of new performance framework measures Learning centre user survey Planning to test ways of getting more qualitative performance information.	Sarah Scott, Performance & Quality Officer - Community Engagement Group	

GROUP & PROJECT PROGRESS SCALE:

1.0	**Forming as an Improvement Group** Group has been formed; target population identified; aim determined and baseline measurement has begun.
1.5	**Planning for Improvement has begun: clear project charter in place** Group is meeting, discussion is occurring. Plans for improvement have been made.
2.0	**Activity, but no changes** Group actively engaged in development, research, discussion but no changes have been tested.
2.5	**Changes tested, but no improvement** Components of the model being tested but no improvement in measures. Data on key measures are reported.
3.0	**Modest improvement** Initial test cycles have been completed and implementation begun for several components. Evidence of moderate improvement in data.
3.5	**Improvement** Some improvement in outcome measures, process measures continuing to improve. PDSA test cycles on all components. Evidence of moderate improvement in process measures.
4.0	**Significant improvement** Most components of the change package are implemented for the population of focus. Evidence of sustained improvement in outcomes measures, halfway toward accomplishing all of the goals. Plans for spreading the improvements are in place.
4.5	**Sustainable improvement** Sustained improvement in most outcome measures, 75% of goals achieved, spread to a larger population has begun
5.0	**Outstanding sustainable improvement** All components of the Change Package implemented, all goals accomplished, and spread is underway.

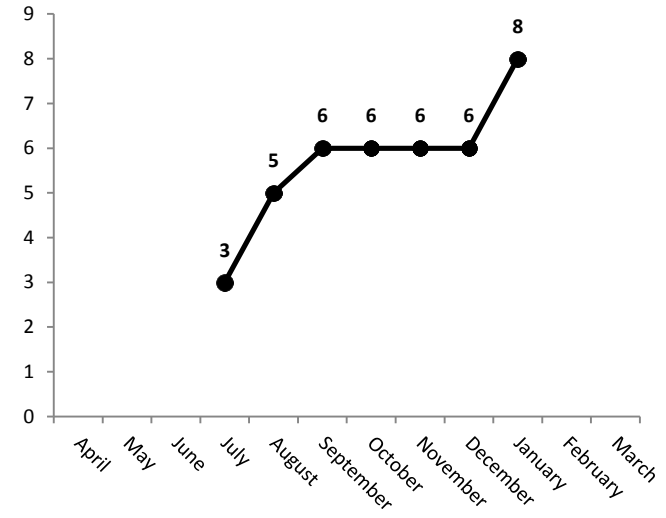
<u>Contact details</u>

Guy Bergman
Performance & Improvement Officer
Tel: 01224 52 2367
Email: gbergman@aberdeencity.gov.uk

Date of report: 19/01/2018

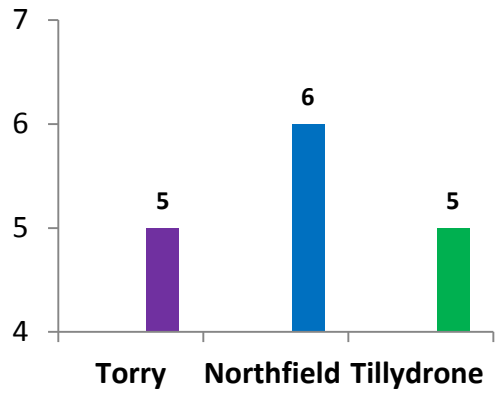
Improvement Dashboard

No. of Locality Improvement Projects:



No. of Meetings Held:

No. of Meetings held since groups formed in April 2017



Barriers / Opportunities:

- Project charters need to be developed for new improvement projects for approval by Management Group. These are important documents which should set out clear aim, improvement data to be collected, change ideas and partner involvement.
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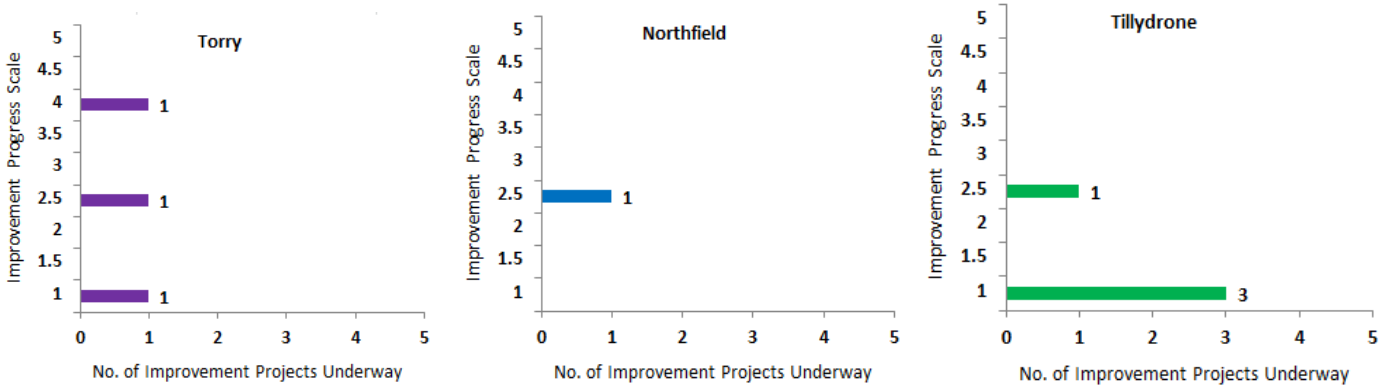
- Model for Improvement training available for all Partnership staff. New programme for 2018 includes improvement bootcamps. Book here.

Locality Partnership Projects:



Project Progress Scale:

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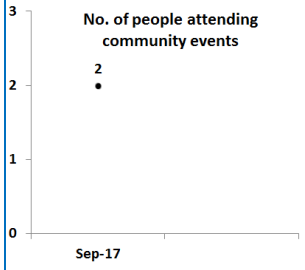
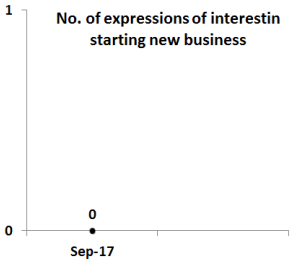
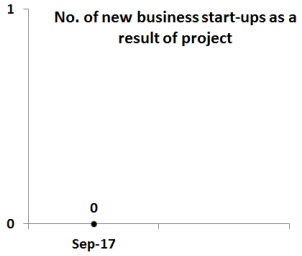
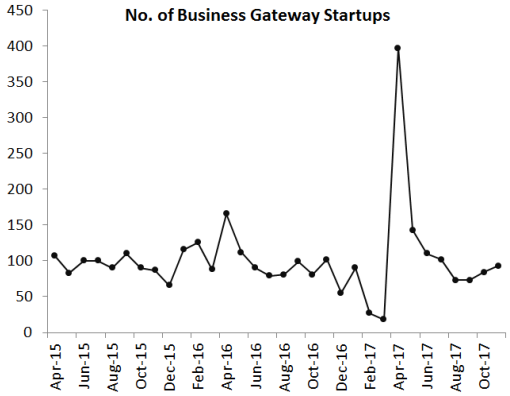
3.5	Improvement
4.0	Significant improvement
4.5	Sustainable improvement
5.0	Outstanding sustainable improvement

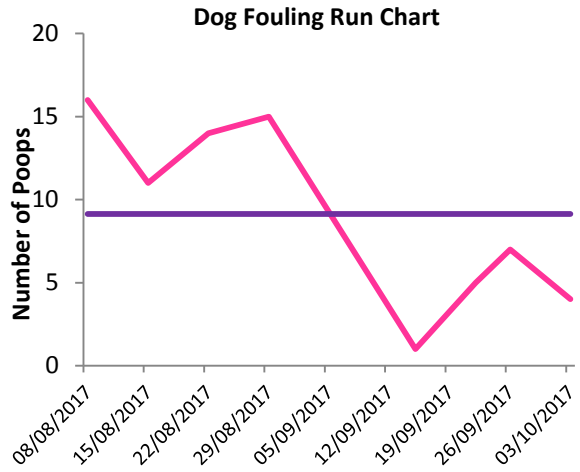
OUR ECONOMY

Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
Your Local Business Gateway - To increase business gateway start up numbers across Aberdeen by 2% by April 2018 by focussing on localities.	Jul 17-Apr 18	2.5	   	Community events tested in September 2017 in three locations in wider Northfield. Very limited impact. No change ideas as yet identified.	Kay Diack/Roz Taylor –All Locality Partnerships/ Aberdeen Prospers Group	Are we on track to achieve this aim? What other changes will be tested?

OUR PEOPLE

Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
Breastfeeding Rates – aim to improve the rates of exclusive breastfeeding at 6-8 weeks in Woodside, Tillydrone and Seaton to Aberdeen City average rates.	TBC	1.0	No data available – testing not yet started.	New Project – Charter follow.	Paul Tytler - Tillydrone Locality	
Seaton Recovery Project - 30 clients supported with social and welfare issues by Jul 18	Nov 17 - Jul 18	1.0	No data available – testing not yet started.	New Project – Charter to follow.	Graham Donald - Tillydrone Locality	
Domestic Abuse – to reduce domestic offences in the Woodside area by 10% by December 2018	TBC – Dec 2018	1.0	No data available – testing not yet started.	New Project – Charter included. Staff of eight community groups will receive training in how to deal with instances. Engage 100% of the schools in the area with the project. Social media to engage hard to reach groups.	Mark Stephen/ Paul Tytler - Tillydrone Locality	Management Group asked to approve project charter on basis of: • Clear aim • Valid business case • Change ideas will achieve the aim • Relevant measures • Right people involved

OUR PLACE:

Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
Living Streets Dog Fouling Initiative - Reduce dog fouling on Rockall Road and Girdleness Road by 50% by the 31st of August 2017	Aug-17-Oct-17	4.5		Testing of changes has ended. A reduction of piles by almost 63% was achieved through testing changes in the community such as engagement with schools, provision of bag dispensers and poster campaign. The Torry Community Group are developing the project in the wider area.	Jade Hepburn – Torry Locality	The aim of this project has been achieved and the project has ended. Exploring options to scale up and spread learning from this project to other communities. Project aim will be revised.
Free School Meals Initiative - We aim to increase the uptake of free school meals in Torry by 20% (tbc) by September 2018.	TBC	1.0	No data available	New Project – Charter to follow.	Tanita Addario, Anne-Marie Steehouder-Ross – Torry Locality	

OUR TECHNOLOGY:

Project & Aim	Start-End	Progress Scale	Improvement Data	Changes being tested	Project Lead	Management Group Discussion Points
None						

New Project Charters

Improvement Project: Domestic Abuse in Woodside
Executive Sponsor: *Who has given approval for the project to go ahead?*
Project Lead: *Who is the leading the improvement work/ team?* **PI Mark Stephen, Police Scotland**
Aim statement (What? By how much? By when?) *What exactly are you aiming to achieve?* **To reduce domestic offences in the Woodside area by 10% by 31/12/2018.**
Link to Local Outcome Improvement Plan/ Locality Plans: A priority aim within the LOIP is one of children being our future; they should have the best start in life, be safe and responsible; and respected, included and achieving. Domestic abuse can have a detrimental effect on the health and wellbeing of children. The policy also falls within the ethos of national Government strategy. We will improve community safety to keep people safe from harm. We will reduce levels of domestic violence in our communities through special partnership operation including improving accessibility of services to support and advise victims of abuse, training and raising awareness of local people and service to identify and respond to risks, and use of enforcement.
Business case *What research can you draw on to justify why you are investing in this project?* Domestic abuse in Woodside has circa three times the recorded instances of domestic offences than the city average over a five year period. Better education will lead to a better understanding by all in the area and better reporting. This better reporting will direct enforcement alongside interventions and lead to a drop in instances. There are many studies on the effects that domestic abuse has on children in a family that suffers and in relationships themselves that have domestic abuse and the following support our approach. Longitudinal Study on the Effects of Child Abuse and Children's Exposure to Domestic Violence, Parent-Child Attachments, and Antisocial Behaviour in Adolescence, Cindy Sousa et al, 2010: This study shows the unique and combined effects of child abuse and children's exposure to domestic violence and analyses whether the interaction of exposure and low attachment predicted youth outcomes. Domestic abuse prevention education: listening to the views of young people, Claire Fox, Rebecca hale & David Gadd, 2013: In the UK, high rates of abuse in teenage dating relationships have been found (Barter et al. 2009), highlighting the significance of the issue in the lives of many young people. A recent study of 13 to 14 year olds in the UK (N ¼ 1143) found that 45% of pupils who had been in a dating relationship reported having experienced domestic abuse and

25% having perpetrated it (Fox et al. 2013). There is, therefore, good reason to target preventive interventions at teenagers in early adolescence.

Measures: (How will we know if a change is an improvement?) *What data can you collect to tell you whether your change ideas are having an impact?*

Police Scotland crime statistics in the area will be checked between 01/01 & 31/12/2018.

The staff of the eight community groups who are front facing will receive training in how to deal with such instances. It is proposed to reach all 8 organisations and train at least 50% of staff within the same time frame.

It is proposed to engage 100% of the schools in the area with the project.

Social media platforms will be set up and our target is to have 1000 followers in the same time frame.

Self-referrals from the area to third sector organisation to rise by 10%.

Change ideas (What can we do that will result in improvement?) *What specific changes do you think will achieve your aim?*

Staff training to front line staff in the community.

Social media tool used to engage hard to reach groups such as foreign nationals.

Signposting of support services that can be accessed.

Engage 100% of the schools in the area with the project

Potential Barriers (What are the barriers to you making these changes)
Where do you need support upfront to carry out this improvement project?

Languages spoken by those in our community.

If domestic abuse is currently under reported, this could result in figures rising initially instead of the predicted downward trend.

Media could report negatively on statistics, linking them with deprived areas and/or foreign nationals; and therefore missing the point that Domestic Abuse is not restricted to any one social demographic.

Project Team: *Who is going to help carry out the improvement work?*
PI Mark Stephen - Police Scotland
Paul Tytler - Locality Manager
Derek Bain - Police Scotland
PS Tricia McLean - Police Scotland
Donna McLean - SACRO
Madelene MacSween - Aberdeen City Council

GROUP & PROJECT PROGRESS SCALE:

1.0	**Forming as an Improvement Group** Group has been formed; target population identified; aim determined and baseline measurement has begun.
1.5	**Planning for Improvement has begun: clear project charter in place** Group is meeting, discussion is occurring. Plans for improvement have been made.
2.0	**Activity, but no changes** Group actively engaged in development, research, discussion but no changes have been tested.
2.5	**Changes tested, but no improvement** Components of the model being tested but no improvement in measures. Data on key measures are reported.
3.0	**Modest improvement** Initial test cycles have been completed and implementation begun for several components. Evidence of moderate improvement in data.
3.5	**Improvement** Some improvement in outcome measures, process measures continuing to improve. PDSA test cycles on all components. Evidence of moderate improvement in process measures.
4.0	**Significant improvement** Most components of the change package are implemented for the population of focus. Evidence of sustained improvement in outcomes measures, halfway toward accomplishing all of the goals. Plans for spreading the improvements are in place.
4.5	**Sustainable improvement** Sustained improvement in most outcome measures, 75% of goals achieved, spread to a larger population has begun
5.0	**Outstanding sustainable improvement** All components of the Change Package implemented, all goals accomplished, and spread is underway.

<u>Contact details</u>

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Date of report: 19/01/2018

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Community Planning Aberdeen

Progress Report	Participatory Budgeting
Lead Officer	Derek McGowan, Head of Communities and Housing
Report Author	Neil Carnegie, Communities and Housing Area Manager
Date of Report	18 January 2018
Governance Group	Management Group – 29 January 2018

Purpose of the Report

The purpose of this report is to provide information about the agreement between COSLA (Convention of Scottish Local Authorities) and the Scottish Government to have at least 1% of council budgets subject to participatory budgeting (PB) by 2021. This intended to help stimulate discussion and planning for future partnership PB activity.

Summary of Key Information

1 BACKGROUND

1.1 At its meeting on 30 October 2017 the management requested a report on COSLA work on PB and that a fuller discussion on PB take place at its next meeting.

1.2 COSLA and Scottish Government have agreed a framework to work together to have at least 1% of council budgets subject to participatory budgeting (PB) by 2021. This is intended to ensure local decision-making and the commitment to work together with wider public and third sector partners. Appendix 1 is a briefing paper by the Improvement Service which explains about PB.

1.3 Based on Aberdeen City Council's general fund budget, we would be aiming to use PB to determine around £5M by 2021. We are waiting for further guidance on this, however initial discussions with COSLA indicates that funding distributed from other Council budgets beyond our general fund by PB could be counted towards this 'target'. This could include capital expenditure, Housing Revenue Account, Common Good, etc.

1.4 Community Planning Aberdeen has used PB to determine use of funding over the past three years.

2015/16	£100k	Youth work and under 12's activities in regeneration areas
2016/17	£250k	To support development and delivery of Locality Planning
2016/17	£25	Fairer Aberdeen
2016/17	£100k	Improvements to three multi-storey buildings at Linksfield
2017/18	£45k	To support delivery of Locality Plans – PB currently live process
2017/18	£75k	Environmental improvements at Wales Street
2017/18	£25k	Fairer Aberdeen

1.5 PB is proving to be a successful approach and this is illustrated by the following findings from the evaluation of the PB activity last year in support of Locality Planning:

- 156 bids from local groups, individuals and organisations
- 93% of voters felt more empowered to make changes in their community
- 93% of voters think it is a good process and would participate again
- 3694 residents voted across the Localities (An average of 8% of the
- population of the Localities)
- 33% of voters were under twelve years old

1.6 Further benefits realised through our PB approaches includes:

- Helping identify and secure alternative funding sources for community activities
- Employee experience and development
- Stimulating interest in broader locality planning activity

2 NEXT STEPS

2.1 Next steps for CPA will be determined by the direction given the management group. The Council is presently identifying budgets for PB through its 2018/19 budget setting process.

Recommendations for Action
It is recommended that members of the Group: i) Provide direction on CPA future approach to PB and explore the contributions (financial and in kind) that individual organisations will make towards this. ii) Request that Community Engagement Group develop the CPA PB strategy and report proposals to the management meeting on 28 May 2018.

Opportunities and Risks
PB strengthens local democracy, participation and engagement.

Consultation
The following people were consulted in the preparation of this report: Michelle Cochlan, Community Planning Manager

Background Papers
N/A

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Improvement Service

ELECTED MEMBER BRIEFING NOTE

Participatory Budgeting

Scottish Government
Riaghaltas na h-Alba
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COSLA

is.
improvement service

What is the purpose of the briefing note series?

The Improvement Service (IS) has developed an Elected Members Briefing Series to help elected members keep pace with key issues affecting local government.

Some briefing notes will be directly produced by IS staff but we will also make available material from as wide a range of public bodies, commentators and observers of public services as possible.

We will use the IS website and elected member e-bulletin to publicise and provide access to the briefing notes. All briefing notes in the series can be accessed at www.improvementservice.org.uk/elected-members-development.

About this briefing note

COSLA and Scottish Government have agreed a framework to work together to have at least 1% of council budgets subject to participatory budgeting (PB) by 2021. This ensures local decision-making and the commitment to work together with wider public and third sector partners.

This briefing note has been developed collaboratively by the Improvement Service, Scottish Government and COSLA and aims to support elected members to better understand PB and the role of elected members in a PB process.

PB Partners was commissioned to develop this briefing in partnership with the aforementioned organisations.

What is participatory budgeting?

Participatory budgeting (PB) enables local people to decide on the issues that matter to them. Helping them to understand public spending, put forward their own ideas and vote on them.

PB is recognised internationally as a way for local people to have a direct say in how, and where, public funds can be used to address local needs. PB empowers citizens, builds trust in democracy and can improve the way public money is spent. It has been best described as: 'If it feels like we've decided, it's PB. If it feels like someone else has decided, it isn't'.

It's important to note that PB is not new in Scotland. As it's common practice to locally brand a PB process (such as community grant decision making e.g. LeithDecides in Edinburgh), you may be unaware that PB processes have been running in your local area. Many local authorities have run PB processes in recent years with support from the Scottish Government's 'Community Choices Fund' therefore the term 'Community Choices' may be more commonly recognised in Scotland.

This briefing will use the term PB as it is internationally and academically recognised.

PB comes in all shapes and sizes, but at its most basic it involves:

1. Ideas are generated about how a budget should be spent
2. People vote for their priorities
3. The priorities with the most votes get progressed

https://pbscotland.scot/what-is-pb

PB supports the principle of Public Service Reform, that people should have equal opportunity to participate and have their voice heard in decisions shaping their local community and society. As a tool for community engagement, promoting innovative ways for commissioning public services and for building trust in democracy, it underpins the objectives of the Community Empowerment (Scotland) Act 2015.

A key outcome of PB is to deliver services more efficiently, as service delivery programmes will be based on a clearer understanding of residents' needs and priorities. Over time the proposals emerging from communities are also likely to improve as understanding of what can be achieved matures.

Why use PB?

> ***"Democratic power should be delivered from communities up, not drip down from above. Democratic innovations such as ....participatory budgeting ... should ... become the standard by which [participation in decision making] is delivered in Scotland."***
>
> The Commission for Strengthening Local Democracy, 2014[1]

PB offers citizens the opportunity to debate and then decide on issues directly affecting their local communities and needs. It can attract more people to get directly involved in community action.

When people are engaged in community life, they are more likely to experience positive health and wellbeing and life outcomes.

PB can play an essential role in redressing the inequalities that exist within our society. Well run PB empowers communities as those involved feel their views have been respected and the process is fair and accessible. That increases trust between citizens and the elected representatives and officials that gave them the opportunity to make decisions.

PB improves citizens understanding of the choices that need to be made when spending public money. It also increases citizens understanding of the complex interactions between services, the role of the local public bodies, and what communities and families are better placed to do themselves.

The City of Edinburgh Council has produced a series of videos outlining the benefits of PB for projects, communities and democracy.

Margo Howe, former elected member, The Moray Council: "I'm a firm believer in participatory budgeting or Community Choices. I think it's revealing that people themselves have grabbed the opportunity and seen the benefit of it. It's their ideas and, because of this, they will make it work. They're loving it!".

Local resident, Chris Parsons: "The PB process has changed (for the better) out of all recognition our relationship with local officers and members".

1 See https://www.localdemocracy.info/2014/08/14/time-to-rebuild-scottish-democracy-what-the-referendum-decides/, accessed April 2017

The role of elected members in PB?

Mainstream PB complements representative democracy and any process needs to be formally mandated by an accountable body. This means the primary role of elected members to set the authorities' budget and hold council staff to account is largely unchanged. The role of an elected member to provide leadership and opportunity for all those living within their wards and constituencies to have their say and express their needs, is enhanced through PB.

The roles and responsibilities for elected members in a PB process are:

- To be clear the aims of the process are understood.
- To make sure the relevant resources to run an effective PB process are in place.
- To ensure the process is inclusive and local people can participate in all stages of the process.
- To engage with local people, to encourage and support them to participate in the process.
- To approve the decision made by local people in the allocation of funding, through the appropriate decision-making committee/body in the council.

What does good practice look like?

Many areas within Scotland have explored how the small grant giving model of PB can support local communities and improve neighbourhood working. Many examples appear on the PB Scotland website, www.pbscotland.scot

Though PB has traditionally taken the form of grant giving, the ambition in Scotland is now for PB to progress and be done at scale across mainstream budgets and to commission services so as to focus on the long term preventative approach that is required for public service reform.

Below are some examples taken from the PB Scotland website:

Case studies: Scotland

Grant giving model

'**Shared Vision – Your Decision**' was an Edinburgh-based initiative in late 2016/early 2017 which enabled local people to decide how public money is spent in eradicating Islamophobia and associated prejudice behaviour. Police Scotland, the City of Edinburgh Council and the Scottish Government made a total of £40,000 available as part of their ongoing commitment to addressing Islamophobia across Edinburgh. Islamophobic behaviour also effects other faith communities and they have included projects which also work with these communities.

The criteria allowed for three bids up to a maximum of £5,000 for three separate projects. In total, 34 projects were shortlisted and invited to a PB market place to support their bid. Over a two-week period more than 2,500 people voted on the projects that they wished to support. Voting could be done online or in person at 28 public libraries.

Thirteen projects were successful and are being funded through this PB process. All bids evidence how money will be spent eradicating Islamophobia or associated prejudice behaviour in Edinburgh; the projects aim to foster good relations and/or reduce prejudice. There are plans underway to repeat and extend PB, with a focus on community safety in the Edinburgh area.

Maintreaming model

"**The Uist and Barra Public Bus Service Redesign project**" has used innovative methods to improve service outcomes for rural communities through procuring services in a new way.

By using participatory budgeting methodology the community has had the opportunity to be fully involved in the design and procurement of their bus services. Together with the use of an output performance specification in the procurement process and extensive engagement with suppliers, this has made the project an innovative piece of work, addressing some of the key issues that face rural communities and their ability to access services.

The innovative approach enabled community members to effect change on a bus service that many felt was not meeting their needs. Already there is a reported increase in uptake following introduction of the new timetables. The contracts commenced on 25 March 2016.

In the longer term, the participatory budget methodology will enable communities to become more involved in determining the outcomes of other aspects of service delivery. Benefits from the process are the community has gained an understanding of public sector procurement processes and suppliers are able to respond to public demand more easily.

International examples of PB

Paris

Launched in 2014, Paris implemented a successful method of citizen participation. Ideas are developed and submitted on an internet platform by residents or groups of residents. In 2015, Parisians submitted over 5,000 projects. In 2014, its first year of operation, over 40,000 Parisians chose nine winning projects at a cost of €17.7m.

In 2015, this increased to nearly 67,000 participants. They selected eight projects for Paris as a whole and 180 projects for arondissements (city districts). The Paris projects and the arondissements in 2015 represent an allocated budget of around €67m, equivalent to about £57m at January 2017 rates.

More UK and international examples can be found on the PB network website:
www.pbnetwork.org.uk

The UK PB Network list these following principles as good standards for PB:

1. Local Ownership: Residents should be involved in setting budget priorities adnd identifying projects for public spend in their area wherever possible.
2. Direct involvement: PB should involve direct as well as representative engagement.
3. Support for representative democracy: Participation mechanisms such as PB should be seen as supporting representative democracy rather than undermining it.PB can increase citizens' trust of councillors and boost the role of ward councillors.
4. Mainstream involvement: Over time PB processes should move towards residents being involved in decisions over mainstream budgets (as opposed to only small grants processes).
5. Accessibility: Participants must have good and clear accees to PB processes.
6. Transparency: PB processes are designed to give citizens full and clear knowlege of public budgets in their area, even those over which they do not have a direct say.
7. Deliberation: PB processes should take citizens beyond personal choice and involve real deliberation around budget decisions.
8. Empowerment: Citizens, officers, councillors and partners should plan and lead PB events together, demonstrating local people's empowerment.
9. Shared responsibility: PB should build common purpose and a commitment from all stakeholders.

The full 2009 version of PB Network Values, Principles and Standards are available at https://pbnetwork.org.uk

Key challenges for consideration

Elected members are crucial in ensuring the vision for mainstream PB works. There are significant challenges that need to be overcome, and without political support it is unlikely PB will bring the benefits that can be achieved by reshaping they way in which local decision making is made.

Some of these challenges include:
Bringing together representative democracy with an open, direct participatory democracy. The aim is for the representative and participatory 'strands' to complement each other and once seen in action initial and understandable reluctance to engage with PB does dissipate.

With limited resources and concerns about the withdrawal of cherished services there is a concern that vested interests will try to unfairly influence the opening up of decision-making. Questions such as whether voting processes will be fair. Or how to avoid decision-making events being flooded by people only interested in supporting their friends. This can be prevented through agreeing a

clear definition of what PB is in Scotland. Not simply focusing on what the process is and when embedding PB, using flexible voting mechanisms and appropriate facilitation at meetings that make the activity accessible and representative of communities. Visible and engaged elected members at an event can build trust.

There can be concerns about 'up-front' costs to implement a new PB process. When money and staff time is short it is a challenge for public bodies to seek to engage new people. Elected members are crucial in encouraging new ways of working that build on existing engagement structures and make better use of networks and forums that already operate.

Inclusivity and connecting with seldom heard groups is cited as a common problem. However, experience shows PB offers the opportunity to engage in non-traditional ways and times that reaches out to people who often don't have a voice.

There are strategic and sensitive issues that appear not immediately amenable to PB. The statutory protection of young or vulnerable people is one examples that would remain the core responsibility of officers and elected members'. Whilst PB is not about changing all responsibilities it is about ensuring lived experiences do help shape decisions. Used imaginatively and in a transformational way PB can generate fresh ideas or approaches to make services work better for local people and which will have long term benefits to the cost of service delivery. With the accessible information and organisational trust, local people can make informed decisions.

PB is not the only way to engage with local people but it can enhance and improve current practice.

Actions to take as an elected member

- Read about PB in action through the resources and case studies available on the PB Scotland and PB Network websites: https://pbscotland.scot and www.pbnetwork.org.uk
- Talk to senior officers and other elected members about what mainstream budget or up and coming commissioning process PB can be used for.
- Contact elected members in other areas that have tried PB and ask to visit one of their projects. Seeing PB in action makes it real.
- Start by running a small grants PB process in your area using existing funds, perhaps even your own discretionary funding. Through its ability to engage people in decision-making PB adds value to small grant programmes already in operation. Use it to build trust and confidence in decision-making.
- Commit to using PB on a larger scale as is already happening in areas across Scotland and in the rest of the world. Build the confidence of other elected members in your area, enabling the move on to widening engagement in mainstream budgets and involvement in local decision making from communities.

- If you want further political input into the way PB is approached across Scottish local government raising this with your elected member who is the council's representative on the COSLA Community Wellbeing Board.

Further support and contacts

Simon Cameron
Development Manager - Participatory Budgeting
COSLA
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Kathleen Glazik
Policy Manager – Community Empowerment Unit
Scottish Government
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0131 244 0831

For queries on how to implement PB or for any policy queries please contact Simon Cameron and Kathleen Glazik.

For more information visit the pbscotland.scot website which provides accessible information on events, policy and resources in Scotland, and profiles examples, pictures and videos of Community Choices in action.

To join Scotland's PB network go to: https://pbscotland.scot/network/

Useful reading:

Guide to Grant Making through Participatory Budgeting
https://pbnetwork.org.uk/grant-making-through-participatory-budgeting-a-how-to-guide/

Briefing on PB at Scale
https://pbnetwork.org.uk/mainstreaming-participatory-budgeting/

Guide to Evaluating PB
https://pbnetwork.org.uk/hear-the-voice-make-the-change/

Community Choices Fund 2016/17 Report
https://pbscotland.scot/blog/2017/10/12/the-right-choices-read-the-community-choices-fund-201617-report

Community Choices 1% Framework agreement
www.cosla.gov.uk/community-choices-1-framework-agreement

Interim evaluation report on PB in Scotland – Glasgow Caledonian University
https://pbscotland.scot/blog/2017/11/10/interim-evaluation-report-on-pb-in-scotland

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Dec 2017

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Community Planning Aberdeen

Progress Report	Community Planning Budget 2017/18 – Q3 Budget Monitoring Report
Lead Officer	Derek McGowan, Head of Communities and Housing
Report Author	Michelle Cochlan, Community Planning Manager
Date of Report	11 January 2018
Governance Group	CPA Management Group – 29 January 2018

Purpose of the Report

The purpose of this report is to provide an update on the 2017/18 Community Planning Budget's financial performance for the period 1 October 2017 to 30 December 2017.

Summary of Key Information

1 BACKGROUND

1.1 The community planning budget agreed for 2017/18 on 27 of February 2017 was £1,675,719. This included contributions from Aberdeen City Council, Police Scotland, NHS Grampian and NESTRANS. Underspend of £22,430 from 2016/17 was also carried forward as general reserves to provide a total of £1,698,149.

	2017/18 Budget £
Aberdeen City Council	1,647,687
NHS Grampian	18,032
Police Scotland	5,000
NESTRANS	5,000
Total Contributions	**1,675,719**
2016/17 Underspend	22,430
Total	**1,698,149**

2 COMMUNITY PLANNING BUDGET 2017/18

2.1 This budget monitoring report shows current and projected expenditure for 2017/18 as at the end of quarter 3.

	2017/18 Budget £	Year to date spend £	Full year forecast £	Variance £ (Difference between forecast and budget)
Fairer Aberdeen Fund	1,626,897	1,544,154	1,626,897	0
City Voice	37,000	37,000	37,000	0
Civic Forum	5,000	3,750	5,000	0
Miscellaneous	6,822	0	0	(6,822)
2016/17 Underspend	22,430	0	20,000	(2,430)
Total	**1,698,149**	**1,584,904**	**1,688,897**	**(9,252)**

2.2 There is a projected underspend of £9,252 in the community planning budget 2017/18. It is proposed that there are four options for this money. These include the following:

2.2.1 **Option 1** - The underspend is refunded to each contributing partner on a pro rata basis, based on their respective contributions. This would equate to the following:

Aberdeen City Council (98.3%)	£9,094
NHS Grampian (1.1%)	£102
Police Scotland (0.3%)	£28
NESTRANS (0.3%)	£28

2.2.2 **Option 2** – The underspend is used for participatory budgeting. Following the success of the participatory budgeting events held in the CPA priority localities last year, the CPA Management Group has already approved a proposal, made on 7 August 2017, to use £20,000 from the 2016/17 underspend to contribute to a second round of participatory budgeting events which will take place by 31 March 2018. The projected underspend from 2017/18 could also go towards these events.

2.2.3 **Option 3** – The underspend is used to fund an extension to the ACVO Improvement Coach project. In 2014, Integrated Children's Services (ICS) funded ACVO £10,000 to recruit skilled volunteers to be trained in the Model for Improvement and work as coaches to support ICS improvement projects. In 2015, ACVO received a further £8,000 to cover continuing work and to assist in the delivery of training to ICS staff on the Model for Improvement. There is evidence that the improvement coaches have been effective in supporting improvement work across ICS and this offer is an integral part of CPA's Innovate and Improve capacity building programme (See Appendix 1 for further information). Funding for the project ran out at the end of 2017. It is proposed that the underspend could be used to fund this project for a further18 months, with the offer of coaching support extended to all Outcome Improvement Groups, not just ICS. This means volunteer coaches would be assigned to work with teams on improvement projects linked to all themes within the Local Outcome Improvement Plan/ Locality Plans. The funding would cover the cost of ACVO coordinating the project, volunteer recruitment and volunteer expenses over 18 months;

2.2.4 **Option 4** – The underspend is carried forward as general reserves to be used by Community Planning Aberdeen during 2018/19.

3 GRANT FUNDING 2017/18

3.1 As well as the agreed community planning budget, the Partnership receives income from a number of external funding sources. The funding secured to date is below:

	2017/18 Budget £	**Year to date spend £**	**Full year forecast £**	**Variance £**
Community Justice Transition Fund	70,000	36,492	51,012	-18,988
Grant for Switched on Fleets Ultra Low Emission Vehicle Procurement	52,042	0	0	-52,042
Total	**122,042**	**36,492**	**51,012**	**-71,030**

3.2 Scottish Government funding of £50,000 for 2017/18 continues to fund the Community Justice Officer post to oversee the transition of community justice. SG has now confirmed a further £50,000 will be made available for 2018/19.The underspend of £20,000 from the first year of funding in 2015/16 will cover the full costs of the Community Justice Officer for 2017/18 and into 2018/19.

3.3 The Scottish Government has now confirmed funding of £52,042 for 2017/18 for the purchase or lease of ultra low emission vehicles. The delay in information about the 2017/18 Switched on Fleets grant funding is due to the late completion of the scheme for 2016/17. As a result, SG has advised that the requirement in the offer letter to claim the grant by 31 March 2018 is flexible, although it would be ideal if expected orders could be confirmed by this date. Discussions are currently taking place with fleet teams across Community Planning Aberdeen to identify interest in leasing/ purchasing a vehicle. This opportunity supports the aim in the Local Outcome Improvement Plan 2016-17 to increase the percentage of partnership fleet that are low carbon vehicles. To date, there has been one expression of interest from Aberdeen City Council's Building Services.

Recommendations for Action

It is recommended that the CPA Management Group:

i) Note Community Planning Aberdeen Budget's performance during quarter 3 of 2017/18; and
ii) Consider and approve one of the options at section 2.2 of this report.

Consultation

The following people were consulted in the preparation of this report:

Neil Carnegie, Communities and Housing Area Manager, ACC
Maggie Hepburn, Third Sector Liaison Officer, ACVO
Clare Davidson, Assistant Accountant, ACC
Susan Thom, Fairer Aberdeen Fund Co-ordinator, ACC
Alan Simpson, Senior Planner, ACC

Opportunities and Risks

Regular reporting on the current year's budget gives Community Planning Aberdeen the opportunity to determine whether value for money is being achieved and allows early identification of possible shortfalls.

Background Papers

The following papers were used in the preparation of this report.

Community Planning Budget 2017/18

Contact details:

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Guy Bergman
Performance & Improvement Officer
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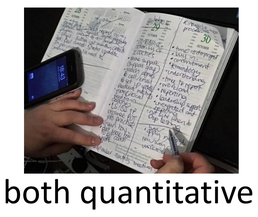
The Aberdeen Improvement Coach Project

Project Lead: Shona Sharma, Aberdeen Council for Voluntary Organisations

NHS Education for Scotland

acvo aberdeen's 3rd sector interface

The Integrated Children's services Leadership team in Aberdeen recognized the need for implementing a system for Quality Improvement Methodology. However, it was also recognized that the collaborative teams were in need of additional support with knowledge, skills and tools to understand and implement the Model for Improvement in their daily work. It was then agreed to test the Change Idea to have a team of improvement coaches, who were trained in the Model for Improvement, to come alongside improvement project teams and provide them with customized support, to enable these teams to make progress with their improvement aims. Coaches do this by offering one to one or facilitated team sessions to empower teams with confidence and competence in using the Model for Improvement in their day to day jobs. This helps teams to work smarter.

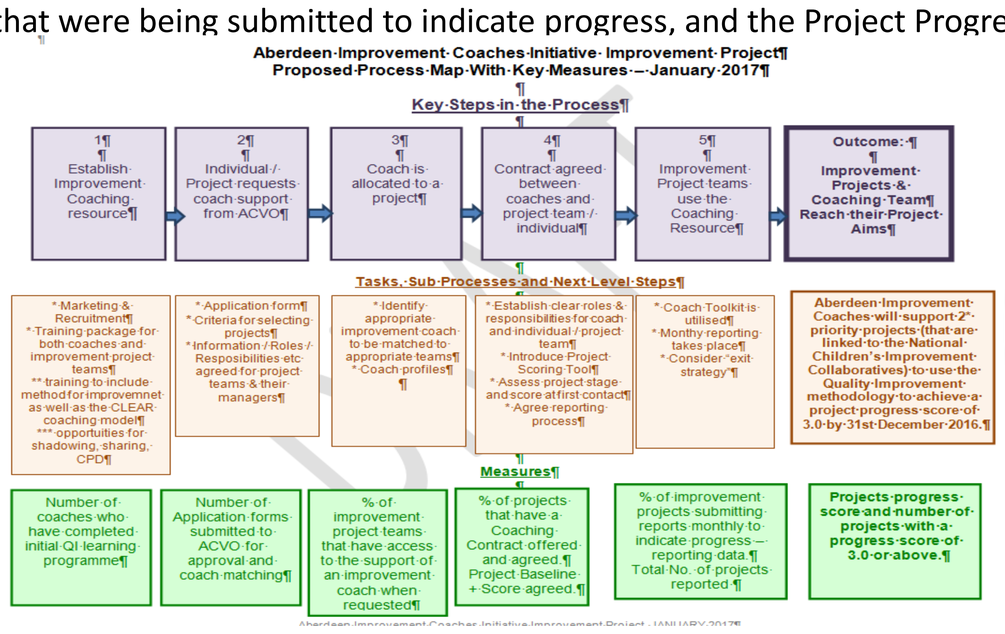


Method

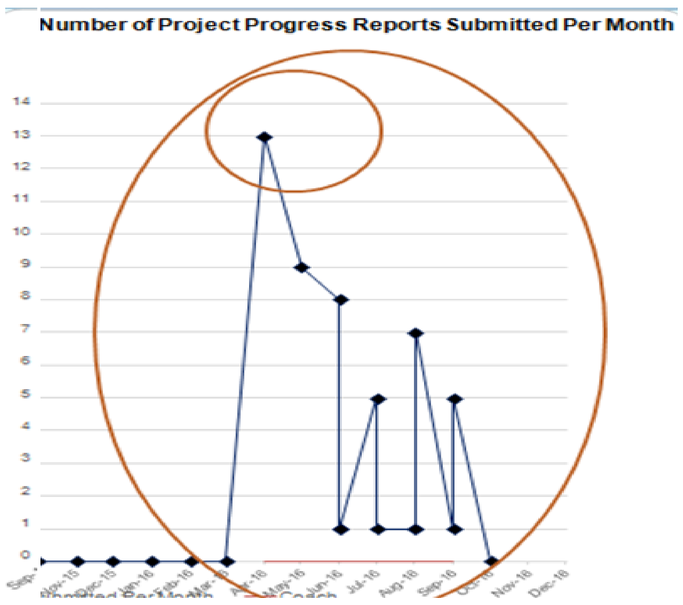
This project used both quantitative and qualitative forms of measurement. Quantitatively, the IHI Project Progress Rating Scale was tested and adapted for our context to provide an objective Outcome measure (before and after measure). Qualitatively, we listened to the voice of our customers and heard their stories and opinions. The stakeholders in our system included: project teams, managers, coaches, and third party voices.

Process Change

We focused our Process Change efforts on two things – namely, the monthly reports that were being submitted to indicate progress, and the Project Progress Score.



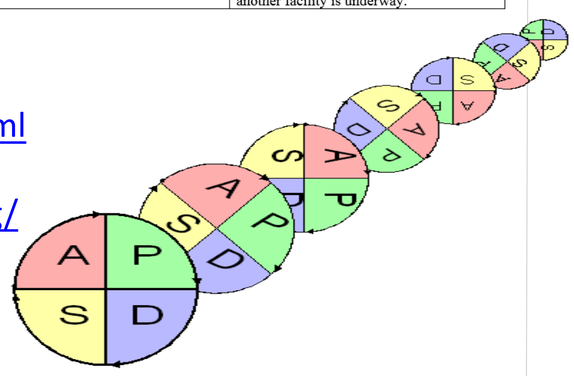
Achievements



Assessment/Description	Definition
1.0 Forming team	Team has been formed; target population identified; aim determined and baseline measurement begun.
1.5 Planning for the project has begun	Team is meeting, discussion is occurring. Plans for the project have been made.
2.0 Activity, but no changes	Team actively engaged in development, research, discussion but no changes have been tested.
2.5 Changes tested, but no improvement	Components of the model being tested but no improvement in measures. Data on key measures are reported.
3.0 Modest improvement	Initial test cycles have been completed and implementation begun for several components. Evidence of moderate improvement in process measures.
3.5 Improvement	Some improvement in outcome measures, process measures continuing to improve, PDSA test cycles on all components of the Change Package, changes implemented for many components of the Change Package.
4.0 Significant improvement	Most components of the Change Package are implemented for the population of focus. Evidence of sustained improvement in outcome measures, halfway toward accomplishing all of the goals. Plans for spread the improvement are in place.
4.5 Sustainable improvement	Sustained improvement in most outcomes measures, 75% of goals achieved, spread to a larger population has begun.
5.0 Outstanding sustainable results	All components of the Change Package implemented, all goals of the aim have been accomplished, outcome measures at national benchmark levels, and spread to another facility is underway.

Key Reference Materials

http://www.stepintoleadership.info/coaching.html
http://www.ihi.org/Pages/default.aspx
http://www.healthcareimprovementscotland.org/
http://www.qihub.scot.nhs.uk/



Next steps

- Recruitment of improvement coaches to ensure we have enough members on the team to support quality improvement projects in Aberdeen in 2017
- Continue to test and measure Key High Level System Process Measures to ensure we are making the biggest possible difference, and are on track
- Continue to collect relevant data and measure progress on our own improvement in supporting teams in Aberdeen to reach their outcome goals

I feel that my coach is on the journey with me, and understands my challenges

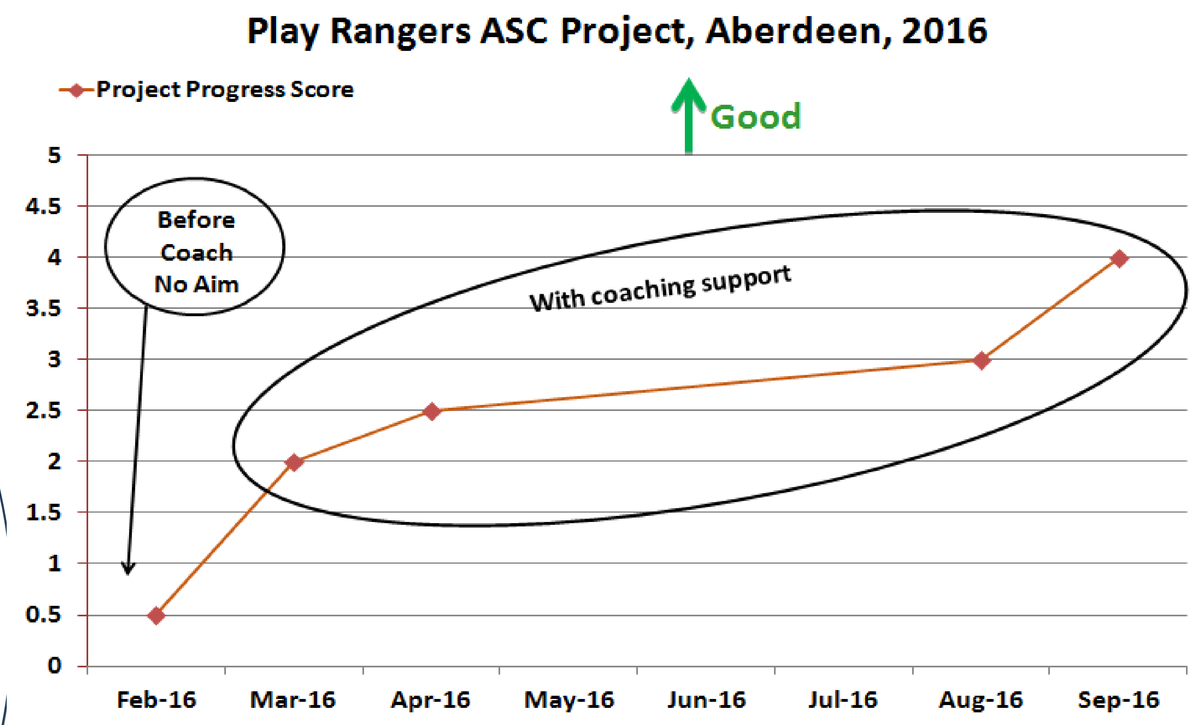
Having a coach to work alongside has been the most helpful thing in my project- working with her helped me to put things into practice.

What I valued most about having the support of an improvement coach is being able to discuss my learning and reflect on my understanding

I value having a coach to contact with my questions and to have help with brain-storming solutions

Results

This project has enjoyed some success with clear outcome measures indicating the positive effect of the Improvement Coach intervention. Example below:



Conclusions

We understand that three main components of change include: ideas, will, and implementation of those ideas. In Aberdeen City we have excellent ideas for change and our data and experience show us that the Improvement Coach initiative support project teams to reach their aims. Our results indicate that our improvement coach team helps teams to increase their progress level; improve will and build capacity to do improvement work in Aberdeen City.

Key Learning Points

This improvement project has provided an enormous amount of learning and embracing the process of learning and change has yielded a rich source of learning opportunities.

Success with quality improvement requires that certain criteria are in place (creating the conditions for change – getting your environment ready.) These criteria include: Readiness for Change; the commitment and engagement of stakeholders in the system, (improvement projects teams, improvement coaches and leadership teams); Prioritizing daily improvement work in work schedules (allowing time for doing and reflecting); taking full responsibility for making it work; open-mindedness; being curious; being willing to test your own assumptions and develop increased self-awareness around how we approach change; investing in Model for Improvement education and training; and being willing to take on improvement as a habit and way of working. Excellent communication to ensure all stakeholders of the system are engaged and informed to increase buy in, and willingness to learn about data and how taking a 'test' or 'measurement' approach to change can help you achieve your project aims.

Further information contact: Shona.Sharma2012@gmail.com

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Community Planning Aberdeen

Progress Report	Update on Review of Joint Resourcing and Draft Community Planning Budget 2018/19
Lead Officer	Derek McGowan, Head of Communities and Housing
Report Author	Michelle Cochlan, Community Planning Manager
Date of Report	19 January 2018
Governance Group	CPA Management Group, 27 February 2018

Purpose of the Report

This report sets out the proposed contributions from Community Planning Aberdeen Partners to the Community Planning Budget 2018/19 and details proposals for how this money will be spent. It also provides an update on the review of joint resourcing.

Summary of Key Information

1 BACKGROUND

1.1 On 16 February 2017, Community Planning Aberdeen Board agreed the Community Planning Budget for 2017/18 was £1,675,719, £25,700 less than in 2016/17. Contributions to the 2017/18 budget were made by Aberdeen City Council, NHS Grampian, Police Scotland and Nestrans. Scottish Fire and Rescue Service previously contributed £8,832 pa, but this was withdrawn for 2017/18 as a result of a national decision that generic financial support to CPPs in Scotland should no longer continue.

1.2 The budget setting report included a recommendation to undertake a comprehensive review of CPA's approach to joint resourcing to ensure the Partnership has sustainable resources to deliver the Local Outcome Improvement Plan 2016-26 and Locality Plans 2017-27. This report provides an update on the review and sets out the proposed Community Planning Budget for 2018/19.

2 UPDATE ON REVIEW OF JOINT RESOURCING

2.1 An initial desk top review has been conducted to understand how other CPPs across Scotland are responding the joint resourcing challenge posed by the Community Empowerment (Scotland) Act 2015. Unfortunately, much of the information published about joint resourcing pre-dates the Community Empowerment Act, and offers little information about the outcome from planned mapping exercises to ascertain the collective spend on improving outcomes in priority areas. See Appendix 1 for findings of desk top review.

2.2 The regular improvement tracking reports which are submitted to the Management Group and Board gives Community Planning Aberdeen the opportunity to consider the commitment of partners to jointly resourcing improvement. The reports flag any barriers to improvement aims being achieved, including lack of resources whether this be financial or staff commitment. Joint resourcing towards the aims in the LOIP and Locality Plans will be kept under review during 2018/19.

3 COMMUNITY PLANNING BUDGET 2018/19

3.1 Proposed contributions to the 2018/19 Community Planning Budget are detailed below.

	2018/19 Budget £
Aberdeen City Council	1,684,702
NHS Grampian	18,032
Police Scotland	5,000
NESTRANS	5,000
Total	1,712,734

3.2 Contributions from Partner organisations are the same as 2017/18, except for Aberdeen City Council. This year the figure also includes the financial contribution the Council makes on behalf of Community Planning Aberdeen by way of payment to ACVO for third sector interface and engagement on community planning issues – see table below.

4 BUDGET COMMITMENTS 2018/19

4.1 Proposed budget commitments for 2018/19 are detailed below.

	2018/19 Commitments £
Fairer Aberdeen Fund	1,626,897
ACVO Third Sector Interface/ engagement: Community Planning	43,837
City Voice	37,000
Civic Forum	5,000
Total	1,712,734

4.2 The Fairer Aberdeen Fund is allocated to the Community Planning Partnership by Aberdeen City Council to help tackle poverty and deprivation across the City. The fund supports partners to work together to tackle area-based and individual poverty; and to help more people access and sustain employment opportunities. Funding supports initiatives and services for the most disadvantaged communities and vulnerable people across the City. An application process is in place to ensure funding is allocated to

appropriate programmes and projects. Organisations funded are required to meet specific terms and conditions and comply with State Aid regulations, where required, and to comply with "Following the Public Pound" financial guidance.

4.3 As the third sector interface in Aberdeen, ACVO has a critical role in building the third sector relationship with Community Planning Aberdeen. ACVO also plays a critical development role with regards to the Third Sector and volunteering locally in Aberdeen. These roles together put ACVO at the heart of building the bridge between sectors in Aberdeen to support a growing range of local 'assets' that can contribute to the delivery of better outcomes for the City. ACVO will provide a number of services to help build this capacity across the third sector so it has confidence to participate and contribute to improvement activity. The Council has agreed a funding package with ACVO in exchange for the provision of these services to strengthen the link between the third sector and Community Planning Aberdeen. See Appendix 2 for the Service Level Agreement and the specific range of services supplied by ACVO.

4.4 Aberdeen City Voice is a panel of Aberdeen City residents who give their views on a range of issues affecting their community through completion of regular questionnaires. It is funded by the Community Planning Partnership to inform the development and delivery of public services. The process was reviewed last year to ensure that questions are alignment to the Local Outcome Improvement Plan and Locality Plan to help us understand impact. See background papers for link to the full report.

4.5 Funding is provided to ACVO to support the continuation and development of Aberdeen's Civic Forum. This includes the development and maintenance of the Civic Forum website, as well as financial support for Civic Forum meetings.

5 GRANT FUNDING 2018/19

5.1 The Partnership also receives income from a number of external funding sources. To date, the CPA has been awarded a total of £50,000 funding for 2018/19.

	Funding (secured to date) 2018/19
Community Justice Transition Fund	£68,988
Total	

5.2 The Scottish Government has confirmed that Community Justice Transition funding of £50k will be made available for 2018/19 and it is proposed that this will fund the continuation of the Community Justice Officer post for another year. The underspend of £18,988 accrued since funding started in 2015/16 will cover the full costs of the Community Justice Officer post for 2018/19.

6 NEXT STEPS

6.1 CPA Management Group receives quarterly reports on the community planning budget to monitor current and projected expenditure to ensure early identification of possible shortfalls. Joint resourcing towards the aims in the LOIP and Locality Plans will be kept under review during 2018/19.

Recommendations for Action
It is recommended that the CPA Management Group: i) Confirm partner contributions to the CPP Budget 2018/19 and ii) Agree to submit this report to the CPA Board for approval of the following: • Note the update on the review of joint resourcing; • Agree the proposed Community Planning Budget 2018/19; • Agree the proposed spend on budget commitments 2018/19; • Note the grant funding secured for 2018/19 to date; • Agree that the Community Justice Transition Fund is used to fund the continuation of the fixed term Community Justice Officer post for 2018/19.

Consultation
The following people were consulted in the preparation of this report: Chief Super Intendent Campbell Thomson, Police Scotland Super Intendent Graeme Duncan, Police Scotland Bruce Farquharson, SFRS Joyce Duncan, ACVO Susan Thom, Fairer Aberdeen Fund Co-ordinator, ACC Val Vertigans, Community Justice Co-ordinator, ACC

Opportunities and Risks
The Community Empowerment Scotland Act requires Community Planning Partners collectively to provide sufficient resource to meet agreed ambitious improvement targets for the themes they prioritise for improvement. It also requires partners in the CPP to target collective resources effectively and efficiently towards these priorities, including by eliminating gaps and duplications in service provision. This is particularly true for helping those communities experiencing deep-rooted and multi-faceted inequalities of outcomes, towards whom numerous public sector bodies direct significant resource.

Background Papers
The following papers were used in the preparation of this report. 2017/2018 Community Planning Budget Proposal to CPA Board on 27 February 2017 Final Report on Review of Aberdeen City Voice to CPA Management Group on 30 October 2017

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APPENDIX 1

JOINT RESOURCING

FINDINGS FROM DESK TOP REVIEW

1. PURPOSE OF REPORT

The purpose of the desk top review is to assess ways in which Community Planning Partnerships (CPPs) have adopted joint resourcing strategies and to evaluate if they can be a best practice that Aberdeen Community Planning can adopt.

Joint resourcing is where public services share resources to more effectively meet community needs. This can include sharing budgets, staff, buildings and other resources to improve services and enhance local people's lives.

2. LEGISLATION

The Community Empowerment (Scotland) Act 2015 places specific duties on community planning partners, all linked to improving outcomes. These include:

- co-operating with other partners in carrying out community planning
- taking account of LOIPs in carrying out its functions;
- contributing such funds, staff and other resources as the CPP considers appropriate to improve local outcomes in the LOIP and secure participation of community bodies throughout community planning.

Summary of expectations

- The CPP and its partners understand how their collective resources are supporting shared local priorities, and whether together these are sufficient and the right resources to enable the CPP to meet its improvement targets.
- Partners demonstrate strong shared leadership by working with other bodies to use collective resources in more effective and efficient ways to improve outcomes and reduce inequalities.
- Partners deploy sufficient resource to meet agreed ambitions for the CPP‟s local priorities.
- Partners align their collective resources in ways which support its local priorities effectively and efficiently.
- The CPP and its partners keep under review whether partners‟ deployment of resources remains appropriate for meeting its ambitions, and take corrective action where necessary.

Making the most effective use of public service resources to improve outcomes and tackle inequalities depends on more than how public sector bodies use their own resources. It requires bodies collectively to provide sufficient resource to meet agreed ambitious improvement targets for the themes they prioritise for improvement.

It also requires partners in the CPP to target collective resources effectively and efficiently towards these priorities, including by eliminating gaps and duplications in service cover. This is particularly true for helping those communities experiencing deep-rooted and multi-faceted inequalities of outcomes, towards whom numerous public sector bodies direct significant resource.

Applying this Principle

Strong shared leadership is important to effective and efficient resourcing. Each community planning partner should be clear about which communities experience poorer outcomes which is has responsibility for improving. It should also ensure it understands what factors contribute to these inequalities. Each community planning partner should use this understanding to identify opportunities to work proactively with other partners to use collective resources in ways which deliver mutual benefits, by fulfilling their own business requirements in ways which deliver improved outcomes on shared local priorities for CPPs.

Shared leadership is also important in the CPP setting, so that partners collectively are clear and ambitious about how they resource expected improvements to their local priorities, and about getting the best returns from these investments.

Once a CPP has agreed its priorities for improving local outcomes and tackling inequalities, each of which has ambitious improvement targets, it needs to work through how to fulfil each of these ambitions, what resource is likely to be needed, how it should be deployed, and what form this resource should take. In this context, "resource" has a broad meaning, including people and physical assets as well as finances.

In most cases, this consideration is likely to start with the CPP understanding and keeping under review how its partners are contributing to each of its local priorities. As a minimum, the CPP should build up this understanding as a broad picture, by identifying what the most significant resource contributions from each partner are towards each of its ambitions.

The CPP should use this understanding to work through whether collective resources are being used as effectively and efficiently as possible to support its priorities, and whether the quantum and make-up of that resource remains likely to be appropriate for meeting the CPP's agreed ambitions.

Partners should also align their community participation activity to reduce potential resource wastage, reduce engagement fatigue amongst communities and provide a more efficient use of community as well as public partner resource. So, for instance, what is the scope for investing in preventative activity? Might alternative delivery models be more effective? Are there opportunities to invest in building community capacity and co-production?

The CPP needs to agree which partners provide these resources, including any redirection of resource from elsewhere if it considers this necessary to meet its agreed ambitions. Section 14(3) of the 2015 Act places a duty on community planning partners to contribute such resources as the CPP agrees in order to deliver its ambitions.

As a general expectation, partners should contribute resource for each priority in line with the extent to which their organisation has responsibility for improving outcomes covered by that priority. This should include investment in prevention wherever this is appropriate. These decisions may require strong shared leadership, when the returns from investment in prevention may take several years to become evident and which may be difficult to apportion to individual partner contributions.

Community planning partners should recognise the impact of actions by other organisations on future demand for services they provide. So a partner should be willing to invest in preventative activity by other partners in order to moderate future demand for its own crisis intervention services; and indeed should seek opportunities to pursue this.

The CPP should take appropriate steps to assure itself that the ambitions it has agreed can and will be met. It should use active and on-going performance management which tests progress towards its priority outcomes, to review whether partners‟ deployment of resources remains appropriate for meeting its ambitions. It should act on this review, agreeing changes to how partners allocate and use resources where necessary.
Where a community planning partner is unable or no longer able to meet collaboratively agreed resource delivery requirements whether as a result of changing external factors or circumstances out with its control (e.g. flooding; major developments for the local economy) then it should explain the change and impact on their resource contribution to the partnership. The CPP can then decide whether any changes are required to how they take forward their agreed priority. This is in keeping with section 7(2) which imposes a duty on the CPP to keep the LOIP under review and where appropriate revise it.

3. CPP JOINT RESORCING PRACTICES

At present, it is difficult to ascertain the results of using joint resourcing within CPPs, this is due to many not implementing this into their strategy – however have noted that looking to the future, it needs to be implemented. Therefore, further research at a later date will need to be undertaken to fully understand the impact joint resourcing has had on CPPs.

However, from the research undertaken it was possible to achieve some joint resourcing practices in other CPPs:

Dundee

Dundee CPP are looking at building on initial discussions between partners, greater emphasis will be placed on shared services, facilities and assets and integration.
The progress achieved by the Integration Joint Board will provide learning and a positive direction of travel for the Partnership as a whole. As of yet Dundee are still to release any details of joint resourcing projects that have been undertaken.

Glasgow

The joint resourcing activity in Glasgow is being guided by several principles:

- to gain a holistic understanding of current levels of investment by CPP partners around a specific activity or outcome.
- to analyse and assess the investment based on what type of service or intervention it is, including whether it is preventative or reactionary activity.
- to consider what the latest evidence / data is telling us around current levels of demand for a specific activity or outcome, and comparing this against the actual current profile of investment (the 'as is').
- to quantify as best as possible the potential savings and benefits associated with achieving a successful outcome rather than the costs and consequence of a negative outcome (e.g. preventing a homeless presentation, preventing a young person from going to prison, or preventing a fire death).
- to consider all of these elements together in order to make recommendations to partners around how best to invest joint budgets and resources.

Given the scale of service delivery in Glasgow, it was agreed that partners should focus its initial joint resourcing activities around the SOA priorities (now the LOIP), with partners initially asked to identify and articulate the current resources and investment made around youth employment.

The mapping exercise identified £148m being spent on youth employment across the city in 2013/14. Almost 80% of the expenditure relates to Employability Pipeline Stages 3-4 (e.g. improving employability skills). Around 10% of the expenditure relates to preventative expenditure (e.g. in schools, or in sustaining employment). Some more work is required to scrutinise the data collected, in particular around matching direct expenditure with the expenditure declared by funding organisations.

In relation to the SOA alcohol priority, an initial analysis and report was produced outlining the joint resourcing history of the Glasgow City Alcohol & Drugs Partnership (ADP), which is the lead partnership structure for the alcohol theme of the SOA. The report reflected that in 2014/15 £1.3 m (2.6%) of the ADP resources were committed to alcohol prevention, from the £49.9m total funding envelope. It was agreed that a working group would be established to progress joint resourcing and answer the question; 'Are community planning partners utilising resources as effectively as possible to reduce the burden of cost (social and fiscal) of alcohol consumption?'

Highland

Highland Council had success using joint resourcing, including integrated resources, pooled budgets, partner contributions for projects, co-location and shared buildings and third sector resourcing – these have all in turn created significant cost savings for Highland Council.

Perth & Kinross

The CPP Board on November 2014 agreed to develop a joint resourcing project in Blairgowrie and Rattray to Improve outcomes for workless households in Blairgowrie and Rattray. The project aimed to produce a robust, evidence based business case which outlines the potential for realigning and making best use of total public resources. East Rattray is one of Perth & Kinross' 5 areas of deprivation (SIMD15). Within Eastern Perthshire East Rattray has the highest % of population claiming Job Seeker Allowance. This would also provide a test case to explore change in a town setting. Perth & Kinross Council however have not publicly released any information as to the outcomes/successes of the project. Therefore, it is difficult to acertain how successful the project has been.

Orkney Islands

Orkney have carried out small scale joint resourcing projects, however do note that the CPPs are not using their resources in a significantly different way than previously and in the future would look to trying to utilise how joint resourcing will allow the CPP to share their resources on a much larger scale.

4. BEST PRACTICE

Research undertaken by the Improvement Service has shown that some local authorities and their partners started off focusing on a particular theme within a place, but once the work was underway they chose to adopt a more holistic approach, recognising that there are strong, significant relationships between positive and negative outcomes, with areas experiencing one form of deprivation tending to be disadvantaged in several other areas too. For example, one CPP chose to shift its initial focus on young people to the whole family, recognising that inequalities being experienced by a young person's family will impact on their lives, and particularly their education.

CPPs also noted that, whilst the focus of place-based activity tends to be driven by priority outcomes set out in the Community Plan/ Single Outcome Agreement, consultation with communities also influences the areas being focused on.
For Example – Clackmannanshire noted that the community identified additional priorities to those identified by the CPP, including the need for new community facilities for young and older people and environmental improvements.

5. PLACE BASED METHOLODGY APPROACH

Nine CPPs have indicated that they are using the 'Total Place' methodology, where they are trying to understand the resources invested in a place by local public services, the third and business sectors and the communities themselves. They then assess opportunities for how the overall resources could be used more effectively to deliver improved outcomes. A number of local authorities noted that a key element of their place-based approach was for community planning partners to work with the third and business sectors and communities themselves to develop and deploy a collaborative approach to joint planning, resourcing and delivery. This includes considering the pooling of resources (staff, budgets, data, assets, ICT, etc.) to support service delivery to reduce inequalities in outcomes.

6. IMPLICATIONS

The most likely implications of not adopting joint resourcing include not being able to deliver against our outcomes, including a reduction in the level and standard of services for citizens. The likelihood is that there will be more frequent difficult decisions to make around whether to invest in one particular type of service rather than another, as services would be disjoined. There could be more continued cost cutting within public services and in order to try to maintain core services and to balance books, there must be a space to develop joint resourcing in order to aid service development.

REPORT AUTHOR DETAILS

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APPENDIX 2

SERVICE LEVEL AGREEMENT

BETWEEN

ABERDEEN CITY COUNCIL constituted by the Local Government, etc. (Scotland) Act 1994 and having their Headquarters at Town House, Broad Street, Aberdeen, as Planning Authority for the City of Aberdeen for the purposes of the Town and County Planning (Scotland) Act 1997 (who and whose statutory successors as Planning Authority foresaid are hereinafter referred to as "the Council")

AND

ABERDEEN COUNCIL FOR VOLUNTARY ORGANISATIONS (ACVO), A CHARITY (Scottish Charity No SC036845) having its principal offices at Greyfriars House, Gallowgate, Aberdeen (hereinafter referred to as "ACVO").

FOR PERIOD 1 APRIL 2017 TO 31 MARCH 2020

Services Provided	**Third Sector Interface** **Third Sector Engagement with the Council/ CPP**
Amount of Award	**£48,837 per annum**
Monitoring Officer	**Michelle Cochlan** **Community Planning Manager** **Aberdeen City Council**
Date of agreement	**27 March 2017**

1. INTRODUCTION

1.1 The Aberdeen City Local Outcome Improvement Plan 2016-26 and Locality Plans 2017-27 set out a vision for Aberdeen as a place where all people can prosper. The plans identify the key drivers for improvement that the Aberdeen Community Planning Partnership will take forward to make this ambition a reality for all communities in Aberdeen, regardless of their background and circumstances.

1.2 As the third sector interface in Aberdeen, ACVO has a critical role in building the third sector relationship with Community Planning Aberdeen. ACVO also plays a critical development role with regards to the Third Sector and volunteering locally in Aberdeen. These roles together put ACVO at the heart of building the bridge between sectors in Aberdeen to support a growing range of local 'assets' that can contribute to the delivery of better outcomes for the City. ACVO will provide a number of services to help build this capacity across the third sector so it has confidence to participate and contribute to improvement activity.

1.3 The Council has agreed a funding package with ACVO in exchange for the provision of these services to strengthen the link between the third sector and Community Planning Aberdeen. This Agreement specifies the range of services to be supplied by ACVO and the terms and conditions under which those services will be supplied by.

2. SERVICE PROVISION

2.2 Throughout the duration of this Agreement, ACVO shall provide the Council with the following services:

- Ensure the third sector is well represented in all aspects of community planning in the City and across localities
- Provide mechanisms to secure third sector involvement in the development and delivery of the Local Outcome Improvement Plan 2016-26 and Locality Plans 2017-27
- Supporting and encouraging continued partnership working in the delivery of the Community Planning Partnership's Volunteering Framework
- Provide mechanisms that build the capacity of the third sector to engage effectively in local and city wide outcome improvement activity
- Support Aberdeen's Civic Forum to enable it to represent communities of interest across Aberdeen in Community Planning.

3. DURATION

3.1 This Service Level Agreement will subsist from the commencement date of 1 April 2017 to 31 March 2020. Thereafter, the parties may by mutual agreement, extend the duration of this Agreement on an annual basis. Subject always to prior Council approval of a further funding package.

4. OUTPUTS REQUIRED OF ACVO

4.1 ACVO undertake to carry out the following during the duration of this Agreement:

- Engage with the third sector on developments in community planning through a variety of mechanisms in order to effectively represent the third sector on the community planning groups as detailed in schedule 1
- Ongoing mapping and communication to Community Planning Aberdeen of third sector organisations who have a possible contribution to make in the delivery of the Local Outcome Improvement Plan 2016-26 and Locality Plans 2017-27
- Encourage participation in volunteering and promote volunteering opportunities across the city
- Secure third sector involvement in delivery of Community Planning Aberdeen improvement activity, particularly in relation to the delivery of the Locality Plans, through one to one engagement with organisations and holding events.
- Enable the continuation and development of Aberdeen's Civic Forum
- Produce a report annually to the Community Planning Partnership on progress in delivering the above outputs
- Put a monitoring arrangement in place so an annual report can be prepared in accordance with Clause 6 below; and
- Prior to releasing any publicity (which must in terms of Clause 6 below acknowledge the support of the Council) seek the Council's prior approval to the terms of such publicity.

5. FUNDING

5.1 In exchange for ACVO performing the services outlined in this Agreement and complying with the funding requirements set out in Clause 6 below, the Council shall provide to ACVO the sums of

Civic Forum	£5,000
Third Sector Interface and Localism	£21,000
Third Sector Engagement with the Council/ CPP	£22,837
TOTAL	**£48,837**

(FORTY EIGHT THOUSAND, EIGHT HUNDRED AND THIRTY SEVEN POUNDS STERLING). The funding will be paid four times a year in arrears, on the basis of invoices submitted by ACVO to the Council.

6. FUNDING CONDITIONS

6.1 Payment of the funding is conditional upon ACVO:

- Providing evidence to the Council which demonstrates it complies at all levels with current equalities legislation;
- Taking part in a mid year review to monitor progress and review expenditure of the funding grant;
- Completing an annual report and submitting same to the Council and the Community Planning Partnership by the end of March annually;

- Submitting audited accounts by the end of October annually;
- Acknowledging the support of the Council in all publicity;
- Allowing members of the Council's Finance section access to whatever files, documents etc. they deem necessary to audit ACVO's expenditure of the grant funding;
- Advising the Council of any proposed changes to the activities of ACVO at the earliest opportunity.

7. ASSIGNMENT AND SUB-CONTRACTING

7.1 Neither the Council or ACVO will assign or sub-contract any or all of their responsibilities under this Agreement without the prior written consent (such consent not to be unreasonably withheld or delayed) of the other party.

8. RESOLUTION OF DISPUTES

8.1 If any dispute or difference shall arise between the parties in respect of this Agreement, the parties shall use their best endeavours to resolve such dispute or difference by negotiation within 4 weeks of notification of the dispute or difference b one party to the other.

8.2 If any dispute is unable to be resolved between the parties in terms of 8.1 above the following procedure will be followed:-

- The party who is of the opinion that the other party is not performing its obligation under the terms of this Agreement shall send to the other party a letter outlining the matter(s) in dispute.

- If there is no response to said letter within ten working days or, if in the reasonable opinion of the party sending the letter the response of the recipient is inadequate then the said party shall have the option to convene a meeting on three working days notice in writing to discuss the matter in dispute and the possible solutions.

9. VARIATIONS

9.1 Any variations to the terms and conditions of this Agreement shall be of both parties.

9.2 In the event that any of the terms or provisions of this Agreement shall be unenforceable, the remainder shall survive unaffected.

9.3 If either party delays or fails to exercise its rights under this Agreement on the occurrence of any event, it does not prevent that party from exercising those rights at any time afterwards in relation to that or another event. In addition, if a party waives its right on one occasion this does not mean that the party has lost (or waived) that right on a later occasion.

10. TERMINATION

10.1 The Council may terminate this Agreement forthwith upon giving notice in writing to ACVO.

10.2 If ACVO become insolvent or make an arrangement with its creditors or go into liquidation or have a receiver appointed to its assets or any part thereof; or

10.3 If ACVO is, in the opinion of the Council, in material breach of the Agreement and in the event of a breach capable of being remedied, fails to remedy the breach within thirty days of receipt of notice thereof from the Council.

For ABERDEEN CITY COUNCIL

Signed

Michelle Cochlan
Community Planning Manager

For ACVO
Signed

Joyce Duncan
CEO

SCHEDULE 1

Representation on Community Planning Aberdeen

- Community Planning Aberdeen Board
- Community Planning Aberdeen Management Group
- Aberdeen Prospers Group
- Digital City Group
- Sustainable City Group
- Integrated Children's Services Board and Groups
- Resilient, Included and Supported Group
- Community Engagement Group
- Community Justice Group
- Alcohol and Drugs Partnership
- Torry Locality Partnership
- Locality Partnership for Cummings Park, Heathryfold, Mastrick, Middlefield, Northfield
- Locality Partnership for Seaton, Tillydrone and Woodside
- Fairer Aberdeen Board
- And any relevant sub groups of the above

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Community Planning Aberdeen

Progress Report	A Closer Look at Cancer Prevention - Annual Report of the Director of Public Health, NHS Grampian
Lead Officer	Susan Webb, Director of Public Health, NHS Grampian
Report Author	Jillian Evans, Head of Health Intelligence, NHS Grampian
Date of Report	8th January 2018
Governance Group	CPA Management Group

Purpose of the Report

The Director of Public Health Annual Report (2016/17) provides at 'A Closer Look at Cancer Prevention' in the North East of Scotland. It is intended to stimulate debate among individuals, groups, communities and organisations about how our ambitions for cancer prevention can be realised, particularly through partnership working.

More broadly, it is hoped that the discussions at CPA Management Group and CPA Board will prompt new ways to identify and pursue public health endeavours collectively through community planning, including the co-creation of future public health annual reports.

Summary of Key Information

1 BACKGROUND

The Scottish Government's cancer strategy Beating Cancer: Ambition and Action, published in 2016 outlines the opportunities to tackle cancer through improvements in prevention, detection, diagnosis, treatment and after care. The Director of Public Health (DPH) Report 2016-17 concentrates on cancer prevention in the Grampian area. It identifies cancer risk factors and describes factors that reduce people's risk of developing and dying from cancer. The report describes some of the actions underway to improve health and wellbeing which will also reduce cancer risk.

A particular focus of the report is on identifying cost-effective actions which could make significant improvements to health and wellbeing as well as reducing the variations in cancer occurrence and the unfair and avoidable differences in premature mortality as a result of cancer.

2 KEY FINDINGS/ PROPOSALS

- Numbers of cancers diagnosed have risen steadily since 1991 and are set to increase by 20% over the next ten years; there will be an increased demand for cancer services and care.

- Setting the right balance between prevention and diagnosis and treatment in a financially challenging environment. Prevention and early detection is a critical strand of our policy if we are to reduce the demand generated by preventable ill health, including cancer, in individuals and communities.

- Modifiable cancer risk factors are common in the Grampian population. Two in three adults report two or more risk factors. There are differences in how common different cancer risk factors are between different groups in our population that could contribute to avoidable differences in cancer occurrence and mortality.

- The most common types of cancer in Grampian are cancers of the breast, bowel and lung. Cost effective preventative interventions which reduce the risk of these three types of cancers are already in place in Grampian but need to be delivered at scale.

- NHS Grampian has a responsibility to ensure that people have access to accurate and trusted information about cancer.

- Providing universal services that are directed and responsive to those in greatest need – tackling barriers to access such as stigma, inequalities in access.

- Ensuring a person centred approach which identifies and builds on the strengths and abilities of individuals, groups and communities

A number of encouraging examples of effective partnership working are included in the report and there is a lot to build on. Progress is being made:

- NHS Grampian and its partners in the North East are working together to develop a centre for research excellence. The work of this centre will unlock the potential of big data and drive intelligent improvements in tackling cancer.

- NHS Grampian has signed up to Scotland's Charter for a Tobacco Free Generation. The activities, interventions and commitments that this entails are fundamental to cancer prevention.

- Increasing use of the place standard as a means for creating environments conducive to health and wellbeing.

- Sustainable Food Cities programme in Aberdeen City and the partnerships

formed by NHS Grampian under the leadership of Community Food Initiatives North East (CFINE) are supporting people to access affordable, healthy and environmentally sustainable food.

- Alcohol Brief Interventions embedded into a range of health and social care settings.

- Overall high levels of participation in national cancer screening programmes.

- Frontline NHS Grampian staff are taking on the Making Every Opportunity Count approach and making it their own.

2.4 Proposals

1. Stimulating locality action for better public health

Many of the programmes described in the report need to be delivered at scale and be sensitive to the different needs of different population groups in order to have widespread effect. Community planning structures and processes, particularly locality planning could be used to communicate the results of this report and more importantly, to share good practice where change could lead to significant improvements in health and well-being. Using the leadership of the Locality Planning Group to convey messages and stimulate discussion rather than the usual professional/educational approach, means that different dynamics can be used to encourage groups to take more personal responsibility and action.

2. Cultivating a wider public health workforce

'Public health is everyone's business' is a commonly used phrase and there are good examples of where organisations in the North East demonstrate commitment to the cause, through targeted initiatives to large scale workforce health improvement. The philosophy of 'Making Every Opportunity Count' is to use day to day interactions that individuals in organisations have with other people to support them in making positive changes to their physical and mental health and well-being. Our front-facing public sector workforce is ideally placed to do this if we can design a pragmatic approach that is acceptable to staff, reliable in implementation and impactful in result.

3. Co-creating the new Director of Public Health Report

Public Health Annual Reports help to draw attention to the general health position of populations and are intended to be a major opportunity for advocacy on behalf of local communities. The traditional approach tends to be professionally led rather than community driven and supported. Developing and testing a new way of reaching people through locality and community planning, could help to increase the relevance of public health and importantly, help to inspire local communities to take

ownership in making public health improvements. As well as the moral and ethical reasons for improving health and well-being, public sector organisations need to reduce reliance on services and there is little doubt that a shift in culture through a change in approach is required. The new public health conversations need to be with local communities, by local communities.

3 NEXT STEPS

These proposals will be developed further by a small group to be determined by the CPA Management Group. This work will be guided following discussion of the following questions:

- Can Locality Groups be the vehicle for galvanising local effort into public health improvements and if so, what support would be needed to begin this?
- What front-facing public and third sector personnel are ideally placed to offer public health support and advice, and is there an appetite to pursue this?
- Is the co-creation of a local public health annual plan likely to promote a change in culture which in turn leads to a greater change in health and well-being

Recommendations for Action

It is recommended that members of the Group:

I. Note the Director of Public Health Annual Report 2016/17 and the messages within it

II. Consider the proposals outlined above and critically appraise their potential effects in terms of stimulating improvements in health and well-being

III. Identify the members of a small group to plan and implement new developments in community driven public health

Opportunities and Risks

Effective dissemination of the report and discussion with internal and external groups will minimise the risk that prevention ambitions are not prioritised or realised. Management Group members are asked to provide leadership by becoming fully briefed on the key messages in order to influence the health and social care system. Members members are asked to consider what they individually and collectively can do to ensure

that future Board and IJB strategies have sufficient focus and resources invested in the prevention agenda.

Consultation
The following people were consulted in the preparation of this report: Director of Public Health, NHS Grampian

Background Papers
The following papers were used in the preparation of this report. Beating Cancer: Ambition and Action - The Scottish Government www.gov.scot/Publications/2016/03/9784

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NHS Grampian

THE ANNUAL REPORT

of the Director
of Public Health
NHS Grampian
2016- 2017

publichealth
helping health happen

Acknowledgements

I would like to thank members of the public health system for their contribution and assistance in the production of this report. I am grateful to Cancer Research UK and Health Scotland for their advice and guidance in producing this report.

I would like to extend my thanks to members of the modernisation team and corporate communication team within NHS Grampian for their contribution and direction in the development of this report.

I am grateful to the University of Aberdeen Medical Illustration Department for their time and effort in producing this report.

Susan Webb
Director of Public Health

There is a supplementary document of appendices available at **www.nhsgrampian.org/dph**

This document is also available in large print and other formats and languages, upon request. Please call NHS Grampian Corporate Communications on (01224) 551116 or (01224) 552245.

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Why cancer prevention?

My annual report is about cancer prevention in the Grampian area. This report examines cancer risk and protective factors affecting people living in Aberdeen City, Aberdeenshire and Moray. I use this report to provide information about cancer prevention choices for individuals concerned about their cancer risk and for organisations and partnerships concerned with improving health and reducing inequalities.

Cancer is not a single disease: it is an accumulation of abnormal cells somewhere in the body. Cancers are described by the place in the body in which they occur and the characteristics of the abnormal cells found. Different cancers affect the body in different ways. The number of people who survive following a diagnosis varies by the specific type of cancer and its characteristics.

The number of cancers diagnosed each year continues to increase as our population grows and ages. However, cancer is not what it used to be. The number of people surviving and living with cancer in Scotland, and in Grampian, is the highest it has ever been. Finding and treating cancer at an early stage is important. Anyone worried about an unusual or unexpected change in their body should not be scared to get checked. Beating cancer requires better prevention, better care, better patient experience and better cures.

Anybody can be affected by cancer. The conditions that we live, work and play in lead to unjust and avoidable differences in the chances of developing and dying prematurely from cancer. The extent of and reasons for this variation are not yet clear and continue to be the subject of research.

At first glance, variation may seem a matter of individual lifestyle choices. However, I describe other factors which are harder to control, including income, isolation and living conditions. Provision of adequate and accessible health services is important, but this alone is not enough to prevent cancer inequality.

Statutory services, community planning partners and national government play an important role in addressing the root causes of inequality and are central to our recommendations about cancer prevention. Many of these wider issues have been recognised as key local priorities within local outcome improvement plans.

This report looks at some of the practical ways individuals and organisations can contribute to health improvement, reducing inequalities and cancer prevention.

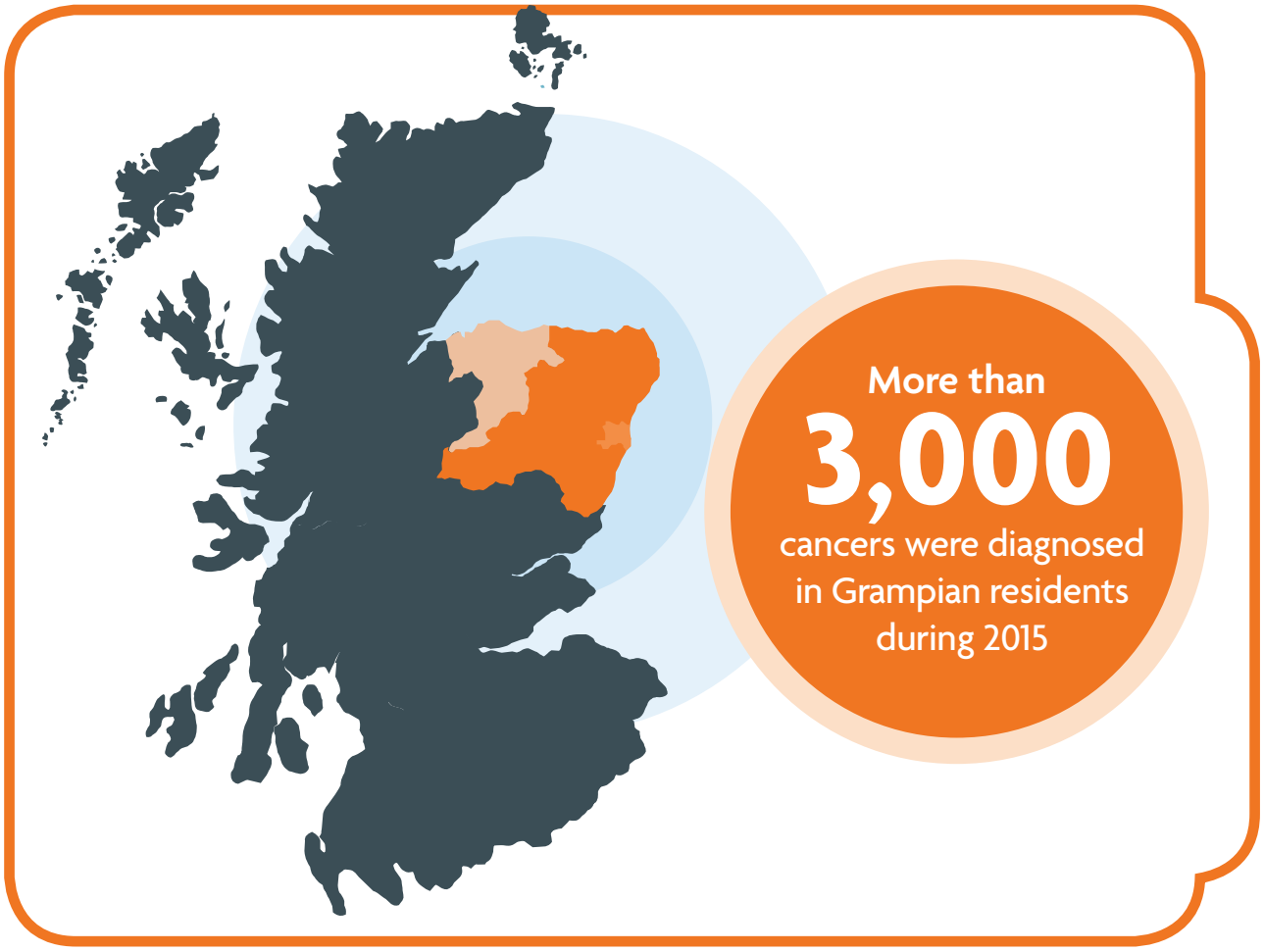
A summary of cancer occurrence in Grampian

It is estimated that two in five people in Scotland will develop some form of cancer during their lifetime, and that around one in thirteen males and one in nine females will develop some form of cancer before the age of 65. Having lived to the age of 65 without cancer, the risk of getting cancer subsequently is one in three for males and two in seven for females.

The total number of cancers diagnosed in Grampian residents has risen steadily since 1991, a rise which can be explained partly due to the growth and ageing of our population. The general long-term trends in Grampian mirror the rest of Scotland, reflecting exposure to risk and protective factors going back several decades.

However, there are variations in different types of cancer when comparing Grampian and the rest of Scotland and these are shown in the appendix available at **www.nhsgrampian.org/dph** This is particularly apparent in lung cancer, where the incidence in Grampian is significantly lower.

The most common types of cancer are cancers of the breast, bowel, prostate and lung. National estimates by Scotland's Information Services Division project a 20% increase in new cases of cancer over the next ten years. This takes into account historical trends and future population estimates.



Making sense of cancer prevention messages

News and information are now easier to access than at any time in the past and cancer is a subject that is often in the public eye. However, no one regulates the vast amounts of information about cancer, which means that confusing and often misleading messages are easily spread. This type of information is often more accessible than evidence-based reports. As professionals who have signed up to beating cancer, we have a dual responsibility to convey accurate messages and counter inaccurate information.

This report draws on research evidence to highlight the effects that individual, social and environmental factors can have on developing cancer. It does not attempt to provide detailed estimates of the number of people who may be prevented from developing cancer in Grampian. The focus of this report, and my aim, is about making messages simple and memorable so that individuals and organisations can be better informed about cancer prevention. In doing so, we can be more confident in our planning and investment decisions to reduce the burden of cancer and the variations within our population.

Realistic cancer prevention

There is a clear, logical case for investing in prevention. Using evidence of 'what works' is important when deciding prevention activities. There is a substantial and growing body of evidence from economic evaluations of preventative interventions aimed at individuals, families and communities.

The cost of cancer treatment nationally will rise significantly with the projected increase in cancer diagnoses over the next ten years. The combination of strategic investment and effective cancer prevention activities across the entire health system could help to offset the projected rising costs of treatment. Moreover, minimising the impact of cancer risk factors in our population would not only reduce the overall impact of cancer, but lead to a general improvement in wellbeing and quality of life.

Prevention interventions that are cost effective may not necessarily be cost saving. However, a more cost effective approach from prevention to treatment means we stand a better chance of investing well in order to afford new treatments, drugs and interventions, which could offer Grampian patients not just better survival, but a better quality of life after cancer.

We are planning to contribute to the overall evidence base in cancer prevention and treatment in the North of Scotland. We have a huge volume of medical records, information and data relating to cancer. NHS and academic partners are working closely together and leading the North East's bid to develop a centre of research excellence for cancer. The challenge right now is to get data held in different systems to talk to each other. It is a rapidly evolving area and there are exciting developments as ways are found to integrate and use this information.

Every patient who is diagnosed and treated for cancer still has their rights and privacy respected but, at the same time, these advances allow them to contribute directly to research efforts to beat cancer and improve treatment. Harnessing the power of big data has huge implications for cancer diagnosis and treatment, as it can inform drug development, allow targeted treatment and provide better information on prognosis for patients.

From a public health point of view, the work of a centre of research excellence will open up a whole new world of epidemiology. The relationship between smoking and cancer took years to describe and result in public health action. Linking up existing datasets will allow us to explore and understand better the causes and patterns of cancer, giving us new insights into how cancer can be prevented, meaning that we can act faster and more precisely in ways that will doubtless save and improve many people's lives.

Monitoring and evaluating preventative approaches within our own organisations and collectively are crucial to make sure that we are making a difference for people and using public funds well. As partnerships develop, I would urge us all to scrutinise and prioritise interventions which are population-focused, cost effective and reduce variations in health. This means weighing up the harms and benefits in reducing the risk of cancer.

An overview of cancer risk factors and prevention

Everyone has a risk of developing cancer. Most cancers are attributable to more than one cause.

Fewer than 1 in 20 cancer cases are caused by inherited genes alone. It may never be possible to predict a person's risk of developing a specific type of cancer with any degree of certainty.

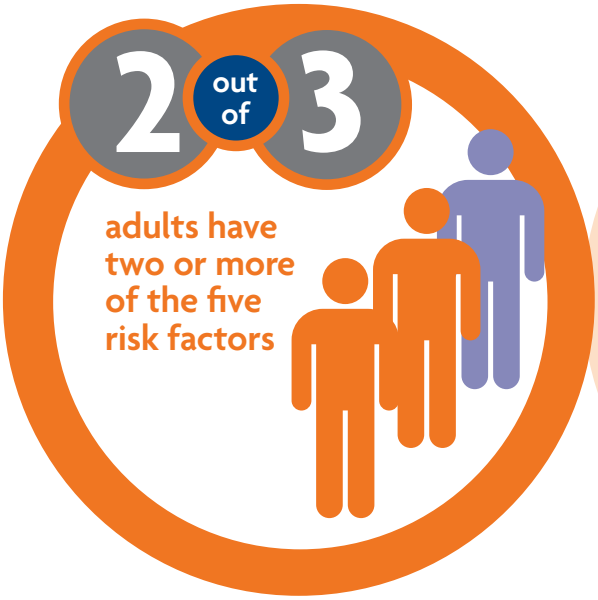
In Grampian, cancer risk factors are common and the majority of our population have at least two cancer risk factors which could be altered.

The World Health Organization has developed the European Code Against Cancer Recommendations for individuals to reduce their risk of cancer include:

1. Do not smoke. Do not use any form of tobacco.
2. Make your home smoke free. Support smoke-free policies in your workplace.
3. Take action to be a healthy body weight.
4. Be physically active and limit the time you spend sitting.
5. Have a diet which contains: whole grains, pulses, vegetables and fruits, limited amounts of foods high in sugar or fat and avoid sugary drinks, limited amounts of processed meat, red meat and limit the amount of salt.
6. If you drink alcohol, limit your intake. Not drinking alcohol is better for cancer prevention.
7. Avoid too much sun, especially for children. Use sun protection. Do not use sunbeds.
8. In the workplace, protect yourself against cancer-causing substances by following health and safety instructions.
9. Find out if you are exposed to radiation from naturally high radon levels in your home and take action to reduce high radon levels.
10. For women, breastfeeding reduces cancer risk. If you can, breastfeed your baby. Hormone replacement therapy (HRT) increases the risk of certain cancers. Limit use of HRT.
11. Ensure children who are eligible take part in vaccination programmes for Hepatitis B and Human papillomavirus (HPV).
12. When invited, take part in organised cancer screening programmes for bowel cancer breast cancer and cervical cancer.

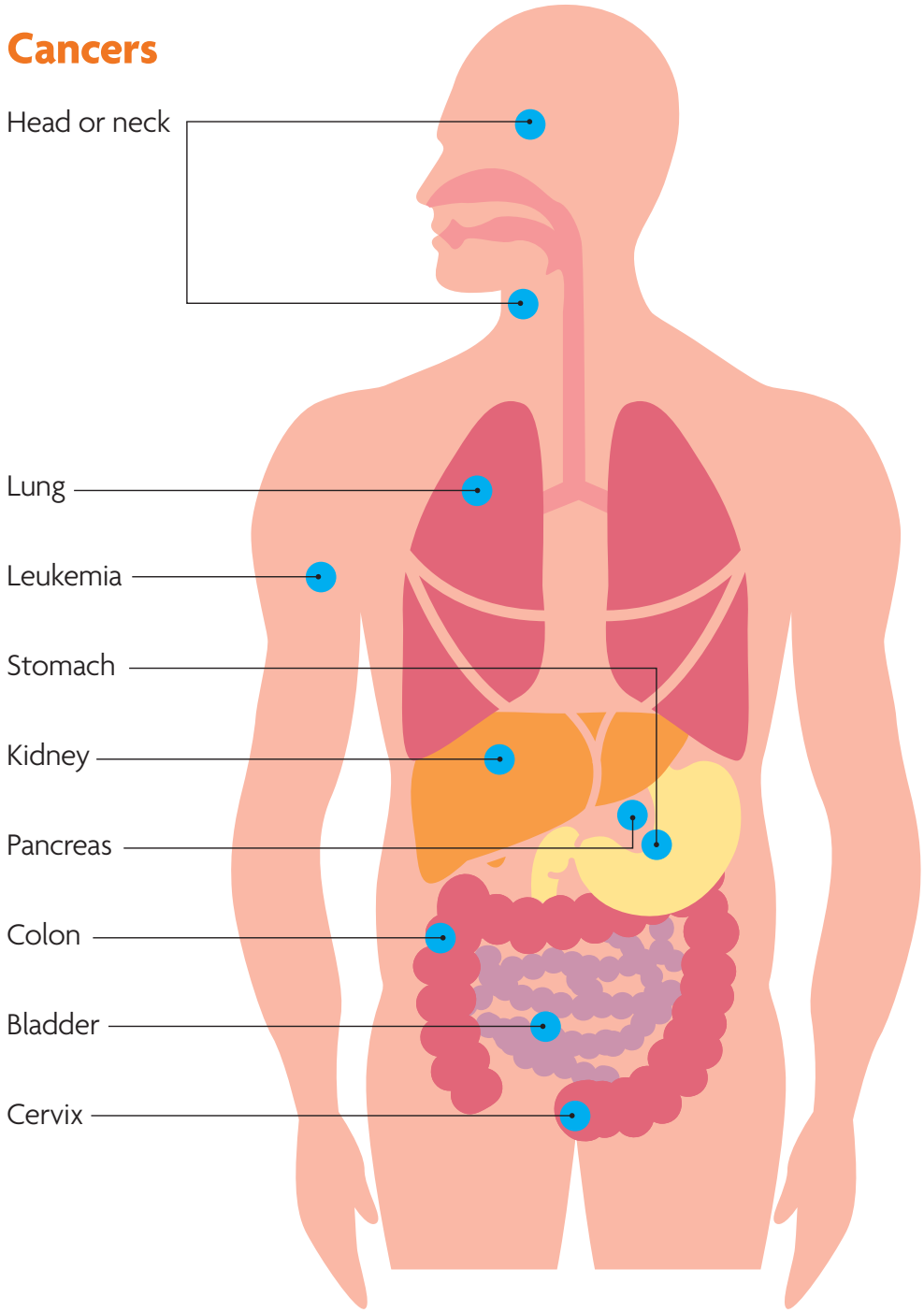
Making the protective changes recommended by the European Code Against Cancer will reduce the risk of a person developing cancer during their lifetime. We need the places where we live, work and play to support people to make these changes.

Considering the five most common risk factors for cancer: diet, weight, physical activity alcohol consumption and smoking:



The types of cancers that can be caused by smoking include:

Cancers



Smoking

Smoking – a leading cause of cancer inequality

Most smokers don't get cancer – not least because smoking causes so many other diseases that can kill. However, this is of little comfort to the hundreds of people who develop smoking-related cancers in Grampian each year. Around 400 people are diagnosed with throat and lung cancer in Grampian every year and most of these people are smokers. Smoking is in fact the largest preventable cause of cancer in the UK.

In some of our communities, only one in ten people smoke; in others, more than four in ten people smoke. Rates of tobacco-related cancer are higher in the latter than the former, and it is no secret that communities with higher levels of smoking also tend to be those where people live some of the most challenging lives. This can then continue the cycle between generations, as children who grow up seeing parents and others smoking are more likely to grow up thinking that smoking is a 'normal' part of coping with adulthood.

Current projections are that the number of people being diagnosed with smoking-related cancers will continue to increase.

Prevention

A world without tobacco smoking is possible. Currently, two out of three smokers start smoking before the age of 18. It is therefore important to support children to grow up without using tobacco. Not selling to under 18s, removing promotional displays in shops, and the move towards standardised packaging all help. We have seen significant reductions in the number of secondary school students who smoke, which is testimony to the positive efforts of parents, schools, retailers, trading standards, and children and young people themselves. Less than one in 20 teenagers aged between 13 and 15 in Grampian are regular smokers. While this is very positive, we cannot be complacent about the estimated 750 school pupils who do smoke regularly, and ongoing effort is required to make smoking a thing of the past.

As a result I am particularly delighted that NHS Grampian has signed up to Scotland's Charter for a Tobacco-Free Generation and to all the commitments that this entails.

	Projected number of cancers that will be diagnosed in Grampian 2023-27	% increase from number of cancers in Grampian between 2008-2012
Cancers of the lung, oesophagus	3222	65%
Cancers of the head and neck (includes mouth cancers)	871	78%
Bladder cancer	1210	19%

Smoking

www.ashscotland.org.uk/what-you-can-do/scotlands-charter-for-a-tobacco-free-generation

Protection

Tobacco smoke is harmful to those who are exposed to it, not just smokers themselves. The ban on smoking in indoor public spaces is being widened to include hospital grounds and prisons from 2018. These measures protect employees and other members of the public from cancer-causing tobacco smoke.

Children are particularly vulnerable to the harmful effects of tobacco smoke and most exposure is within the home. Health visitors and public health nurses have done much to increase parents' awareness of the risks, and it is more widely recognised that smoking at the back door or at an open window do little to prevent smoke entering the home. Take it right outside has additionally highlighted the damage to children who are exposed to tobacco smoke in cars.

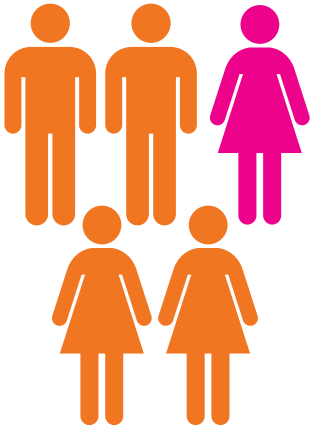
www.rightoutside.org

Cessation

The single biggest thing people can do to improve their health is not smoke. Two out of three smokers want to stop, and almost all smokers make multiple attempts to do so. Many smokers are switching to e-cigarettes and vaping instead of smoking. Although not risk-free, vaping is much less harmful that smoking. It would be a good thing if all smokers switched to vaping instead, ideally as part of the route to stopping altogether.

Smokers across Grampian can also easily obtain free help to stop smoking from their local community pharmacy, which can provide nicotine patches and other medications free of charge. Help can be provided even if people choose to continue vaping. During 2016/17, more than 5,000 smokers set a quit date at a community pharmacy and one in four were still stopped three months later. In the same year, more than 300 smokers saw a specialist smoking cessation advisor and four out of five were still stopped three months later – the best success rate in Scotland! The specialist service is free, and can be reached on freephone 08085 202030, at grampiansas@nhs.net or www.hi-netgrampian.org/stop-smoking-referral-form.

Smoking



One in five adults in Grampian are regular or occasional smokers

Smoking is more common in young adulthood and middle age and becomes less common as people become older

About the same proportion of men and women report smoking

In 2014, smoking contributed to the deaths of 947 people in NHS Grampian

Almost 90% of prisoners in HMP Grampian report being smokers

Lower socioeconomic status is associated with higher rates of smoking (one in three in the most deprived areas compared to one in ten in the most affluent areas)

Do you want to **STOP** smoking?

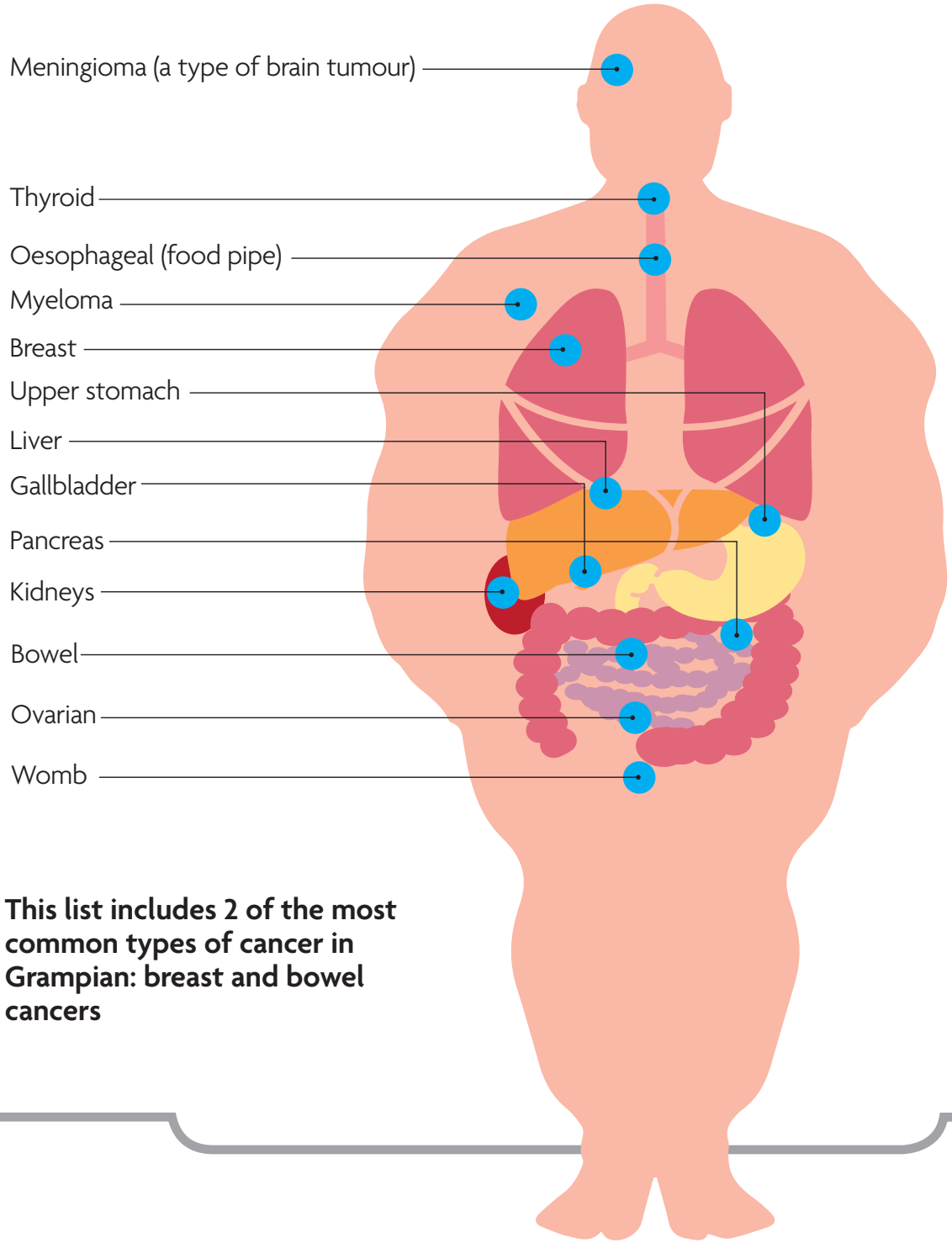
We are here to help.

For free, confidential support contact the Smoking Advice Service on freephone

08085 20 20 30

Obesity

Types of cancer that can be caused by being overweight include:



This list includes 2 of the most common types of cancer in Grampian: breast and bowel cancers

Obesity

Being overweight or obese - the cancer risk factor affecting the majority of Grampian adults

It is estimated that one in 20 cancers are caused by being overweight or obesity. Being overweight or obese is the second largest preventable cause of cancer in the UK. This is important because two out of every three adults are overweight or obese in Grampian, and around one in five children in primary one are at risk of being overweight or obese. Although the proportion of people with obesity has levelled out in recent years, the 'obesogenic environment' of the early 21st century poses continuing challenges to reversing this epidemic:

- We have created environments and transport systems that discourage active travel (walking or cycling) and regular physical activity.
- We have increased our collective dependence on the motor car.
- There is increased availability of high calorie foods and snacks, which are heavily marketed and promoted.
- Calorie-dense and nutrient-poor foods tend to be cheaper than healthier options.
- Snacking and 'constant grazing' have become normalised.
- More people work sedentary jobs.
- Longer working hours leave people with less time for food preparation and cooking.
- The growth in popularity of less active pastimes like social media, gaming and watching TV.

Current projections are that the number of people being diagnosed with obesity-related cancers will continue to increase.

	Projected number of cancers that will be diagnosed in Grampian 2023-27	% increase from number of cancers in Grampian between 2008-2012
Breast cancer in (women)	2987	39%
Cancer of oesophagus	528	18%
Bowel cancer	2995	49%
Kidney cancer	855	72%
Cancer of the pancreas	590	73%

Obesity

Prevention and protection

There are multiple factors that discourage active lifestyles and reduce overall levels of physical activity, and encourage people to snack, overeat and consume calorie-dense foods. Protecting people from this 'obesogenic environment' is a current political priority and the national strategy on diet, activity and healthy weight will offer all of us an opportunity to strengthen our collaborative work to address this challenge by:

- Creating infrastructures which encourage active travel to work and school.
- Reducing our use of private motor cars.
- Reducing the availability and visibility of high calorie foods and snacks.
- Increasing the availability and visibility of affordable healthier foods.
- Encouraging workplaces to increase physical activity levels during the working day.
- Encouraging healthy work-life balance, supporting people to have more time for food preparation and cooking.
- Encouraging affordable and accessible active pastimes and reduce screen time.

Collective use of the place standard for planning can assist us work towards this:
https://placestandard.scot/

I view our Community Planning Partnerships, Chambers of Commerce, and Integrated Children's Services Partnerships as important fora for this collaboration.

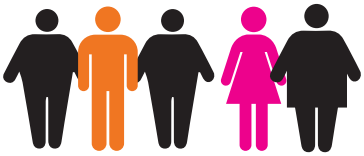
Weight loss and weight management

Amongst those who are overweight or obese, intentionally losing weight can help reduce the risk of developing cancer. NHS Grampian provides effective adult weight management services, including pharmacological, dietetic and surgical interventions. These services are invaluable for those who benefit from them and I commend those involved in providing them. It is particularly important that those who are ill are able to access timely and trustworthy advice, guidance and support. However, with 180,000 overweight adults and 130,000 obese adults in Grampian, it is evident that NHS services for weight management cannot be the sole solution.

As such, I am pleased to see the collective efforts to help people maintain a healthy weight, such as Football Fans in Training provided by Aberdeen Football Club Community Trust, which has continued to demonstrate its ability to engage with local people in increasing their exercise levels and supporting them to lose weight.

In the Grampian area:

Two in three adults are overweight or obese



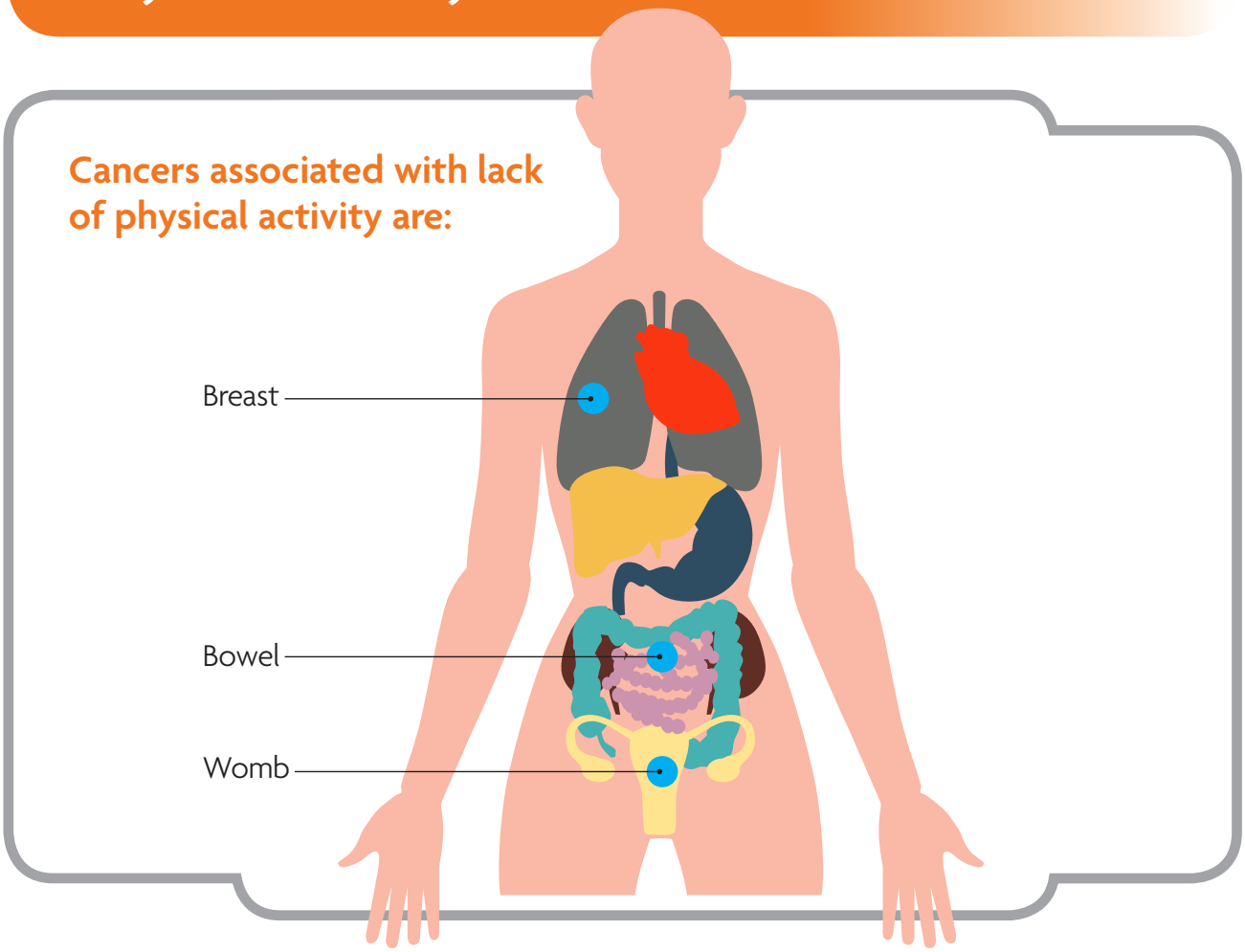
Two in three men and 50% of women are overweight or obese

Weight problems in adults become more common as people enter middle age and around retirement

In 2015, one in ten primary one children in Grampian were obese

My 2015/16 annual report highlighted that rates of childhood obesity in Grampian are rising fastest in the most socioeconomically disadvantaged communities

Physical activity



The Academy of Medical Royal Colleges describes exercise as "the miracle cure" because it prevents and aids recovery from so many health conditions. This includes its preventive effects on breast cancer and bowel cancer - two of the most frequently diagnosed types of cancer in Grampian. Current projections are that the number of people being diagnosed with both of these cancers will continue to increase.

Prevention and protection

Increasing levels of activity is about moving more and sitting less. The easiest way to increase physical activity is to walk more. This can be challenging though in a society shaped around the motor car, with people increasingly juggling multiple responsibilities and working longer hours, while the offer of sedentary pastimes has never been greater.

Businesses, employers, schools, colleges and universities who encourage and enable 'active travel' through walking or cycling are to be applauded for leading the way to a different future. NHS Grampian's membership of the North East Scotland Transport Partnership is particularly important given their work on the links between transport systems and people's health.

	Projected number of cancers that will be diagnosed in Grampian 2023-27	% increase from number of cancers in Grampian between 2008-2012
Breast cancer (women)	2987	39%
Bowel cancer	2995	49%

Physical activity

Locally provided health walks help people of all ages and abilities to meet up and walk together. There are a number of online resources to help people find a health walk:

- www.grampian50plusnetwork.com
- www.morayways.org.uk
- www.pathsforall.org.uk/find-a-health-walk/aberdeenshire
- www.outdooraccesstrustforscotland.org.uk
- www.sportaberdeen.co.uk/activities/be-active/walk-aberdeen/health-walks/

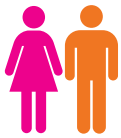
I am pleased to see that Ramblers Scotland have worked with NHS Grampian to bring their medal routes programme to Grampian. By including routes based around our hospitals, this means that staff, patients and visitors now have the opportunity to participate in guided walks of various lengths, linked to a nationally supported smartphone app: www.ramblers.org.uk/nhsmedalroutes

Removing barriers

Some groups of people are more active than others. We know that one important factor, particularly for children, is family income. I am pleased that poverty has been identified as a priority by all of our Community Planning Partnerships. I would hope to see actions taken to ensure that access to sport and other physical activities is not prevented by lack of income.

Lack of physical activity is the most common cancer risk factor in Grampian.

2 in 3 Grampian adults don't meet the minimum requirement of 30 minutes of activity on at least five days of the week



Men and women are both unlikely to be active

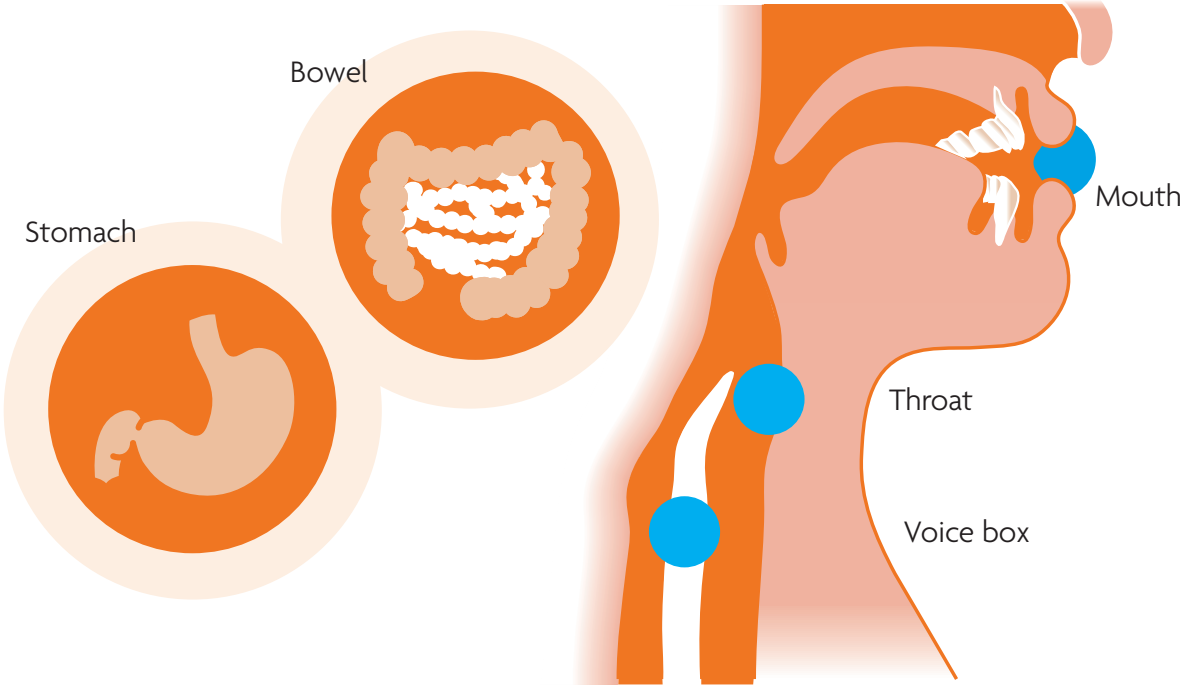
Younger children are more likely to be physically active than older children

Girls have lower levels of activity than boys, 72% compared to 79%

Levels of children participating in sport has not changed since 2010

Diet

The types of cancers linked to diet include:



Almost one in ten cancer cases in the UK each year are linked to diet: eating too little fruit and vegetables, eating any red and processed meat, eating too little fibre and eating too much salt.

Eating a healthy balanced diet is an important way to keep cancer risks low and is beneficial to everyone, whether they have a healthy body weight, are overweight or are underweight. This is important because there are many people in Grampian who find it difficult to have a balanced diet. It is an issue that affects men and women, young and old, and in all sections of our community.

Cancers linked to our diet are predicted to be diagnosed more frequently in Grampian in the future.

	Projected number of cancers that will be diagnosed in Grampian 2023-27	% increase from number of cancers in Grampian between 2008-2012
Stomach cancer	383	4%
Bowel cancer	2995	49%

Diet

Prevention – a healthy diet

The Eatwell Guide can help individuals make healthier choices when at home or shopping. It shows the different types of food and drinks we should consume and in what proportions to have a healthy, balanced diet. A healthy, balanced diet contains lots of fruit, vegetables and starchy carbohydrates, as well as some dairy, meat, fish, pulses and other kinds of protein. It is also important to drink plenty water. Adults should limit the amount of red meat and processed meats (sausages and ham) and not eat more than 70g a day, which is about the same as 2 slices of roast meat.

An interactive online resource based on the Eatwell Guide is available at:
http://fss-eatwellguide.scot

Protection

Food producers, wholesalers and retailers all have an important role to play. Changing recipes to contain fewer calories, less sugar, fat and salt, pricing structures that favour healthier choices, greater choice of healthier options, and clearer labelling can all help support people to make healthy choices. Across Scotland, retailers can take part in schemes to promote healthy food options to consumers.

The best start in life

A healthy diet is important throughout life, and NHS Grampian's Child Health 2020 strategy includes actions on maternal and infant nutrition and child healthy weight interventions. Pregnancy and early childhood are times when good nutrition is particularly important.

Midwives and health visitors across Grampian play a valuable role in identifying pregnant women and infants who are eligible for the Healthy Start programme, which provides free milk, fresh fruit and vegetables and vitamins:
www.healthystart.nhs.uk

Affordable, sustainable, healthy

As food prices rise at a greater rate than inflation, maintaining a healthy diet becomes increasingly unaffordable for many people. This is not just about people being able to feed themselves, their families and their children - good food and healthy nutrition is fundamental to health and to sustained recovery after illness.

I am particularly impressed with the *Sustainable Food Cities* programme in Aberdeen City, and I am delighted that NHS Grampian has partnered with others under the leadership of *Community Food Initiatives North East (CFINE)* to make this a success. Now, more than ever, we must all work together towards an affordable, sustainable and healthy food system for our population.

Eatwell Guide

Use the Eatwell Guide to help you get a balance of healthier and more sustainable food. It shows how much of what you eat overall should come from each food group.

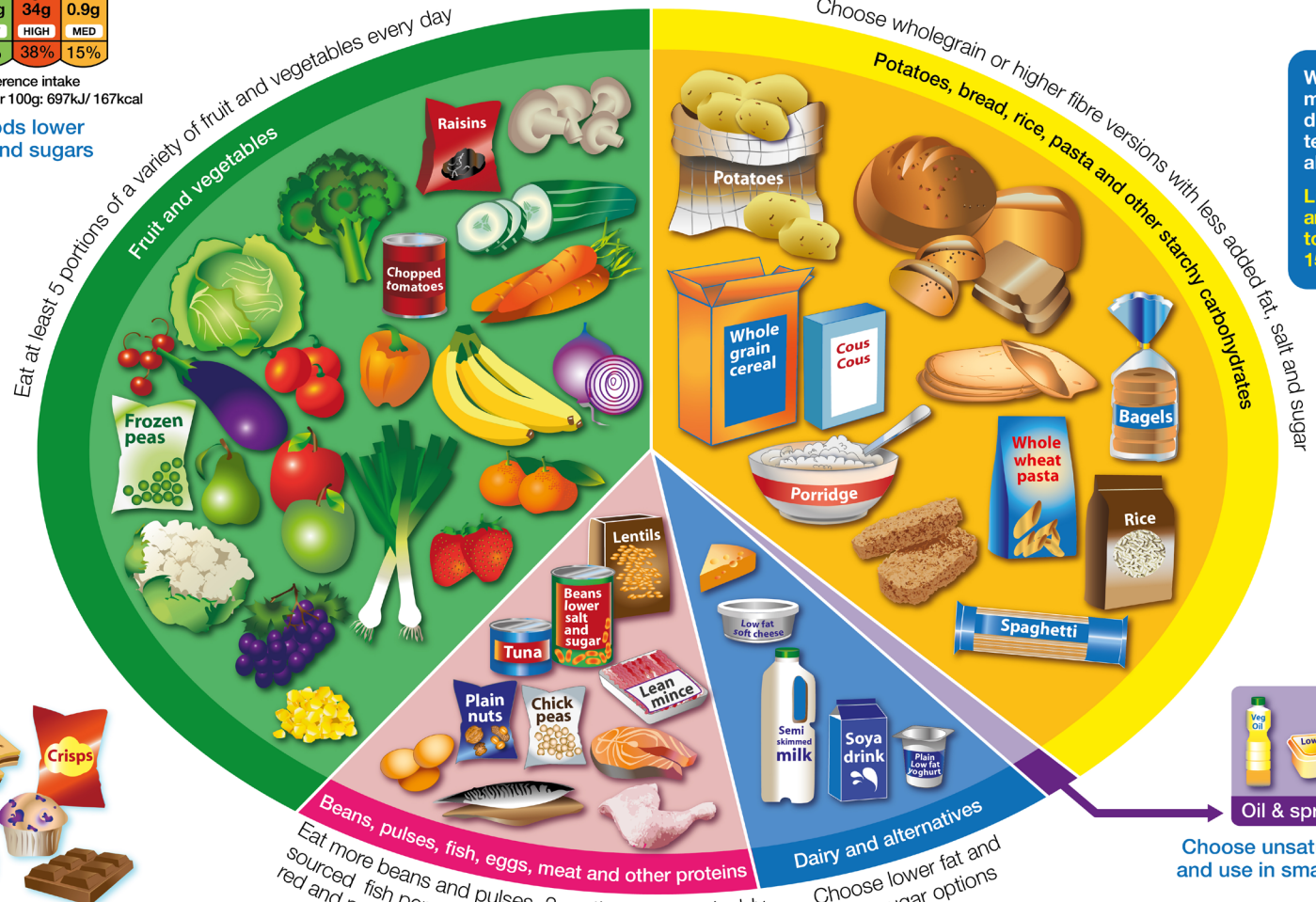
Check the label on packaged foods

Each serving (150g) contains

Energy	Fat	Saturates	Sugars	Salt
1046kJ 250kcal	3.0g LOW	1.3g LOW	34g HIGH	0.9g MED
13%	4%	7%	38%	15%

of an adult's reference intake
Typical values (as sold) per 100g: 697kJ/ 167kcal

Choose foods lower in fat, salt and sugars



Eat more beans and pulses, 2 portions of sustainably sourced fish per week, one of which is oily. Eat less red and processed meat

Choose lower fat and lower sugar options

Water, lower fat milk, sugar-free drinks including tea and coffee all count.

Limit fruit juice and/or smoothies to a total of 150ml a day.

Choose unsaturated oils and use in small amounts

Eat less often and in small amounts

Per day 2000kcal 2500kcal = ALL FOOD + ALL DRINKS

Source: Public Health England in association with the Welsh Government, Food Standards Scotland and the Food Standards Agency in Northern Ireland

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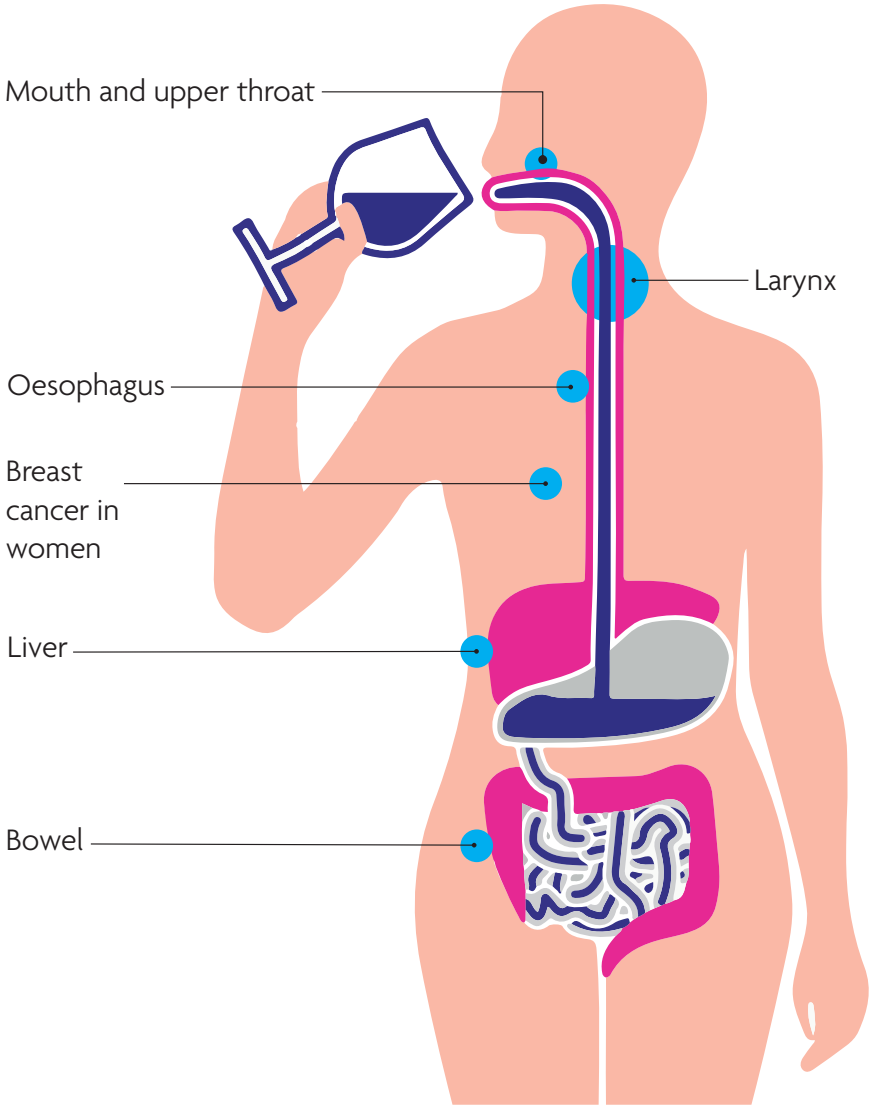
The types of cancer to which alcohol consumption contributes include:



Alcohol

Everyone can reduce their cancer risk by cutting back on alcohol

Alcohol ranks fourth amongst preventable causes of cancer. In 2010, 4% of cancers in the UK were caused by alcohol.

Alcohol is associated with two of the most commonly occurring cancers in Grampian: breast and bowel. The available Grampian cancer projections suggest that these types of cancers will be diagnosed more frequently in Grampian in the future.

	Projected number of cancers that will be diagnosed in Grampian 2023-27	% increase from number of cancers in Grampian between 2008-2012
Breast cancer in (women)	2987	39%
Cancers of the head and neck (includes mouth cancers)	871	78%
Bowel cancer	2995	49%

In Grampian, 26% of adults drink alcohol above guideline levels, increasing their risk of experiencing health harms, including cancer

Drinking above guideline levels is more common among:

Men than women in Grampian

1 in 3 men versus 1 in 6 women

Those from the most well off communities (1 in 3) in Grampian compared to the least well off communities (1 in 6)

Rates of alcohol related harms are highest in those from the least well off communities compared to the most well off communities in Grampian

Alcohol is one of many factors which could contribute to this potential increase.

There is no safe type of drink which protects against cancer. Red wine, white wine, sparkling wine, gin, vodka, beer, drinks of rare vintage, drinks produced by craft brewers and distillers or mass produced drinks sold cheaply all contain alcohol and it is alcohol that increases the risk of cancer.

The increased risk of developing cancer is small at low levels of alcohol consumption but increases with the amount of alcohol drunk. Men and women should drink no more than a couple of drinks a day, eat a healthy diet and not smoke to minimise cancer risks. If breast or bowel cancer run in the family and you are concerned about your own risk of cancer, we would recommend drinking less than this.

Prevention

Excessive and even moderate drinking are not part of a healthy lifestyle. Any level of drinking increases the risks of developing certain types of cancers. People have to make their own judgement about risk and how much risk they are willing to accept.

Most alcohol that is bought in Scotland is consumed in the home or other private spaces, making it difficult to keep track of how much we are drinking. Just being aware of how much we are drinking - reading the alcohol content on the label and using a measure - can help to reduce the risk without reducing the enjoyment.

The alternatives to alcohol on a night out or in are a growing market. It is worth remembering that a bigger choice of adult non-alcoholic drinks will appear in pubs, restaurants and shops if consumers demand it. As an area with substantial experience of producing high quality and premium drinks products, we have a lot to offer to, and much that we could gain from, ensuring our economic investment and development decisions are supportive of the adult non-alcoholic drinks sector.

Effective policies that reduce availability will help protect people from alcohol harms, including cancer. We are working closely with the five Licensing Boards in Grampian, as they review and reissue their statements of licensing policy in 2018, to ensure that measures to control the sale of alcohol locally do not inadvertently widen the variations in alcohol related health outcomes.

Changing individual drinking behaviours

Health and Social Care Partnerships, community planning and third sector partners' actions to improve access to alcohol brief interventions are an important aspect of cancer prevention. Alcohol brief interventions are short, effective, motivational conversations which can help people reduce the amount they drink.

Leadership at all levels is required to ensure that, in areas where it is appropriate to deliver a brief intervention, staff are able to do so. We need to consider where and how best to deliver these interventions so that all groups and communities in Grampian benefit equally.

What it would take to prevent mouth cancer

Cancers of the mouth include cancers of the lip, tongue, oral cavity, salivary glands and other parts of the mouth and throat.

The highest rates of mouth and throat cancers are observed in people living in the most socioeconomically disadvantaged parts of Grampian. The risk increases with age and the majority of cases occur in peopled aged 45 and over.

The latest data for mouth and throat cancer in Grampian shows a 55% increase in the number of cases since 1989. Taking age and gender into account, rates of mouth cancers are rising in females and falling in males. By 2027, it is anticipated that rates of newly diagnosed cancers of the head and neck in the North East will be 23% higher than those seen at present.

Prevention

The main causes of mouth and throat cancer are tobacco usage and excessive consumption of alcohol. Other risk factors include poor diet, ultraviolet (UV) light exposure and human papilloma virus.

Poor oral hygiene can change the type of bacteria that live in the mouth. Bacteria that produce toxic chemicals on contact with alcohol become more common, increasing the risk of mouth cancer.

People who smoke and drink have a high risk of developing cancer. Three in every four cases of mouth cancer could be prevented by stopping smoking and keeping to recommended levels of alcohol.

Protection

It is possible to cure some mouth and throat cancers if caught early. Dentists are well placed to spot signs and symptoms, as well as encouraging good oral health generally, so it is important to register with a dentist and attend regular check-ups. Details of dentists taking on NHS patients in Grampian can be obtained from the Dental Information and Advice Line (DIAL) by calling 0345 45 65 990.

We need to build the confidence of dental and health professionals to raise the issue of oral cancer, help people make changes about their smoking or alcohol consumption themselves and refer on to more specialist help where needed. It is also important to work with these professionals to ensure that oral cancer is detected, diagnosed and treated as quickly as possible.

Public awareness campaigns on mouth cancer and the associated risks factors, signs and symptoms are also a key strand of our prevention strategy.

Viral Hepatitis B and C can increase the risk of cancer

Hepatitis B virus (HBV) and hepatitis C virus (HCV) can both lead to the development of liver cancer. Both HBV and HCV are blood borne viruses transmitted through exposure to infected blood and blood products. About 1% of the Scottish population are infected with HCV and although less common, HBV is a still major public health concern globally. Vaccination is available for HBV in those who are considered at increased risk.

Recent advances in viral hepatitis C treatment mean that there is an opportunity to prevent progression of liver disease, even in people with advanced infection or in whom previous treatments were not effective. The new treatments could substantially reduce the risk developing liver cancer. Finding people who are infected, but not yet diagnosed, is an ongoing public health priority in Scotland.

Protection

The best way to reduce the risk of developing liver cancer as a result of viral hepatitis is to get tested and know your status.

In NHS Grampian, we want to normalise getting tested for blood borne viruses and raise the awareness of the risks, as infections can be hidden and past exposures forgotten with the passage of time.

Testing for HBV, HCV and HIV are widely available across Grampian within: primary care, secondary care, substance misuse services, HMP Grampian and in the community from our partners Alcohol and Drugs Action and Turning Point Scotland.

To keep the risks of liver cancer low, it is also important to maintain a healthy body weight and keep the amount of alcohol consumed low.

Tackling cancer through vaccination - the HPV story

Human Papilloma Virus (HPV) vaccine is the first anti-cancer vaccine to be introduced in the UK and its aim is to reduce cervical cancer in women. Almost all cervical cancer cases are caused by chronic infection with HPV. The presence of infection over a number of years can cause cancer to develop. The HPV vaccine works by promoting immunity to infection from strains of the virus particularly likely to cause cervical cancer.

HPV vaccination has been offered to girls in secondary school since 2008. Uptake has been high locally and nationally.

It is still too early to expect to see a fall in cervical cancer cases as a result of HPV vaccination. However, its introduction has already been shown to have reduced infection from five of the strains of HPV which contribute to 90% of cervical cancer in Scotland.

Vaccination has also reduced the frequency of pre-cancerous cervical abnormalities in young women who have been vaccinated. From the results so far, HPV vaccination is expected to reduce cervical cancer cases by 70% in immunised women.

Environmental factors that increase the risk of cancer

Ultraviolet light

Malignant melanoma is a type of skin cancer that is of particular concern because it can spread. In 2010 in the UK, 86% of melanoma skin cancers were attributable to over-exposure to UV. The available projections for melanoma skin cancer in Grampian indicate that, by 2027, we can expect a 60% increase in the numbers of cancers diagnosed, compared to 2008.

Over-exposure to UV is the main cause of skin cancer. Exposure to UV in Grampian can occur locally on a sunny day, in people who travel or work abroad, particularly if they work outside, and in people who use sunbeds. Any redness in skin after sun exposure increases risk. Intermittent over-exposure to UV, for example, getting sunburnt just once on holiday, should be avoided to keep risks low.

Prevention

To avoid excess UV exposure, use sun screen and top it up regularly, cover skin up with clothing and seek shade during periods of the day when sun exposure is strongest. If you want to tan, use fake tan rather than a sunbed.

Protection

Employers have an important role to play in raising awareness of the risks of UV exposure. In some situations, employers should consider formally assessing risks as part of a holistic occupational health risk assessment.

It is particularly important to protect young children from getting sunburnt to reduce their chances of developing skin cancer in later life.

Skin cancer can be picked up early by actively looking for any changes in your skin and getting anything you are not sure about checked out quickly.

Radon gas

Radon gas is a naturally occurring radioactive gas, present in our living environments, which can increase the risk of lung cancer. Although a risk factor in its own right, the chances of developing lung cancer are up to 20 times higher in someone who also smokes. Concentrations of radon tend to be low outdoors but can build up in confined spaces.

The UK radon map **(http://www.ukradon.org/information/ukmaps)** shows that parts of Grampian have a higher chance of having high levels of radon. More information about radon, including how to order a measurement pack for our home or workplace, is available from local authorities and the national website. Radon levels can be reduced by addressing air flow through homes. Stopping smoking can drastically reduce the risk of lung cancer if you live in a radon area.

Take part in organised cancer screening programmes

There are three national cancer screening programmes operating in Grampian for bowel cancer, breast cancer and cervical cancer. Screening is a way of identifying people who may have an increased risk of developing cancer - they can then be offered information, further tests or treatment to reduce their risk of developing cancer.

People with very early stage cancers may not notice anything wrong with their body. Treating cancer at the earliest possible stage increases the chances of survival and living well after a cancer diagnosis. Cancer screening programmes are a key part of our strategy to beat cancer. Participation in national cancer screening programmes is consistently higher in Grampian compared to the rest of Scotland. This is an important measure of programme success. Higher participation rates are associated with reduced premature death rates from those types of cancers for our whole population.

Participation in cancer screening programmes is a choice. When invited for to take part, people are provided with information to help them weigh up the benefits and risks and make a decision about whether taking part is right for them.

Within Grampian, there are large differences in the rates of participation. In some areas, the majority of people invited to take part in a cancer screening programme do not take up the offer. This variation cannot be explained just by people making informed choices not to take part. Lower levels of participation in national cancer screening programs are more likely in people living in areas of socioeconomic deprivation compared to people living in more affluent areas. People from certain ethnic minorities, people who are homeless and people in contact with the criminal justice service may also be less likely to take part.

We need to address this variation if we are to reduce the avoidable and unfair differences in those developing cancer and dying prematurely from cancer.

Initiatives which help people register with general practices are important to increasing uptake and participation in screening programmes.

Information about screening programmes must be provided in a language and format which people understand, regardless of their background, to ensure that people can make informed decisions about taking part. Technology and social media could offer a useful and cost effective platform for raising awareness of screening programmes and engaging directly with people to help overcome barriers.

Can a conversation prevent cancer and increase opportunities?

With limited time and rising demand, many frontline professionals may find themselves asking how or why to prioritise one lifestyle issue over others. Professionals also worry that assertively asking people about their behaviours and proactively encouraging change is not a patient-centred consultation.

A survey of 2,500 patients attending hospital outpatient clinics in Grampian found that maintaining a healthy weight, eating the recommended levels of fruit and vegetables, and feeling anxious or stressed were issues of concern for the majority. Research from Aberdeen City showed that people's decisions to adopt healthier lifestyle choices were made, not because of concerns about risk, but were motivated by wellbeing, including a desire to feel better, feel more confident and make friends.

Making Every Opportunity Count (MEOC) is an approach that frontline staff can use to support prevention and self-care. It is an approach that is being adopted across NHS Grampian and its community planning and health and social care partners.

It starts with a conversation about how someone is feeling and coping, in the right place at the right time.

Frontline staff do not have to be experts in prevention. Staff do need the confidence to have a conversation and feel confident that they can refer or signpost people onwards for more specialist help when needed. Frontline staff who are putting MEOC into practice tell us that it an accessible and sustainable way to build prevention into their day to day encounters with the public. People tell us that they don't mind having a wellbeing conversation with staff. Sometimes, following a wellbeing conversation, spontaneous conversations about wellbeing happen in families, with friends across the community.

There are many examples of people from across Grampian who, following a wellbeing conversation, have proactively taken steps to live as well as they can in their current circumstances. Knowing that they have been able to make a difference to someone, however small, makes a big difference to staff job satisfaction.

With any interventions aimed directly at individuals, there is a concern that inequalities could be widened when those with the means to change do so and those in more difficult circumstances do not.

The inclusive tone and proactive style of conversation promoted in MEOC aligns it towards the evidence base for reducing inequality. Support, when offered in this way, is more likely to contribute to meeting people's needs, even if those needs are not a direct responsibility of the service. If every frontline staff member was able to have this type of conversation, the chances of providing proportionate and appropriate support to people in the right, time and place are higher.

For the individual having a wellbeing conversation, the focus moves from disease and risk to their life and what is important to them. The aim of the conversation is to focus on the benefits people can gain by taking small steps whatever their life circumstances. People who need more help can be referred on or signposted to more specific services.

Preventing cancer may not be the prime motivation for change, but certainly could be an added benefit to the change.

Whilst a brief conversation can be effective for an individual to live better, we will only make a difference to our population's health and risk of cancer if a preventative approach is at the heart of how NHS Grampian and its partners conduct business day in, day out.

To achieve this, managers and partners will want to encourage and enable their frontline staff to make this approach their own and just part of how we do things here in Grampian, taking advantage of simple steps and online resources.

Concluding remarks on preventing cancer in Grampian

The number of cancers diagnosed each year in Grampian is forecast to continue rising over the next ten years.

Cancer is neither inevitable nor unavoidable, but we can stop this projected increase by addressing some of the cancer risk and protective factors that can be altered. There are numerous opportunities for change and improvement in Grampian. Making these changes, can help to reduce the increased demands on our services in the future, reduce the variation in cancer outcomes and improve the overall health and wellbeing of our population.

Our ambitions for cancer prevention are that: People in Grampian are informed effectively and supported appropriately to make personal changes to their lifestyle which can reduce their risk of cancer.

All communities across Grampian establish and maintain conditions which minimise cancer risk factors and optimise cancer protective factors.

NHS Grampian and our partners, working as a public health system, commit to the vision and leadership which enable the right conditions for health and wellbeing in the places where we live, work and play.

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Grampian

Community Planning Aberdeen

Progress Report	Northern Alliance: Draft Regional Improvement Plan
Lead Officer	Helen Shanks, Director of Education and Children's Services (Acting)
Report Author	Aisling MacQuarrie, Project Officer, Northern Alliance
Date of Report	08.01.2018
Governance Group	Community Planning Management Group

Purpose of the Report

The purpose of the report:

i) Provide information on the work of the Northern Alliance, a Regional Improvement Collaborative for the north of Scotland;
ii) Endorse the work of the Northern Alliance; and
iii) Seek support from the Management Group for the emerging Northern Alliance Regional Improvement Plan.

Summary of Key Information

1 BACKGROUND

1.1 Northern Alliance: Regional Improvement Collaborative

1.2. In June 2017 the publication Education Governance: Next Steps document set out the Scottish Government's proposals for an empowered school led system. The proposals recognise that such an empowered school led system will require excellent, accessible improvement support which is aligned to the National Improvement Framework [NIF] and informed by performance data. To this end, the Scottish Government established six Regional Improvement Collaboratives [RICs] with the aim of bringing together a range of professionals with a relentless focus on supporting teachers, and a range of other staff on how provide support to improve children and young people's attainment. The Northern Alliance is a Regional Improvement Collaborative between eight local authorities, across the north of Scotland: Aberdeen City, Aberdeenshire, Argyll and Bute, Eilean Siar [Western Isles], Highland, Moray, Orkney Islands and Shetland Islands.

1.3. The Northern Alliance is committed to improving the educational and life chances of children and young people. Since its inception the Northern

Alliance has sought to develop a culture of collaboration, which has resulted in the sharing of expertise in a range of areas. By building on the Northern Alliance's collective experiences as a RIC it is confident it will make a meaningful difference to the lives of children and young people.

1.4. Each RIC has been asked by a joint Steering Group, consisting of the Scottish Government, Education Scotland and Local Government, to produce its own Regional Improvement Plan. Each Regional Improvement Plan has to indicate clearly how the RIC intends to reduce inequalities, target improvement in the four national priorities from the NIF. Importantly, it is also recognised that a degree of flexibility is required to allow RICS in their Regional Improvement Plans to reflect appropriately the needs and improvement priorities of the schools they support.

2 KEY FINDINGS/ PROPOSALS

2.1. The following high level priorities are outlined in the Northern Alliance Regional Improvement Plan:

- Priority 1: Improvement in attainment, particularly literacy and numeracy
- Priority 2: Closing the outcome gap between the most and least disadvantaged children
- Priority 3: Improvement in children and young people's health and wellbeing
- Priority 4: Improvement in employability skills and sustained, positive school leaver destinations for all young people.

2.2. These priorities are aligned to the aims of the Scottish Attainment Challenge and the NIF (see Appendix A for further detail). However, while the priorities outlined in the Regional Improvement Plan highlight the aim of the NIF, the activities and outlook of the Northern Alliance is far broader. The Alliance champions a child and family-centred approach to address the Achievement gap and to drive improvement.

2.3. **Timescales**

The development of the plan is an iterative process. The Regional Improvement Plans are to be developed in phases. The initial Regional Improvement Plan (Phase 1) is to be submitted to the Chief Inspector of Education by 30th January 2018 for feedback. The second phase will develop Phase 2 of the Regional Improvement Plan and provide greater detail through additional analysis and consultation. Phase 2 of the Regional Improvement Plan is expected to be submitted to Education Scotland for sign off in Autumn of 2018.

2.4. **Ongoing Development**

2.5. As a first step in the process, the draft Regional Improvement Plan (see appendix A) evidences the strengths of the Northern Alliance's collaboration and provides a meaningful starting point to further enhance and enrich the work of the Alliance. The Northern Alliance will add to and amend the Regional Improvement Plan as the collaborative learns from what works well, where change is needed and importantly to react to feedback and requests from schools and teachers to aid their work with children and young people.

2.6. The development of Phase 2 of the Regional Improvement Plan is an opportunity to be clearer on how we will measure progress. The Alliance will undertake a mapping exercise across the partnership to identify baseline data and if no baseline is available whether an indicative baseline can be adopted. The Performance and Data Sharing workstream is working closely with Education Scotland to take this forward with a view to developing a data sharing agreement. Alongside refining the data available, and, improving consistency across the improvement plan, a key action of Phase 2 will be evaluating which improvement methodology can be applied to best meet the needs of the Northern Alliance.

2.7. The work of the collaborative positively supports the LOIP's key themes of Children Are Our Future and Aberdeen Prospers.

3 NEXT STEPS

3.1 Include an explanation of the next steps. A table which includes key milestones is useful, where relevant.

Key Milestone	Timescale
Consultation with Chief Executives and Directors	22 Dec 2017 - 17 Jan 2018
Northern Alliance Regional Improvement Plan (Phase 1) submitted to Education Scotland for feedback as part of an iterative process	30 Jan 2018
Consultation with schools, teachers, parents, guardians partners and children and young people on the initial phase of the Regional Improvement Plan.	Feb, March, April 2018
Northern Alliance Regional Plan (Phase 2) to be reported to the Operational Delivery Committee in Autumn	11 September 2018
Northern Alliance Regional Improvement Plan (Phase2)	September

submitted to Education Scotland.	2018

Recommendations for Action

It is recommended that members of the Group:

i) Endorse the continued work of the Northern Alliance; and
ii) Support the initial (phase 1) Northern Alliance Regional Improvement Plan; and
iii) to note that phase 2 of the Improvement Plan would be reported in Autumn 2018.

Opportunities and Risks

Financial:
At this point in time there are no direct financial implications arising from the recommendations of this report.

The Northern Alliance has secured funding from the Scottish Government of £385,000 for 2017/2018 and 2018/2019. The funding will enhance the work of the Northern Alliance to strengthen resources that support learning and teaching.

Employee:
Lack of workforce capacity to deliver the Regional Improvement Plan. The following actions will be implemented to mitigate against this risk:

- clarity of roles and responsibilities
- develop equitable resource allocation
- develop protocols for joint working
- continuous review of workforce allocation

The risk remains low-medium.

Customer / citizen:
The Northern Alliance seeks to ensure that consistent improvement support is available to the entire region. The Northern Alliance is committed to ensuring staff have access to the practical improvement support they need, when they need it. A risk is that this message is not clearly communicated to staff and there is a lack of understanding amongst schools regarding the role of the Northern Alliance. To minimise this risk the Northern Alliance has developed a website that is user friendly and profiles the work of the Northern Alliance. The website also makes available all guidance and materials. The Northern Alliance will also consult with schools, teachers, parents and children to engage with them and respond to their needs. The risk remains low.

Technological:
The Northern Alliance covers a vast area, 58.4% of the landmass of Scotland. Given

the geographic reach of the Alliance it frequently utilises I.T and digital technologies to overcome distance and enable all officers and partners to participate in meetings /workshops irrespective of geography. It is also a cost effective option as it reduces travel costs. There is a low risk that if the IT infrastructure is not effective it will hinder involvement and delay the pace of change. The risk is low.

Legal:
The legislative underpinning of the RICs is the subject of consultation as part of the wider Education Bill. In particular, the potential for a requirement set out in legislation that local authorities participate in RICs. The Scottish Government advise that the outcome of the consultation process will inform how RICs continue to develop. To mitigate against this the Regional Improvement Plan will be flexible to accommodate any new duties. The risk remains low.

Reputational:
Not supporting the Northern Alliance's work outlined in the draft Regional Improvement Plan could create a negative reputational risk. The Northern Alliance Regional Improvement Plan supports the delivery of the LOIP through the delivery of the NIF and the National Governance review. The Northern Alliance's Regional Improvement Plan supports educational outcomes and GIRFEC delivery across the city and region. Failure to support the Northern Alliance's Regional Improvement Plan may cause reputational damage for Aberdeen City Council and put into question the organisation's commitment to raising attainment and closing the gap. The risk is low.

Consultation

From late December 2017 to early January 2018 the draft of the Northern Alliance Regional Improvement Plan was circulated for comment to the Chief Executives of each of the local authorities who are in the Northern Alliance Regional Improvement Collaborative.

From February 2018 to April 2018 the Northern Alliance will consult with schools, head teachers, teachers, parents, guardians, children and young people on the initial draft of the Regional Improvement Plan.

Background Papers

Education Governance: Next Steps – Empowering Our Teachers, Parents and Communities to Deliver Excellence and Equity for Our Children [Scottish Government, 15th June 2017]

http://www.gov.scot/Publications/2017/06/2941

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APPENDIX 1: Northern Alliance Draft Regional Improvement Plan

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Northern Alliance

The Northern Alliance

Draft Regional Improvement Framework Plan January 2018 v.3.1

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Northern Alliance

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Northern Alliance

1. Introduction

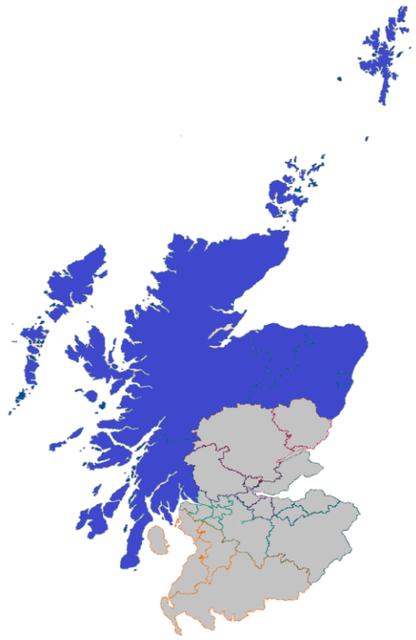
The Northern Alliance is a collaboration between eight local authorities, across the North of Scotland**:** Aberdeen City, Aberdeenshire, Argyll and Bute, Eilean Siar [Western Isles], Highland, Moray, Orkney Islands and Shetland Islands. Our shared vision is to improve the educational and life chances of our children and young people. To remove the barriers to learning and improve children's outcomes**,** the collaborative seeks to build on the strengths of shared service development, create professional networks and deliver continuous professional development. The Northern Alliance exists to make a difference to the lives of children and young people by ensuring that the professionals who work with them collaborate for improvement and impact.

The reach of the Northern Alliance is vast**,** covering 58.4% of the landmass of Scotland, yet it represents a small percentage of the Scottish population. This area has amongst the highest levels of rurality and the lowest levels of population density within a context of economic fragility and poverty. The geography and common challenges experienced across the region moved the Alliance to identify new ways of working and adopt a shared approach to the communities it represents in the north of Scotland and in the islands.

In response to the Governance Review of Scottish Education, the Alliance has sought to further develop its culture of collaboration. This has resulted in the sharing of expertise in a range of areas: curriculum development, school estates, early years and Integrated Children's Services development, as well as establishment of local and regional networks. Partnership working has enabled the Northern Alliance to deliver programmes such as Emerging Literacy and Leadership Development, which are already benefiting schools and teachers across the region. The Raising Attainment in Literacy, Language and Communication workstream is currently providing direct support to practitioners in 47% of primary schools across the Northern Alliance.

A key strength of the Northern Alliance is found in its commitment to distributed leadership at all levels. This approach allows flexible and organic partnerships to emerge, which cross professional and geographic boundaries. This 'bottom up' approach is reflected in the origins of a number of the Alliance's workstreams such as the Equalities group and more generally, in the practitioner informed approach that shapes all our activities.

By building on our collective experiences as a regional improvement collaborative we are confident we can make a meaningful difference to the lives of children and young people. To measure our impact the Alliance is committed to evaluating performance data through the use of pupil data. Alongside the use of quantitative data we draw on qualitative data to capture information from teachers and practitioners, which is collated into the formal evaluation of programmes. Our commitment to ongoing evaluation across all of the programmes allows the Alliance to measure impact and target improvement. We aim to grow and develop this approach with other partners – such as NHS, universities and national agencies.



Northern Alliance

Central to the work of the Alliance is the Scottish Attainment Challenge and the shared aim to achieve equity in educational outcomes, with a focus on closing the poverty related attainment gap. This is of particular interest to the Northern Alliance given the aforementioned challenges experienced by the region. To this end, the high level priorities outlined in the Northern Alliance Regional Improvement Plan are aligned to the aims of the Scottish Attainment Challenge and the National Improvement Framework [NIF hereafter]. This initial plan covers the period up until the end of the school year in 2019 although this may be subject to change following the outcome of the Scottish Governments consultation on the Education Bill.

The Northern Alliances seeks to deliver on the following priorities:

- Priority 1: Improvement in attainment, particularly literacy and numeracy

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- Priority 2: Closing the outcome gap between the most and least disadvantaged children
- Priority 3: Improvement in children and young people's health and wellbeing
- Priority 4: Improvement in employability skills and sustained, positive school leaver destinations for all young people.

As a group of eight local authorities we are committed to improving outcomes and closing the gap, which exists across our wide and varied communities and crucially, keeping the child and family at the centre of all that we do. Schools, teachers and headteachers have a clear role to play, but for too many young people and families, this is not enough. Some of our young people and their families require family support workers, social workers, school nurses and many others besides. While the priorities outlined in the Regional Improvement Plan highlight the aim of the NIF, the activities and outlook of the Northern Alliance is far broader. The Alliance champions a child and family-centred approach to address the achievement gap and to drive improvement.

To realise our vision, we work in a multi-layered way. Some programmes are directed, such as those which support the above mentioned priorities. The Emerging Literacy, Numeracy, Maths Attainment and Modern Foreign Languages programmes contribute to directly improving attainment. A significant number of our workstreams cut across all the priorities and are reflective of the leadership ethos which we have promoted over the last three years. These workstreams not only reflect the wider imperative to improve all children's services, but have come about by middle managers and leaders recognising themselves the benefits of collaboration to improve services more quickly and sustainably. However, not all schools will be involved in all improvement activities at any given time.

The development of the plan is an ongoing iterative process and a second phase of the plan will be developed and submitted to Education Scotland in August 2018. The Regional Improvement leads and Scottish Government are due to meet ahead of the next iteration of the plan to discuss evidence of impact and the application of improvement methodology. Resource allocation for the workstreams will be mapped out in the next iteration of the plan (phase 2) but initial workforce planning considerations and factors are outlined in a separate document.

The Northern Alliance is a committed learning collaborative and as such will continue to develop and learn as programmes embed and develop, we are committed to working in partnership nationally, regionally and locally and welcome wider collaborations and learning which develop impact and drive improvement across the country. We will add to and amend the Regional Improvement Plan as we learn from what works well, where change is needed and importantly to react to feedback and requests from schools and teachers to aid their work with children and young people.

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2. Northern Alliance Workstreams

Northern Alliance Workstreams

Regional Coordination
Programme Lead

Regional Impact Plan | **Reporting** | **Regional NIF**

Website development | **Communications** | **School to School Networking**

Emergency Literacy programme	Numeracy Programme	Maths Attainment Programme	Leadership Development / NIF Programme	Early Years and Child Care Programme	Performance/ Data Sharing Programme	Children's Services Development Group	MFL Development Group	Improvement Cycle Development Work	Technology/TASSC Programme	Poverty/Closing the Gap Development	Future Delivery Models / Estates	IT transformation [Esgoil]	Equalities	School Improvement	Community Learning & Development
Programme Sponsor: Laurence Findlay	***Programme Sponsor***: Laurence Findlay	***Programme Sponsor:*** Laurence Findlay	***Programme Sponsor:*** Laurence Findlay	***Programme Sponsor***: Bill Alexander	***Programme Sponsor***: Laurence Findlay	***Programme Sponsor:*** **Bill Alexander**	***Programme Sponsor:*** Laurence Finlay	***Programme Sponsor:*** ***Laurence Finlay***	***Programme Sponsor:*** Maria Walker	***Programme Sponsor:*** Helen Budge	***Programme Sponsor:*** Wilf Weir	***Programme Sponsor:*** Bernard Chisholm	**Programme Sponsor**: Laurence Findlay	***Programme Sponsor:*** Maria Walker	**Programme Sponsor:** Maria Walker
Programme Lead: James Cook	***Programme Lead:*** Felicity Martin	***Programme Lead:*** David Clark	***Programme Lead:*** Vincent Doherty/SCEL regional officer	***Programme Lead:*** Katherine Diamond (TBC)	***Programme Lead:*** Reyna Stewart	***Programme Lead:*** Byrony Revell	***Programme Officer:*** Laurence Finlay	***Programme Lead:*** Sacha Will, SG Improvement Service	***Programme Lead:*** Craig Clements	***Programme Lead:*** Shetland QIO	***Programme Lead:*** James XX, Orkney	***Programme Lead:*** Bernard Chisholm	**Programme Lead:** Caroline Hastings **[tbc]**	***Programme Lead***: Andrew Griffiths	**Programme Lead:** Avril Nicol
Focus: Raising Attainment in literacy	Focus: Raising Attainment in mathematics	Focus: Review of attainment in mathematics, T&L approaches	Focus: Raising attainment in NIF areas	Focus: Delivering 1140 hours EYCC policy	Focus: Create shared data set for NA work	Focus: To ensure alignment and coherence across NA ICS plans and workstreams	Focus: To develop !+2 languages, embed teacher subject knowledge	Focus: Embed Improvement methodology in schools/education	Focus: To review offer of TASSC across the region	Focus: To explore rural poverty and it's impact on attainment	Focus: To develop innovative approaches to future of children's estate	Focus: To explore development and impact of Esgoil model across the region	Focus:	Focus: To develop shared school improvement methodology	Focus:
Outcome: Impact on closing the gaps, teacher subject knowledge and attainment	Outcome; Impact on closing the gaps, numerical confidence of teachers and pupils, reduce maths anxiety	Outcome; Identify key areas for development, strengthen T&L, create curriculum pathway for BGE	Outcome; Improving attainment, closing attainment gap	Outcome: Improving access, quality and closing economic/ attainment gap	Outcome: Shared agreement re data to help drive performance of NA programmes	Outcome: Work towards shared improvements across the NA, sharing of best practice, innovation in approach across the region	Outcome: Increase teacher subject knowledge, extend qualified teacher numbers, raise attainment	Outcome: Improvement methodology driving system level improvement, empowered leadership to raise attainment	Outcome: deliver central aligned service for NA, improve access for children, cost reduction	Outcome: identify key indicators of rural poverty: reduce impact on attainment	Outcome: reduce costs: share best practice, create innovative plans for future services	Outcome: Wider access to full curriculum, cost reduction, transformation of T&L	Outcome:	Outcome: Improving attainment, closing attainment gap	Outcome:
Number of Schools: 486	Number of Schools: 60	Number of Schools: 81	Number of Schools/Settings: 250	Number of Schools/Settings: All	Number of Schools: All	Number of Schools: N/a - all partners	Number of Schools: 30	Number of Schools: 30 headteachers /senior managers	Number of Schools: All	Number of Schools: 150	Number of Schools: All/ all partners	Number of Schools: tbc	Number of Schools: TBC	Number of Schools: all	Number of Schools: TBC
Year groups - P1, EY	Year groups - P3/4	Year groups - S1-4	Year groups - All P/S	Year groups - EYCC	Year groups: N/A	Year groups: N/A	Year group: P1-7	Year groups: all	year groups: All	Year groups: All	Year groups: N/A	Year groups: tbc		Year groups: N/A	

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3. Northern Alliance Priorities

High Level Priorities

Priority 1 Improvement in attainment, particularly literacy and numeracy	Priority 2 Closing the outcome gap between most and least disadvantaged children	Priority 3 Improvement in children and young people's health and wellbeing	Priority 4 Improvement in employability skills and sustained, positive school leaver destinations for all young people
❖ Empower leaders to confidently lead the raising attainment agenda at school, ASG, City and across the Northern Alliance via implementation of impactful professional learning ❖ In collaboration with the Northern Alliance, develop shared approaches to assessment and moderation. ❖ Work across the Northern Alliance to shape a literacy and numeracy strategy to improve attainment	❖ Work in collaboration to develop programmes to support the implementation of the Pupil Equity Fund ❖ Use PEF data across the Northern Alliance to analyse common focus to frame future improvement priorities. ❖ Establish consistent criteria in how we all measure / baseline gaps	❖ Work across the Northern Alliance to reduce the impact of adverse childhood experiences and chronic neglect.	❖ Collaborate with the Northern Alliance to establish and implement a strategy on Developing the Young Workforce to increase the number of young people reaching a positive and sustained destination ❖ Curriculum re-design and learner journey

Workstreams Cutting Across All Priorities

Workforce Planning	Leadership Development	Early Learning and Childcare	Future Delivery Models/Estates	Integrated Children's Services	Performance and Data Sharing
Esgoil	Improvement Cycle Development Work	Community Learning and Development	Technology TASSC	Equalities	School Improvement

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4. **Northern Alliance 'Northern Star' Workstream Diagram**

[Please note this is still in design phase]

Northern Alliance

5. The Northern Alliance Regional Improvement Plan – How This Will Be Achieved

PRIORITY AREAS	KEY DRIVERS
1 Improvement in attainment, particularly in literacy and numeracy 2 Closing the outcome gap between the most and least disadvantaged children 3 Improvement in children and young people's health and wellbeing 4 Improvement in employability skills and sustained, positive school leaver destinations for all young people	SL School Leadership TP Teacher Professionalism PE Parental Engagement ACP Assessment of Children's Progress SI School Improvement PI Performance Information

Priority 1: Improvement in attainment, particularly literacy and numeracy

Improvement Activity	This is how we'll do it	By Whom	By When	Evidence of Impact
By 2020, at least 85% of children within each SIMD quintile will have successfully achieved early level literacy: ❖ **Learners benefit from high quality research informed pedagogy, beginning in Early Learning and Childcare and beyond, which is delivered by confident practitioners with enhanced subject knowledge, supported by senior leaders who enable ongoing progress.** **Key Drivers:** ACP SL TP PI	• In 2017/2018, supporting 47% of schools in taking a developmental approach to Emerging Literacy through: • professional learning which is co-designed by education practitioners and allied health professionals, delivered across the Northern Alliance. • enabling network collaboration at a universal level between education and allied health professionals • • local networks of practice to support ongoing professional learning at Local Authority level and at cluster level • online collaboration to support "families" of practitioners who support learners across similar demographics. • • buddy networks of practice to support ongoing professional learning in clusters of schools. • Access to online resources to support ongoing learning and teaching.	• Literacy lead: James Cook • Launch Events • Local Networks • Buddy Network/ Yammer Launch • Reflection Events • Partnership Group Meetings • Resources • Lead Practitioners • Practice Examples Collected and shared 2017/2018 and 2018/2019 via Northern Alliance website • **2018/2019** Mirror support structure of 2017/2018 with: additional Buddy Networks local support through lead practitioners	• June 2017 • September 2017 • January 2018 • March 2018 • November 2017 • June 2018 • November 2017 • March 2018 Ongoing • Support 2018/2019	• CfE Achievement of a Level Judgement Data – P1 Listening and Talking, Reading and Writing to show how taking a developmental approach to emerging literacy contributes to achievement of a level. Analysis will evaluate on whole cohort outcomes and outcomes linked to SIMD • CfE levels for P1 reading writing listening and talking improved in areas where practice has been adopted. Level of improvement to provide benchmarking for future roll out • Confidence/ Impact of practice reflections –measured through the local networks to demonstrate the impact on practice which is leading to better outcomes for children • CPD evaluations will identify the following: - which areas have made the biggest impact to practice; how, qualitatively, is a developmental approach bettering outcomes for children
❖ **Empower leaders and teachers to confidently lead the raising attainment agenda at school, ASG and across the Northern Alliance via implementation of impactful professional learning.** **Key Drivers:** SL PI	• In 2018/2019, continue to scale the support of the number of schools across the Northern Alliance taking a developmental approach to Emerging Literacy through: • developing the skills of lead practitioners in each local authority to support practitioners at local level. • enhancing buddy networks which build capacity at school and cluster level to enable a whole-school approach to emerging literacy • expanding on the resources to support the five key areas of concepts of print, executive functions, oral language, phonological awareness and pre-handwriting. • sharing practice examples which have had an impact on practice and bettered outcomes for children.			
Numeracy ❖ **Develop teacher confidence and leadership in relation to numeracy**	• In 2017/2018, the numeracy programme will improve attainment across the Northern Alliance by: • developing professional understandings e.g. how to identify 'hard to teach' areas in numeracy	Numeracy lead: Felicity Martin Launch Events	• November 2017 • Ongoing	• Northern Alliance Numeracy data – longitudinal surveys in increasing pupil confidence /less maths anxiety • Attitude surveys [numeracy] – increased teacher confidence • Gloss assessment (NZ) • SNSA data [Dec 18]

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❖ **Ensure all primary teachers across the Northern Alliance see themselves as teachers of language.** ❖ **Develop strong connections and synergy between emerging literacy and language learning ensuring a connected curriculum and a more integrated approach to raising attainment in literacy.** ❖ **Focus on improvement literacy through languages.** ❖ **Develop teacher confidence and leadership in relation to literacy and languages.** **Key Drivers:** SL PI PE TP ACP	• Develop moderation work in and across primary and secondary. • Focus on tracking and monitoring of languages across the BGE. • Align progression frameworks for languages across the Northern Alliance. • Develop links between emerging literacy approaches to phonics with 1+2. • Champion community languages through parental engagement and storytelling. • Develop a measure to gather data on community languages. • Include language development as an integral part of all literacy CLPL for teachers.	Lead: Laurence Findlay	• June 2019 • June 2019 • From Feb 2018-onwards	• Increased uptake in languages in the Senior Phase: • Insight data set • Annual 1+2 survey of primary languages • Improved literacy attainment at all curriculum levels and in SQA examinations: • CfE and Insight data • Increase in the diversity of languages studied in the Senior Phase • Insight data set • Draw on case studies to measure parental engagement; Grampian Regional Equality Council [GREC]; data to assist in developing measure; British Sign Language [BSL] used as 1+2 in special schools • School inspection data: • 1+2 policy summary of inspection findings (Moray) • Collaborative links between secondary English and Modern Languages departments focussing on literacy development: • Case studies of good practice

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❖ **Develop teacher confidence, professional understandings and leadership in relation in secondary maths attainment.** **Key Drivers:** TP SL PI	• Provide professional networking opportunities. • Utilise digital platforms (glow and website) to enhance and develop networking. • Create virtual communities/communities of practice. • Ensure leadership development programme in place for head teachers, senior leaders, subject and curriculum leaders. • Review of presentation policies • Review of maths attainment in Northern Alliance • Twinning of Schools • Transition for primary to secondary	Lead: Headteachers, SCEL Fellow, Dave Clark Lead: Dave Clark	• From Feb 2018- • From Feb 2018- onwards onwards	• Qualitative • Capture attendance at networking events and follow up survey from events • Evaluation reports to assess the development of a culture of learning and impact on practice • Longitudinal study of maths teachers • Annual Survey • Quantitative: • Assessment of link between attainment data and professional learning to identify impact of leadership development programme (3 year programme S1-S4) • SNSA
In collaboration with The Northern Alliance, develop shared approaches to assessment and moderation. **Key Drivers:** TP PI ACP	• Teachers to develop a greater shared understanding of standards (improved standardisation) by facilitating opportunities for professional networking. • Create virtual communities of practice to develop teacher judgement. • Introduce 'critical friend' approach to moderation (teachers moderating across the Northern Alliance region).	Lead: Regional Improvement Lead	• Throughout school session 2018/19	• Teacher confidence survey: • sampling across the Northern Alliance • Use of web analytics to track use of online communities and resources • QAMSOs to assess teacher judgement • Collectively tracking teacher judgement across the Northern Alliance • Review of embedding standardisation in assessment and moderation
❖ **Increase and improve parental engagement.** ❖ **Develop shared approaches to family learning across the Northern Alliance region.** ❖ **Target grandparents / carers through Adult and Family learning.** **Key Drivers:** PE	• Inter-generational learning programmes to be developed • ESOL – family learning practice developed for ESOL families • Literacy, numeracies, IT literacy • CPD/Workforce development • Bolster training for parents/ grandparents/ carers on project linked activity: - e.g. taking children shopping, contributing to wider learning.	Lead: Avril Nicol	• From Feb 2018 onwards	• Introduce and embed Adult Achievement Award –initially in 3 LAs. • Measure uptake of SQA modules for accreditation of. • Measure consistent understanding of Family Learning – to support application of agreed measures

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❖ **In collaboration with the Northern Alliance partners to deliver financial awareness and measure financial literacy.** **Key Drivers:** PE	• Develop professional understanding of financial literacy - (To be financially literate, individuals must demonstrate knowledge and skills needed to make choices within a financial marketplace that all consumers face regardless of their particular characteristics.) • Establish networks of practice between LAs and at locality level (Youthbanks; Credit Unions; links to Welfare Reform – benefits uptake rates)	Lead: Avril Nicol	• From April 2018	• Financial awareness training delivered in all 8 LAs • Development of agreed Financial Literacy Measures

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Priority 2: Closing the outcome gap between most and least disadvantaged children				
Improvement Activity	**This is how we'll do it**	**By Whom**	**By When**	**Evidence of Impact**
❖ **Review of attainment across the Northern Alliance with a specific focus on our more most disadvantage children in order to identify 'the gap'** **Key Drivers:** SL PI PE TP ACP	• Group review attainment in maths across the Northern Alliances (stats review) • Establish statistical milestones, which identifies effective practice e.g. S4 scores. • Gap between SMID levels is analysed and described, and common themes identified • Review of Presentation policies • Review of Inspection outcomes for best practice/key themes • Work with Education Scotland on maths support and development from national thematic programme	Leads: HT, DHT, PT (Maths) Performance workstream	• June 2018	• Measures to be identified • Increased attainment for the lowest 20% of cohort • clear articulation of the attainment gap in different areas
❖ **Identification of key development areas through consultations with schools and teachers** **Key Drivers:** TP , SI SL	• Effective Pedagogy shared and developed • Curriculum pathways developed to be more inclusive and flexible • Strategic /operational effective practices	Lead: Ed. Psycs. All work stream leads	• Feb 2018 - ongoing	• L & T impact on engagement • Use of 'toolkits' / curriculum frameworks • Better of understanding of curriculum pathways • Exclusions and attendance data in specific areas / cohorts eg LAC or SIMD
❖ **Ensure all young people receive their entitlement to languages learning given the wider attainment benefits this brings for all learners regardless of background or ability.** **Key Drivers:** SL	• Provide clear consistent guidance for schools in relation to timetabling and presentation in Modern Languages to ensure a common approach across all our schools. • Involvement of key practioners in developing T&L tools to support learning	Lead: Laurence Findlay	• By no later than 2020 in line with the Government 1+ 2 strategy	• Uptake and presentation rates in Senior Phase Modern Languages linked to SIMD data • All learners receiving their entitlement to languages learning. • Insight analytical data set. • Use of rural deprivation measure [once developed]
❖ **Work in collaboration with The Northern Alliance to develop programmes to support the implementation of the Pupil Equity Fund.** **Key Drivers:** SI PI	• Establish systems to share best PEF practice across The Northern Alliance. • Identify how schools are making innovative use of PEF • Use expertise to create CLPL opportunities for other Head Teachers	Lead: Regional Improvement Lead	• From March 2018	• Evidence best use of PEF • CLP opportunities for schools • Case studies used on an annual basis using a good practice guide • HMIe evidence from inspections
❖ **Reduce child poverty [including rural poverty] in line with the provisions set out in the Child Poverty Act 2017** **Key Drivers:** SI PI	• Develop an overall deprivation measure. • Work collaboratively to address the unique challenges that rural communities face. • Enable staff to continue career long professional learning regardless of area – utilise eLearning and online communities. • Utlise eSgoil. • Continue to work with Scottish Government on tackling rural poverty.	Lead: Wilf Weir	• Ongoing	• Development of deprivation measure • Use of said measure to evidence impact • Work with ADES • Work with SG

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❖ **Ensure young people have access to wider achievement opportunities and accreditation.** **Key Drivers:** PI	• Accredited learning (youth and adult). • Menu of Accreditation opportunities. – DofE, Youth Achievement and Dynamic Youth Awards; John Muir Trust; Sports Leader; Princes Trust	Lead: Avril Nicol	• Feb 2018-2019	• Increase in uptake of DYA and YAA AND DofE – 3% uplift across NA • Particular focus on increased uptake from SIMD 1-3 . 5% Uplift across NA
❖ **LAC in Education (attainment)** **Key Drivers:** ACP SL TP PI	• Identify key leads in relation to vulnerable children and want to improve – ASN • ASN network sharing best practice • Review youth engagement across the Northern Alliance [year of the young person] • Adopt a virtual school approach to improving outcomes for Looked After Children • Share practice and progress from the established Virtual School in Aberdeen, in particular: - partnership working to improve engagement, participation and outcomes for Looked after and care experienced children and young people - improved understanding of processes / partnerships with SW and other colleagues - Information for Foster Carers - the development of support and guidance for designated managers and class practitioners - develop shared policies relating to LAC in education - tracking and monitoring processes for Looked After and care experienced children and young people being educated in the local authority and those placed in another local authority. - Financial tracking – out of authority placements	Lead: Bill Alexander Lead: Larissa Gordon	• March 2018 • March 2018	• Absence, Attendance, Exclusion data • Qualitative the views of our Looked After Children e.g. champions board (champion's board).
❖ **Agree stages foin earlier intervention – Early Years / P7-S1/ S3-4.** ❖ **ESOL using language as an area for intergenerational learning.** **Key Drivers:** SL PI PE TP	• Joint residential programmes e.g. health and wellbeing bespoke summer schools – residential. • Work collectively to harness holiday periods to target energy regarding SQA or Adult Learning	Lead: Avril Nicol	• From July 2018	• Share best practice • Develop agreed impactful programmes to be delivered in all 8 Las in holiday periods. • Improved learner outcomes – Literacy/ Numeracy/ Health & Wellbeing - feedback from teachers • Evaluation surveys – increased confidence, participation measures. • Increased participation
❖ **Alternative learning programmes and Early interventions which target whole families.** ❖ **Key Drivers:** PE ACP PI	• Individualised/ flexible learning pathways – including element of family learning • Youth work in schools • Increased collaborative working with further and higher education to support curriculum delivery	Lead: Avril Nicol	• From June 2018	• Reduction in Out of Authority Placements. • Reduction in out of area placements • Increased attainment in your lowest 20% of cohort

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	• Sharing curricular models across the NA • Mechanisms for school leaders to share best practice in use of PEF funding			

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Northern Alliance

Priority 3: Improvement in children and young people's health and wellbeing				
Improvement Activity	**This is how we'll do it**	**By Whom**	**By When**	**Evidence of Impact**
❖ **Work across the Northern Alliance to reduce the impact of adverse childhood experiences and chronic neglect** **Key Drivers:** PI PE TP	• Promoting understanding of ACEs and their impact. • Earlier identification and assessment of chronic neglect • Responding to chronic neglect • Strategies to promote resilience	Lead: Bill Alexander	• From March, 2018.	• Pooling of staff resource across LA teams
❖ **Develop an effective partnership across the different NHS boards and the Northern Alliance focused on improvement of young people's health and wellbeing** **Key Drivers:** PI ACP	• Mapping exercise of current health related services for children and young people across the Northern Alliance: • Consider collective arrangements for the commission and decommissioning of health related services	Lead: Laurence Findlay	• Dec 2018	I • Audit exercise • Individual Children's Services Plan.
❖ **Promoting health and wellbeing, resilience for children and young people across the Northern Alliance.** ❖ **Family learning** ❖ **Essential skills** ❖ **ESOL** ❖ **Progression from PEEP & Bookbug** **Key Drivers:** SL PI PE TP ACP	• Consistent application of tried and tested Programmes such as: • No Knives Better Lives • Reduce substance abuse [to be developed] • Under Pressure to be Sexy - healthy attitudes towards sex and relationships • Mentoring Violence Prevention • Skills building – confidence, leadership, self-esteem, personal development, anger management. • Adult learning – recognising need to support parents to support children • Skills development • Improve neuro linguistic programming, emotional intelligence [NLP] • Share practice e.g. language skills – bilingual settings, Gaelic/Doric – build on programmes • Progression from PEEP and other parenting programmes to support families and parenting skills • We will achieve this by focusing on parents specifically within the lower SMID areas • Empowering parents to allow them to support their children to attend and achieve at school	Lead: Avril Nicol.	• Ongoing from November 2017	• Audit current use of programmes across NA – establish baseline • Share best practice/impact • Develop CPD action plan to support out • Further develop assessment tools for wellbeing • • Data on weapons • CLD data in relation to adult learning • Children's Services Plans reports • Lowest 20% ; increased attendance in lower SMID areas and reduced exclusion
❖ **Work across the Northern Alliance to ensure we are celebrating diversity and global citizenship through languages learning**	• Actively facilitate family learning within a languages context in line with approaches used to engage parents with literacy and numeracy • Ensure all languages CLPL is linked to global citizenship and cultural diversity	Lead: Laurence Findlay	• Ongoing	• Greater parental engagement with languages learning. • Reduction in the reporting of racial incidents due to increased cultural awareness: GREC data

Northern Alliance

Key Drivers: TP PE				
❖ **Champion Equalities across the Northern Alliance** ❖ **Enabling Youth Voice** **Key Drivers:** SL PI PE TP	• Champion Equalities and Rights Respecting Schools across the Northern Alliance. (children's rights) • All LAs to have a service level agreement with Unicef UK, and identify a strategic lead to co-ordinate delivery of RRSA in schools, and to promote children's rights and participation in schools and communities • Youth democracy. CLD staff across the Northern Alliance to promote youth led participatory groups and volunteering opportunities for CYP	Leads: Laurence Findlay	• June 2018	• Retain UNICEF Rights Respecting status across the Northern Alliance. • Across the Northern Alliance at least 30% of schools will be registered and progressing towards RRSA. In Las where there is already a SLA in place, there will be a 5% increase in the number of school achieving silver and gold of the award • Additional measures to be added from existing data sets • RRSA assessments and base line data will evidence increase of CYP who feel included and listened [children's voice]. • 5% increase I the number of CYP achieving wider achievement awards such as Saltire
❖ **Working collaboratively across the Northern Alliance to ensure all staff are enabled to support young people's health and wellbeing/becoming resilient** **Key Drivers:** TP	• Joint CPD in emotion coaching • Protecting children and adults against abuse through effective professional learning • Capture current picture of relevant available CPD – across Northern Alliance members • Work collaboratively to agree measures – e.g. linked back to Bounce Back programme	Lead: Avril Nicol	• Initial picture by end Feb 2018 • Agreed measures by end Feb 2018	• Clear picture of available training • Better understanding of impact of emotion coaching • Agreed measures in place

Northern Alliance

Priority 4: Improvement in employability skills and sustained, positive school leaver destinations for all young people				
Improvement Activity	**This is how we'll do it**	**By Whom**	**By When**	**Evidence of Impact**
❖ **Ensure languages are within DYW agenda across the Northern Alliance** ❖ **Link languages experiences in schools to the wider DYW agenda and skills agenda/provide an employment context for learners** ❖ **Embed languages across the curriculum (5 – 15) with a clear focus on skills development** **Key Drivers:** SL TP PI	• Agree common expectations and principles for a languages approach to DYW in the Northern Alliance. • Provide CLPL for teachers linked to languages and DYW and further ensure DYW CLPL has an integrated languages component as required. • Ensure all our schools, primary and secondary, have access to business champions who can bring relevance to languages learning. • Greater connectivity and synergy across languages and DYW policy areas • Develop contexts for learning linked to DYW/languages. • Further develop partnerships with SCILT with regards Business Champions and Business Brunches.	Lead: Laurence Findlay	• December 2018	• Greater opportunities for young people to undertake experience of work linked to languages • Increase in businesses working with schools on joint DYW/languages ventures • Increase in Senior Phase uptake with links to industry/skills
❖ **Collaborate across the Northern Alliance to review all Northern Alliance employability strategies /plans and consider areas of common interest were we could add greatest value.** ❖ **Wider achievement** ❖ **Employability – senior phase, essential skills** **Key Drivers:** SL PI	• Review plans. • Arrange for DYW leads to meet to identify skills pathways. • Share skills pathways. • Share best practices. • Engage key stakeholder e.g. better linking with colleges and Adult Learning staff. • Increase engagement of primary schools with DYW, and develop improvement plans to raise aspirations in CYP from primary stage • Youth Aspiration Survey: - roll out across a small cohort (primary and secondary). • Linking curriculum areas of CfE to employment opportunities and skills. • 16-18 named person role implementation/improvement • Pre-16 activity agreements • Have flexile arrangements for Activity Agreements to take place across LAs • 'Named person' role • 16+key worker role • Retaining contact with those who were known now not known, embed in each targeted school with consistent approach managing a gap	Lead: Avril Nicol.	• Phase one data gathering by end March 2018 • Phase two reporting end June 2018	• Participation measures in place across the Northern Alliance – SDS extract • Improved data available – e.g. Northern Alliance data sets • Clearer picture from Youth Aspiration Survey - roll out across a small cohort (primary and secondary) • Link with CfE and Insight data (primary and secondary) • Measures to be added from existing data sets • Measures to be added from existing data sets

❖ **Improve participation of 16-19 years of school leavers** **Key Drivers:** SI PI	• Targeted work • Sharing areas of best practice across the Northern Alliance • Establishing good partnership arrangements with further and higher education to support pupil pathway planning. • Opportunities for wider accreditation through volunteering and experience of work	Lead: Regional Improvement Lead	• June 2019	• Measures to be added from existing data sets

Northern Alliance

Across All Priorities				
Improvement Activity	**This is how we'll do it**	**By Whom**	**By When**	**Evidence of Impact**
❖ **Improve performance and data sharing across the Northern Alliance by seeking consistency in data collection, the use of methodologies and the quality data.** **Key Driver :** PI	• Data sharing agreement • Data review • Establish a national protocol for data sharing within and outwith the collaborative.	Leads: Regional Improvement Lead; Reyna Stewart and 8 authorities.	• June 2018	• SEEMIS
❖ **Ensure school improvement teams are working collaboratively and effectively across the Northern Alliance** ❖ **Sharing best practice in quality assurance in Children's Services** ❖ **Sharing best practice approach quality improvement across ELC** **Key Drivers:** ACP TP PI	• Review internal working arrangements in light of the Three Pillars (CfE, GIRFEC and Developing the Young Workforce) • Review reporting arrangements - once plan approved and enacted and report to the improvement advisory forum (quarterly) • Identify as an alliance schools with greater need of targeted support e.g. cluster work / buddying activities. • Focus on self-evaluation for improvement. • Shared approach to QA across the Northern Alliance • Peer review • Linking across self-evaluation activities • Preparing for Children's Services Inspection 3 • Supporting an outward looking approach • A coordinated approach across the 8 authorities Consider the best improvement methodologies for supporting improvement across the Northern Alliance.	Leads: Regional Improvement Lead; Andrew Griffiths. Leads: Susan MacLaren and subgroup. Leads: Regional Improvement Lead; and 8 LAs	• From March 2018 • From March 2018 • From March 2018	• NIF return • Increased confidence in self-evaluation over 18-21 month period as move forward greater alignment; • External inspections. • Measures to be used from existing data set. [TBC] Children's Services Reports from individual LA • TBC
❖ **Supporting activity across social work and children's services** **Key Driver :** PI	• Consolidating and coordinating the Children's Services Network • Consolidate and build the network • Co-ordinate the workstreams • Supporting and developing Social Work leadership • Ensuring peer support networks for practitioners across the Northern Alliance • Identifying, sharing and responding to new challenges • Being a collective voice	Leads: Bob Driscoll, Heads of Service across eight local authorities.	• From December 2017 - ongoing	• ACORN • Measures to be used from existing data set. [TBC]
❖ **Workforce Development - developing staffing and curriculum to provide an agile qualified and responsive Workforce (further elaborated in workforce plan).**	• Review of existing curriculum offered in Island/rural schools. • Explore the staffing requirements of Island/Rural Schools. • Develop an agile, appropriately qualified and responsive workforce to provide the services required. • Supporting the social care workforce in skills development. • Dealing with challenge and the changing social care environment. • Supporting recruitment.	Leads: Regional Improvement Lead and 8 authorities. Leads; Sandra Campbell, with sub group.	Ongoing • From March 2018 – ongoing	• Measures to be used from existing data set.

Key Drivers: SL PI TP SI	• Building resilience (and staff retention). • Range of activities, including: Practice papers, joint (and virtual events), networking, job shadowing and exchange. • Promote wellbeing of the workforce. • A co-ordinated approach across the 8 authorities, and with partners: colleges, universities, chamber of commerce. • Include skills development for Gaelic medium provision. • TIES • STEM • Development of DLITE • OU pilot 1+2 languages (professional)	Leads: Regional Improvement Lead and 8 authorities.	• From March 2018	• TIES – end of next academic year '2018.
❖ **Leadership Development in Schools across the Northern Alliance led by sector leading Head teachers / teachers.** **Key Drivers:** SL TP SI	• Identifying sector HT and teachers to champion educational improvement across the Northern Alliance to a school led system. • Establishment of a NA strategic group to lead this initiative. Representation from all LA's expected and when appropriate teachers and middle leaders will be invited to engage in the group's work • A draft template for a leadership development framework to be created • A scoping exercise to be carried out to ascertain what existing effective practice and approaches to leadership development are currently in place. Liaison with SCEL will support this. • A rationalisation of the current position and commissioning of work to address potential gaps will lead to the creation of a NA Leadership Development Framework for Schools. This framework to be endorsed and validated by SCEL. • A co-ordinated professional learning plan will be confirmed to support leadership development at all levels	Leads: Vincent Docherty supported by focus group; Headteachers leadership group – SCEL fellows - NA group NA group - CPL leads to be consulted. Sub-group to pursue. - NA group assisted by Yvonne McCracken and SCEL - NA group in liaison with PCL leads	• January 2018 and onwards • January 2018 • March 2018 • June 2018 • October 2018	The impact emerging from this work-stream will be: • Increased self-identification as leaders by staff at all levels in schools • Access by all staff in schools to a clear leadership development programme supported by high quality professional learning • 50% of staff in schools will be engaged in some aspect of formal leadership training • Leadership positions in schools filled with appropriately prepared leaders • As a result of the leadership development programme and other influences all HMI inspections will see the QI 1.3 evaluated as Good or better • This work to be show-cased at NA Learning Festival February 2019 •
❖ **Share best practice in management School Estates and considering future education delivery model** ❖ **Partnership provision providing**	• Develop digital culture for training staff • Utilise IT infrastructure that is available to deliver a virtual learning environment – Esgoil. • Explore and develop commissioned provision opportunities.	Leads: Wilf Weir/ Bernard Chisholm.	• Ongoing	• % children across the NA meet the DD standard; • Evidence community facilities are better used • IT infrastructure– Esgoil • Qualitative – teachers views if they are confident using it

improved outcomes (for example e-learning and virtual classroom development) ❖ **Survival and sustainability in Island and rural settings.** ❖ **Develop a digital culture to improve learning provision.** **Key Drivers:** SI TP	• Build a conversation with Island/rural communities around sustainability and learning futures • Map community assets and barriers to sustainable community participation. • Explore existing solutions used in rural/island areas and build on/adapt these to other rural/island settings. • Identify existing infrastructure and identify future options.	Leads: Wilf Weir / Craig Clements [TASSC]	• Ongoing • Ongoing • Ongoing	
❖ **Work across the Northern Alliance Early Years Programme for the promotion of preventative and early intervention to support families**. **Key Drivers**: PI TP SI ACP ❖	❖ A shared strategy, building on best practice linking with literacy and numeracy developments ❖ Promote and increase understanding of importance of attachment and supportive approaches ❖ Co-ordination of Early Years Workstreams	Leads: Regional Improvement Lead; Early Years Network across all 8 LAs.	• Ongoing	• Measures to be established
❖ **Develop quality improvement across early learning and childcare.** ❖ **Key Drivers:** SI	• A co-ordinated approach across the 8 local authorities • Consider the most appropriate Improvement methodologies to audit quality of provision	Leads: Regional Improvement Lead and 8 authorities.	• ongoing	• Measures to be established

Northern Alliance

6. Governance and Reporting

It is important to be clear about the Northern Alliance's approach to governance. The Alliance does not adopt a 'hard' governance model but one that is nonetheless robust, transparent and accountable. It is appropriate to be clear about how we anticipate accountability for improvement in attainment sitting within each of the eight local authorities internal governance framework and structures. The governance arrangements within the Northern Alliance will be subject to constant review for all those involved. The collaborative is also aware that further changes may be required to be made to governance framework subject to the outcome of the Scottish Government's wider consultation on the Education Bill. The following roles and responsibilities are outlined below underpin the current governance model:

Regional Improvement Forum

The Regional Improvement Forum is a key leadership group which will be made up of the eight Directors from each partner authority and the Regional Improvement Lead. It provides for strong collaborative leadership across the Northern Alliance to drive forward strategic developments in relation to curriculum, learning and teaching and other outcomes-focussed areas of agreed collaborative practice. This group will regularly monitor and scrutinise collaborative projects being undertaken across the Northern Alliance and will have strategic oversight of the deployment of shared resources as appropriate to ensure these are focussed on agreed improvement priorities and outcomes. It will focus on the regional delivery of the SAC/NIF key drivers and focus on developing impactful evidence based improvement programmes, which can then be scaled up to close the attainment gap and accelerate attainment across all sectors.

We anticipate the Improvement Forum will support each of the constituent local authorities with its improvement journey but the body itself will not be accountable for the improvement. Given it is an alliance of the willing partners rather than a formal decision making structure, it will not be a part of the formal governance structures of each of the eight authorities.
Where the forum does offer advice and recommendations for significant change in professional practice, policy or resource allocation, it will be the responsibility of each authorities representative on the forum to seek the necessary approvals from his/her own governance structures rather than being able to accept an instruction from the forum without the approval of council.
This model has now been operating for a short period and the additionality it offers as a challenge group, best practice model and shared expert forum can be seen in the variety of projects and programmes now underway across the region.

Regional Improvement Advisory Forum

The Regional Improvement Advisory Forum will include the eight Directors together with wider governance partners including Education Scotland, Care Inspectorate, universities and training providers and Scottish Government. This Forum will add a quasi-external perspective as well as challenge to the improvement endeavours and the thinking of the Northern Alliance, focussing on enhancing our collaborative work and practice through focussing on the latest research and innovation from across Scotland, the UK and indeed from a global perspective. There is an opportunity also to enlist input from national and international expertise.

The Improvement Advisory Forum would also be central to the evaluation of impact of the Northern Alliance. The review of improvement data from programmes, progress data and scrutiny of evaluation is central to effective governance. Learning and research from across Scotland and beyond will also feed into this forum so that we can learn and react quickly to new evidence based impactful practice. The formal publication of evaluation of impact and an annual report on the activity and outcomes will be presented to this forum for scrutiny, as well as to each of the Local Authority governance structures.

Local Authority

Local authorities maintain their key strategic role in leading forward educational services at a local level to ensure local needs are best met within existing resources. Each of the eight authorities will retain their own governance and scrutiny arrangements, through committees and other means on to govern education and children's services and will remain the accountable body for school performance and all other aspects of the day to day leadership and management of schools as enshrined in legislation.

Convention of Convenors

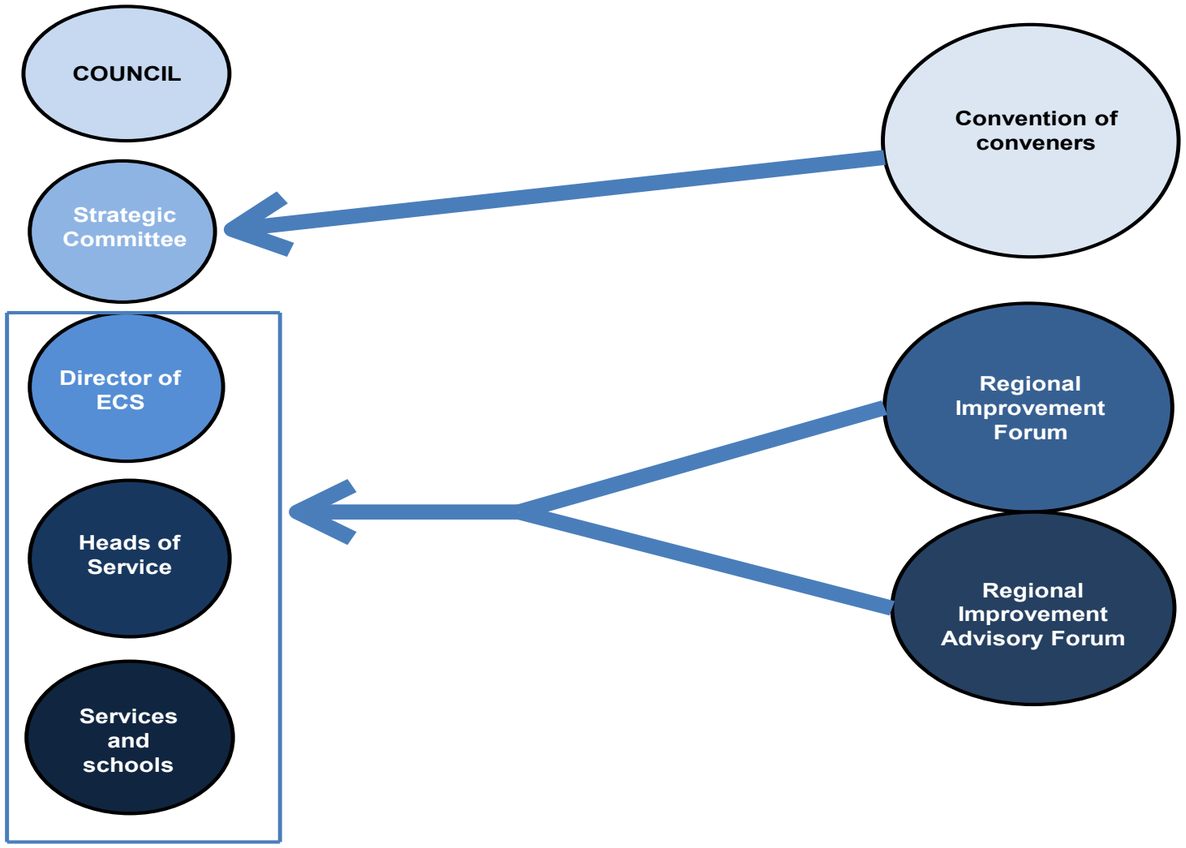
We have created a Convention of Convenors (of Education/Children's Services) bringing together the lead elected members from each of the eight authorities with the Directors and Regional Improvement Lead. On a six monthly basis this will provide them with the essential opportunity to monitor the progress being made across the Northern Alliance in terms of meeting shared objectives and improving outcomes for young people. This Convention will be modelled on the successful Convention of Highlands and Islands. Whilst each authority area is unique, many of the same challenges are shared and this

forum will provide a powerful opportunity to ensure political appraisal of the key work being led forward at a regional level. Evaluation of impact on children and young people's outcomes, scalability, shared approaches and new developments will be shared and reviewed by this important group. They will also have an important role in disseminating approaches and ways of working to their relevant Councils and the wider political networks/groups.

Scottish Government

The Scottish Government sets national policy and direction with regards to education and children's services and also sets the inspection framework. The Northern Alliance is committed to working closely in partnership with the Scottish Government to achieve the aims and objectives as outlined in the National Improvement Framework. We clearly share the same aims and welcome their involvement and scrutiny. By working in partnership we believe that the additionality of the regional approach can be shared with national partners and help shape and develop practice across Scotland. As previously discussed the Northern Alliance is aware that the outcome of the Scottish Government's consultation on the Education Bill will inform how the collaborative develops in the future.

Northern Alliance Governance Framework Diagram



Northern Alliance

7. Next Steps

The Northern Alliance's Regional Improvement Plan is ambitious and reflects the multi-layered approach of the collaborative. The development of the plan is part of an ongoing iterative process. The initial plan maps out the work which will be taken forward to best support schools and improve the outcomes for our children and young people. Phase 2 of the plan, which will be submitted to Education Scotland in Autumn 2018, seeks to further develop this blueprint through additional analysis and consultation. It is the ambition of the Northern Alliance that it will become an improvement collaborative that is practitioner led. To achieve this aspiration the collaborative is committed to engaging with all stakeholders and enabling them to contribute to the development of the plan as well as the wider work of the Alliance.

An immediate next step is to consult with the profession for further feedback to continue to refine the plan. The Northern Alliance will consult with schools, teachers, parents, guardians and children and young people. A consultation exercise will take place from February 2018 onwards and the responses received to the initial phase of the Regional Improvement Plan will shape the second phase. In order to deliver educational improvement it is imperative the collaborative consult with schools on an ongoing basis to ensure the work of the Alliance is based on the needs and improvement priorities of schools. The 'bottom-up' approach adopted by the Northern Alliance will also be supported by identifying champions from across the workstreams to advocate and reach out to peers.

The Northern Alliance will establish a training calendar that will showcase all of the proposed training events for the academic year 2018/2019 and clearly outline the professional learning opportunities offered by the collaborative. This will require further work to identify the best platform that will allow schools and staff to access opportunities.

In addition, the Northern Alliance will work with all partners. In preparation for the second phase of the plan, the Regional Improvement Lead will be meeting with the Chief Executive of NHS Grampian and key stakeholders from Further and Higher Education to secure their contribution and commitment to further iterations of the plan.

As previously stated the collaborative has developed organically and the workstreams outlined in this document reflect the significant work that is already underway albeit at varying stages. The first phase of the plan is an opportunity to allow those workstreams at the more embryonic stage to take root and grow. In the next iteration of the plan the collaborative will seek to build on those workstreams that have developed. To this end, in Phase 2 of the plan we will seek to shape a literacy and numeracy strategy to improve attainment and ensure that regional expertise is fully utilised. National directives and initiatives such as STEM and how they can be addressed on a regional basis, will also be incorporated into the next iteration. The Northern Alliance will look to add value by including subject specific support and advice across all eight curriculum areas. Phase 2 will consider how the collaborative can set up professional learning networks linking to different curriculum areas.

Through robust monitoring and close scrutiny of the impact of evidence the collaborative will demonstrate the extent to which we are improving the outcomes for our children and young people. Phase 2 is an opportunity to be clearer on how we will measure progress. The Alliance will undertake a mapping exercise across the partnership to identify baseline data and if no baseline is available whether an indicative baseline can be adopted. The Performance and Data Sharing workstream is working closely with Education Scotland to take this forward with a view to developing a data sharing agreement. Alongside refining the data available, and, improving consistency across the improvement plan, a key action of Phase 2 will be evaluating which improvement methodology can be applied to best meet the needs of the Northern Alliance.

The Alliance is a committed learning collaborative and, as such, will continue to develop and learn as programmes are embedded and developed. It is anticipated that the Regional Improvement Plan will undergo further iterations as we identify what is having a positive impact and as we listen to feedback from schools and practitioners. Advice from Education Scotland is that Regional Improvement Collaboratives will produce three-year plans regional plans with an annual performance plan, although this is still to be confirmed. The Regional Improvement Plan offers the Northern Alliance an opportunity to continue to grow and improve on Education and Children's Services issues through shared expertise, scale and capacity and by working with all our partners. The Northern Alliance is committed to achieving the best for all our children and young people by supporting a school-led and teacher-led system of improvement.

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Community Planning Aberdeen

CPA MANAGEMENT GROUP FORWARD PLANNER/ BUSINESS STATEMENT

The reports scheduled within this document are accurate at this time but may be subject to change.

Title of report *(For a copy of the minute reference please contact aswanson@aberdeencity.gov.uk)*	**Contact officer**
2018	
29 January 18	
Qrt 3 – 2017/18 Budget Monitoring Report	Michelle Cochlan, ACC
Update on Review of Joint Resourcing and Draft Community Planning Budget 2018/19	Michelle Cochlan, ACC
Participatory Budgeting report	Neil Carnegie, ACC
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC
Update on Planning Bill and Local Development Plan	Gale Beattie, ACC
A Closer Look at Cancer Prevention - Annual Report of the Director of Public Health, NHS Grampian	Jillian Evans
Development of a Tool to Implement the Seven Principles in other Interventions/Localities in the City (Verbal Update Report)	Joyce Duncan, Jillian Evans, Chris Littlejohn and Helen Shanks
Northern Alliance Regional Improvement Plan	Aisling MacQuarrie, Northern Alliance
External Funding Awareness Presentation by ACC External Funding Team	Susan Fraser / Stuart Bews, ACC
26 March 18	
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC
North East College Regional Outcome Agreement	Neil Cowie, NE College
Aberdeen Local Policing Plan	Graeme Duncan, PS
Citywide City Voice Update	Nicola Torrance, ACC
28 May 18	
Qrt 4 – 2017/18 Budget Monitoring Report	Michelle Cochlan, ACC
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC
6 August 18	
Annual Outcome Improvement Report 2017/2018	Michelle Cochlan, ACC
Locality Plan Annual Performance Reports 2017/2018	Neil Carnegie, ACC
Qrt 1 – 2017/18 Budget Monitoring Report	Michelle Cochlan, ACC

Title of report *(For a copy of the minute reference please contact aswanson@aberdeencity.gov.uk)*	**Contact officer**
Locality Questionnaire Update	Nicola Torrance, ACC
29 October 18	
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC
Qrt 2 – 2017/18 Budget Monitoring Report	Michelle Cochlan, ACC
Timescale TBC	
Local Fire and Rescue Plan	Ally Birkett, SFRS
Future of Scotland's Planning System	Eric Owens, ACC/ Chris Littlejohn, Public Health
CPA response to Review of Planning System/Planning Bill consultation	Eric Owens, ACC
Enterprise and Skills Review – Regional Partnership	Jamie Bell, SE / Gordon MacDougall, SDS
Community Planning Aberdeen response to consultation on the review of Strategic Transport Projects *(CPMG 29.05,17)*	TBC
Wider findings of Big Noise Torry	Fiona Clark, ACC
Fairer Aberdeen Fund	Neil Carnegie, ACC
Annual Public Performance Summary	Guy Bergman, ACC
Opportunity for Inclusive Growth for Employability	Richard Sweetnam/Matt Lockley, ACC
Regional Alliance Skills Partnership	Neil Cowie, North East College
Current Sports Review	Alastair Robertson
Regional Economic Strategy	Jamie Bell, SE
Warm Homes Bill Consultation Response	Derek McGowan/Richard Sweetnam, ACC

Acronyms:

ACC	Aberdeen City Council
ACVO	Aberdeen Council of Voluntary Organisations
CPA	Community Planning Aberdeen
CSP	Community Safety Partnership
HSCP	Health and Social Care Partnership
NHSG	National Health Service Grampian
PS	Police Scotland
SDS	Skills Development Scotland
SE	Scottish Enterprise

For further information, or to make a change to this document, please contact Allison Swanson, tel. 01224 522822 or email aswanson@aberdeencity.gov.uk.

Community Planning Aberdeen

CPA BOARD FORWARD PLANNER/ BUSINESS STATEMENT

The reports scheduled within this document are accurate at this time but may be subject to change.

Title of report *(Hyperlink to minute reference where applicable)*	**Contact officer**
2018	
27 February 18	
2018/19 Budget Setting Report	Michelle Cochlan, ACC
Outcome Improvement Group Improvement Tracker – Q3	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker – Q3	Neil Carnegie, ACC
Fairer Aberdeen Annual Report	Susan Thoms / Neil Carnegie, ACC
ACVO Annual Report	Joyce Duncan, ACVO
25 April 18	
Outcome Improvement Group Improvement Tracker – Q4	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker – Q4	Neil Carnegie, ACC
North East College Regional Outcome Agreement	Neil Cowie, N E College
Aberdeen Local Policing Plan	Graeme Duncan, PS
Aberdeen City Council Strategic Business Plan	Angela Scott, ACC
Annual Public Performance Summary	Michelle Cochlan, ACC
4 July 18	
Outcome Improvement Group Improvement Tracker – Q1	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker – Q1	Neil Carnegie, ACC
11 September 18	
Annual Outcome Improvement Report 2017/2018	Michelle Cochlan, ACC
Locality Plan Annual Performance Reports 2017/2018	Neil Carnegie, ACC
3 December 18	
Outcome Improvement Group Improvement Tracker – Q2	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker – Q2	Neil Carnegie, ACC
Timescale TBC	
Local Fire and Rescue Plan	Bruce Farquharson, SFRS
Future of Scotland's Planning System	Eric Owens, ACC/ Chris Littlejohn, Public Health
Community Planning Aberdeen response to	TBC

Title of report *(Hyperlink to minute reference where applicable)*	**Contact officer**
consultation on the review of Strategic Transport Projects *(CPMG 29.05,17)*	
Fairer Aberdeen Fund	Neil Carnegie, ACC
People are resilient, included and supported when in need Drivers Review	Judith Proctor IJB

Acronyms:

ACC	Aberdeen City Council
ACVO	Aberdeen Council of Voluntary Organisations
CPA	Community Planning Aberdeen
CSP	Community Safety Partnership
HSCP	Health and Social Care Partnership
NHSG	National Health Service Grampian
PS	Police Scotland

Horizon Scan - Legislative and Policy Agenda – January 2018

	Manifesto / Programme for Government Proposal	Update	Consultation / Engagement	CPA response?
Prosperous Economy	• Review of income tax options	Specific proposals for using devolved powers on Income Tax are now part of the Scottish Budget process.	A discussion paper was published 03/11 ahead of 2018/19 draft budget. No formal consultation yet, but a promise of Round Tables.	N
	• National review of Business Rates	The Barclay review group reported to Ministers in August 2017. There are significant implications if the review's recommendations are taken forward. This includes the removal of exception from NDR for ALEOs.	The Barclay Review reported in August 2017. An initial response from the Scottish Government has been made via a statement from the Finance Minister.	Y – from prosperous economy group?

	Manifesto / Programme for Government Proposal	Update and	Consultation / Engagement	CPA response?
Prosperous Place	• Housing (Amendment) Bill	The Bill will remove the need for the Scottish Housing Regulator's consent to the disposal of assets by RSLs; limit the Regulator's ability to appoint members and managers to RSLs; and remove the need for the Regulator's consent to the restructuring, winding up and dissolution of RSLs.	The Bill was introduced on 4 September 2017. Stage One is due to be completed by March 2018.	N
	• Review of Planning System / Planning Bill	The SG published a Position Statement on 29th June 2017 which stated which proposals they proposed to take forward following response to earlier consultation.	Bill has now been published. SP Local Government Committee has issued a call for evidence. Here Closes 2nd February, 2018	Y – noted in the forward planner that there will be a response from Eric Owens and Chris Littlejohn.
	• Transport Bill	To provide local authorities with flexible options to improve bus services in their local areas authorities with flexible options to improve bus services in their local areas. It will also will contain provisions on obstructive and inconsiderate parking.		N
	• Development of a new National Transport Strategy • Review of Strategic Transport Projects Review	A refresh of the National Transport Strategy was completed last year and the recommendations emphasised the need for the strategy to be updated following the elections in May 2016. The review began in autumn 2017. Nestrans has advised that a new National Transport Strategy was expected to be developed for consultation by winter 2018 for adoption in summer 2019. As part of the work on City Region Deal we are jointly	Minister for Transport and the Islands has written to all Local Authorities and the Scottish Cities Alliance to invite participation in a programme of engagement.	Y – with NESTRANS

	Manifesto / Programme for Government Proposal	Update and	Consultation / Engagement	CPA response?
		working with A'shire and Nestrans in engaging with Transport Scotland to set out work-streams and timelines for the Transportation elements. This will give us the opportunity to debate in a separate forum which can reflect the strategic North-East transport needs going forward.		
	• Electric Vehicle roadmap – "Switched on Scotland"	Ambition to phase out the need for petrol and diesel vehicles by 2032. Commitment to expand electric charging infrastructure between now and 2022.		N
	• Scotland's Energy Efficiency Programme: Second Consultation on Local Heat & Energy Efficiency Strategies, and Regulation of District and Communal Heating	This Scottish Government consultation sets out specific policy proposals for Local Heat & Energy Efficiency Strategies and regulation of district and communal heating.	Closes 20 Feb 2018 Opened 14 Nov 2017 Consultation is here.	N
	• National Culture Strategy	Work will commence on a National Culture Strategy, based on the principles of access, equality and excellence. Engagement with partners has started in the last month and the Strategy will be developed collaboratively over the coming year. Update October 2017: The Aberdeen Cultural Strategy and action plan (going to Education and Children's Services Committee in Nov for approval) has been created through a partnership of local cultural organisations with ACC providing facilitation.	None current.	Y

	Manifesto / Programme for Government Proposal	Update	Consultation / Engagement	CPA Response?
Prosperous People	• Empowering Schools: A consultation on the provisions of the Education (Scotland) Bill	The Education (Scotland) Bill that is being introduced to create a school and teacher-led education system. The Bill will establish a Headteachers' Charter which sets out the right and responsibilities of the headteachers, empowering them to be the leaders of learning in their schools. The Bill will also include parental and community engagement and pupil participation. In addition the Bill will provide the legislative underpinning for the establishment of Regional Improvement Collaboratives. The Bill will also enable registration of other educational professionals with the Education Workforce Council, taking on the responsibilities of the GTCS and Community Learning and Development Standards Council. The consultation paper sets out these changes and what legislative changes are needed to enable them to happen.	Consultation on the proposed Bill is here. It was issued on 7th November and closes 30th January 2018.	N
	• Establishment of regional education model for management & support • Ringfenced Council Tax money direct to Headteachers	The SG published "Education Governance: Next Steps – Empowering Our Teachers, Parents and Communities to Deliver Excellence and Equity for Our Children" (15th June 2017). This was published together with a consultation paper "Fair Funding to Achieve Excellence and Equity in Education." An Education Bill will be introduced in 2017/18.	"Fair Funding to Achieve Excellence and Equity in Education" consultation opened on 15th June and closes 13th October 2017. *Consultation on "Empowering teachers, parents and communities to achieve excellence and equity in*	N

	Manifesto / Programme for Government Proposal	Update	Consultation / Engagement	CPA Response?
			education: A Governance Review" closed on 6th January 2017.	
	• Children and Young People (Information Sharing) (Scotland) Bill	The Bill seeks to amend the Children and Young People (Scotland) Act 2014 on the provision of information in relation to the **named person service** and the preparation and implementation of child's plans. Current Status of the Bill – awaiting feedback from the Committees who were charged with considering the evidence Our information Sharing Advice Note has been amended to reflect the language of the Bill although our partnership information sharing practice is in keeping with the proposed Bill.	Introduced 19 June 2017 The Finance & Constitution Committee issued a call for evidence re their scrutiny of the Bill's Financial Memorandum. The Deputy First Minister wrote on 10th Nov 2017 that the draft Statutory Guidance for Parts 4 and 5 of the 2014 Act will be publicly consulted on, in parallel with the draft Code of Practice on Information Sharing for the Bill.	N
	• Excellence and Equity for All: Guidance on the Presumption of Mainstreaming	Scottish Government consultation to support local authorities through guidance required to help their decision making in applying the presumption of mainstreaming. It is intended to provide guidance on applying the presumption and looks to encourage a child centred approach to making	Consultation is here and opened 2 Nov 2017 and Closes 9 Feb 2018	N

	Manifesto / Programme for Government Proposal	Update	Consultation / Engagement	CPA Response?
		decisions about placement.		
	• Establish regional approach for carers and cared for people	The Carers (Scotland) Act 2016 received royal assent earlier this year. Children's Social Work service would only be involved in the development of local eligibility criteria, strategy and support for young carers. Whilst this will undoubtedly have resources implications, across many aspects of Children's Social Work and may well impact on the number of foster and kinship placements needed to support breaks from care for young carers, currently the main issue for Children's Social Work and indeed, Education and Health, are the unknown numbers of young carers. The estimated figures are still thought to be a significant under-representation of the true numbers that could be eligible for support under the terms of the new Act, including an assessment for a Young Carers Statement.	Please note that the Independent Review of the Care system referred to above relates to looked after children and is not connected to the implementation of the Carers Act or support for carers. Local consultation with carers, including young carers, is planned during December 2017/January 2018 ahead of the publication of the actual Carers Strategy. ACHSCP currently developing a local strategy. A consultation draft was presented to the IJB at its meeting October 2017	Y
	• Domestic Abuse Bill	The Bill will propose a new offence of domestic abuse that will include criminalisation of psychological abuse and legislate to change the justice systems response to domestic abuse.	A pre-bill consultation ran in early 2016 and an ACC response was submitted. The Bill was introduced on	Y

	Manifesto / Programme for Government Proposal	Update	Consultation / Engagement	CPA Response?
			17th March 2017.	
	• Community Justice Strategy	Community Justice Scotland issued their corporate plan for consultation, closing 10th November 2017	Community Justice Scotland hosted consultation events which colleagues from the Community Justice Group and across City services participated in. A response to the consultation on the corporate plan has been drafted and will be submitted on behalf of the Community Justice Group (updated October 2017)	Community Justice Group
	• National Social Isolation Strategy	The Scottish Government has signalled that they will develop a National Social Isolation Strategy. Timeframe still awaited (updated October 2017)	None current	Y
	• Practical Fire Safety Guidance for Existing Premises with Sleeping Accommodation	This consultation is to seek comment on a revised volume of practical fire safety guidance. The guidance has been developed for dutyholders to help meet their responsibilities for fire safety under the Fire (Scotland) Act 2005 in relation to existing premises with sleeping accommodation including small bed and breakfast and self-catering premises; small premises providing sleeping accommodation; and medium and large premises providing sleeping accommodation. The guidance does not seek to impose new standards, nor is	Consultation is here. It was issued 7th November 2017 and closes 5th February 2018.	N

	Manifesto / Programme for Government Proposal	Update	Consultation / Engagement	CPA Response?
		it intended to impose more onerous benchmarks, but is a revision and consolidation of existing guidance currently available on the Scottish Government FireLaw webpages.		
	• Review of local governance / Local Democracy Bill	A review will run during 2018 and a Bill is to be brought forward during the Parliament.	None current.	N
	• Warm Homes Bill	New Bill announced in 2017 PfG To introduce a statutory target for fuel poverty reduction Fuel Poverty Strategy Consultation - The consultation document seeks views on an approach that brings together actions from across government, and across society, to create a strategy to deliver reductions in fuel poverty. The consultation also seeks views on how progress should be monitored and how the aim to tackle fuel poverty effectively is translated into an appropriate statutory framework.	Closes 1 Feb 2018 Opened 9 Nov 2017	Y