



# Community Planning Aberdeen Board

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Meeting on **MONDAY, 3 JULY 2017 at 2.00 pm**

\*\*Committee Room 2 - Town House, Aberdeen\*\*

## **BUSINESS**

### APOLOGIES AND INTRODUCTIONS

### DECLARATIONS OF INTEREST

- 1.1 Partners are requested to intimate any declarations of interest

### MINUTES AND FORWARD BUSINESS PLANNER

- 2.1 Minute of Previous Meeting of 24 April 2017 - for approval (Pages 1 - 10)
- 2.2 Minute of the Meeting of the CPA Management Group of 29 May 2017 - for information (Pages 11 - 20)
- 2.3 CPA Board Forward Business Planner (Pages 21 - 22)
- 2.4 National Update, Scottish Government – to follow

### LOCAL OUTCOME IMPROVEMENT PLAN 2016-2026

- 3.1 Outcome Improvement Group Improvement Tracker (Pages 23 - 28)

### LOCALITY PLANNING

- 4.1 Locality Partnership Improvement Tracker (Pages 29 - 30)
- 4.2 Big Noise Torry Evaluation Report and Presentation by Angiolina Foster, CEO of NHS 24 and Chair of the Evaluation Group of Sistema Scotland / Big Noise (Pages 31 - 42)

## GENERAL BUSINESS

- 5.1 Final Update on Community Planning Development Plan (Pages 43 - 56)
- 5.2 Community Planning Aberdeen Innovate and Improve Programme (Pages 57 - 92)

## FOR YOUR INFORMATION

- 6.1 Date of Next Meeting - 11 September 2017 at 2pm

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

**COMMUNITY PLANNING ABERDEEN BOARD  
24 APRIL 2017**

Present:- Councillor Laing, Chair,  
Campbell Thomson, Vice Chair, Police Scotland,  
Councillors Allan, Flynn and Young (as a substitute for Councillor Graham),  
Tony Dawson, Aberdeen Active Partnership,  
Gordon Riddel (as a substitute for Mike Dickson), Scottish Fire and Rescue Service,  
Ken Milroy, North East College,  
Angela Scott, Aberdeen City Council, Aberdeen City Council,  
Jonathan Smith, Civic Forum, and  
Susan Webb, Public Health.

Also Present:- Michelle Cochlan, Neil Carnegie, Derek McGowan, Jo Mackie, (all ACC), and  
Jillian Evans, Public Health for item 11.

Apologies:- Ruth Christie (Scottish Government), Councillor Graham, Gordon MacDougall (Skills Development Scotland), Jonathan Passmore (Integration Joint Board),

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Topic	Discussion/Decision	Action By
1. Welcome	The Chair welcomed all to today's meeting of the CPA Board, in particular Tony Dawson, who was in attendance at his first meeting of the Board on behalf of the Active Aberdeen Partnership.	
2. Declarations of Interest	No declarations were intimated.	
3. Minute of Previous Meeting of 27 February 2017	The Board had before it the minute of its previous meeting of 27 February 2017, for approval.  <b><u>The Board resolved:-</u></b> to approve the minute as a correct record, subject to adding in 'implementation of' after 'the' within resolution (iv) of item 9.	
4. Minute of the CPA Management	The Board had before it the minute of the CPA Management Group meeting of 27 March 2017, for information.	

Agenda Item 2.1

Topic	Discussion/Decision	Action By
Group of 27 March 2017	<b><u>The Board resolved:-</u></b> to note the minute.	
5. CPA Board Forward Business Planner	With reference to item 8 of the minute of its meeting of 27 February 2017, the Board had before it the forward business planner for the Community Planning Aberdeen Board.  <b><u>The Board resolved:-</u></b> to note the forward business planner.	
6. National Update, Scottish Government  Page 2	With reference to item 9 of the minute of its meeting of 27 February 2017, the Board had before it a tabled written update from Ms Ruth Christie, Location Support Team, Scottish Government, on the following matters:  <u>General Election</u> The Prime Minister had announced that there would be a General Election on 8 June 2017, with the Westminster Parliament to dissolve on 3 May 2017. Scottish Government business would continue as usual, being sensitive to any activity which could have a bearing on the Westminster election.  <u>Participation Requests</u> The duties relating to participation requests came into force on 1 April 2017. Participation requests enabled community bodies to request to participate in decisions and processes which were aimed at improving outcomes. Guidance had been developed for both public service authorities and community bodies to use. Public service authorities were required to have regard to guidance issued by the Scottish Ministers in carrying out their functions in relation to participation requests.  <u>Asset Transfer Requests</u> The duties relating to asset transfer requests came into force on 23 January 2017. This allowed community-led organisations to request to buy, lease or use any land or buildings belonging to local councils, Scottish Ministers, and a range of other public bodies.	

Topic	Discussion/Decision	Action By
	<p><u>Local Outcome Improvement Plans (LOIPs) and Locality Plans</u></p> <p>The first major milestone for LOIPs and locality plans was 1 October 2017, by which time statutory guidance required Community Planning Partnerships to finalise and sign off their LOIP and locality plan(s). Details of what was required from the Partnership's LOIP and locality plans were provided.</p> <p>The Board heard from Angela Scott who advised that the Scottish Government had still to confirm who the Partnership's new Locality Director would be, however she hoped that this position would be confirmed in advance of the Board's next meeting on 3 July 2017.</p> <p><b><u>The Board resolved:-</u></b> to note the written update.</p>	
<p>7 9 3 Proposed Amendment to the Aberdeen City Local Outcome Improvement Plan 2016- 2026: Community Justice Drivers</p>	<p>With reference to item 14 of the minute of its meeting of 12 December 2016, the Board had before it a report which presented a proposed amendment to the Aberdeen City Local Outcome Improvement Plan 2016-26 to incorporate priority Community Justice drivers for improvement. The proposed amendment would ensure that the Community Planning Partnership met the requirements of the Community Justice (Scotland) Act 2016 for community justice partners to publish a plan in relation to community justice for the area.</p> <p><b>The report recommended –</b> that the Board</p> <p>(a) endorse the proposed amendment to the Local Outcome Improvement Plan to include drivers for improvement for Community Justice in Aberdeen (See Appendix 1); and</p> <p>(b) note the next steps as set out in section 3.1 of the report.</p> <p>Partners discussed the proposed community justice drivers for improvement extensively, during which they asked how the improvement outcomes would be delivered at a time when budgets were decreasing. In response, Angela Scott, current Chair of the Community Justice Group, advised of the process undertaken to develop the community justice improvement plan within which she explained that they had sought the commitment of all partners on the delivery of the improvement drivers; highlighted that she felt the Group required further members in order to</p>	

Topic	Discussion/Decision	Action By
Page 4	<p>support and challenge the proposed delivery and in this regard requested Partners to advise of any organisation they felt should be a member of the Group.</p> <p>She went on to explain that the Group was very much at the beginning of the improvement journey and that moving forward the Group would look at how to deliver each individual driver and performance on this process would be reported to the Board, by way of the performance management framework, for scrutiny purposes. As part of this journey, all Partners should be discussing the drivers within their own respective organisations and feeding any comments back to the Group.</p> <p>Finally, with regards joint resourcing she advised that this would be considered at a later stage in the implementation of the improvement plan.</p> <p>Thereafter, the Board emphasised the importance of communicating effectively with all neighbourhoods on the benefits to the whole city of targeting resources towards such improvement drivers.</p> <p><b><u>The Board resolved:-</u></b></p> <ul style="list-style-type: none"> <li>(i) to approve the recommendations; and</li> <li>(ii) to note that Partners should advise Derek McGowan or Angela Scott of any additional organisations they felt should be represented on the Community Justice Group.</li> </ul>	All Partners
8. Locality Planning	<p>With reference to item 10 of the minute of its meeting of 27 February 2017, the Board received a verbal update from Neil Carnegie on progress with the implementation of locality planning.</p> <p>He advised that following the Board's endorsement of the draft locality plans 2017-27 for Torry; Middlefield, Mastrick, Cummings Park, Northfield, Heathryfold; and Seaton, Tillydrone and Woodside, the Locality Managers had undertaken further engagement with the respective communities on these and the outcome had overall been very positive. The plans had also been endorsed by Aberdeen City Council.</p>	

Topic	Discussion/Decision	Action By
Page 5	<p>With regards to the development of the three Locality Partnerships, he advised that the Partnerships had been established with the initial meetings of the Locality Partnerships for Torry and Middlefield, Mastrick, Cummings Park, Northfield, Heathryfold being held next week, whilst the initial meeting of the Locality Partnership for Seaton, Tillydrone and Woodside would be held in early May 2017. Further meetings of the Partnerships would be held before the summer with the aim of having final locality plans and priorities agreed by each Locality Partnership at that time and thereafter submitted to a meeting of the Board.</p> <p>Thereafter, Joanne Mackie advised of the process undertaken to identify the community representatives for the Torry Locality Partnership.</p> <p><b><u>The Board resolved:-</u></b> to note the update.</p>	
9.9 Participatory Budgeting	<p>With reference to item 12 of the minute of its meeting of 12 December 2016, the Board had before it a report which (1) provided an update on the delivery of the “U Decide” localities participatory budgeting process in Aberdeen; and (2) outlined the next steps to repeat and embed the process. The “U Decide” process had supported the locality planning process in line with the requirements of the Community Empowerment Act.</p> <p><b>The report recommended –</b> that the Board</p> <ul style="list-style-type: none"> <li>(a) note the “U Decide” outcome; and</li> <li>(b) endorse the next steps as detailed in section 3.1 of the report.</li> </ul> <p>Speaking in furtherance of the report, Joanne Mackie, took Partners through the Participatory Budgeting website which was available at: <a href="https://aberdeen.participare.io/#/">https://aberdeen.participare.io/#/</a> and which had been used as an electronic tool to engage with communities to submit proposals and to vote.</p> <p>Partners discussed the participatory budgeting process which had been undertaken, during which they commended the process and highlighted the positive impact the events had on engagement between existing community groups. In this regard, Partners agreed that it would be useful to</p>	

Topic	Discussion/Decision	Action By
Page 6	<p>have an online database which listed all community groups. Joanne Mackie explained that the Council had a community asset profile and that the Digital Cities Outcome Improvement Group could look at putting this information online.</p> <p>With regards to the proposals submitted which had not received funding, it was noted that officers across partner organisations were working with these groups to identify alternative funding sources available.</p> <p>Finally, the Board discussed future resourcing of participatory budgeting and the role of all partners in this regard.</p> <p><b><u>The Board resolved:-</u></b></p> <ul style="list-style-type: none"> <li>(i) to approve the recommendations;</li> <li>(ii) to request the Digital Cities Outcome Improvement Group to look at establishing an online public database of all community groups, utilising the community asset profile held by Aberdeen City Council; and</li> <li>(iii) to thank all involved in the organisation and delivery of the participatory budgeting events.</li> </ul>	Joanne Mackie Simon Haston
10. Place Standard Tool – Presentation and Discussion	<p>The Board received a presentation from Neil Carnegie on the Place Standard Tool.</p> <p>He explained that the Place Standard Tool had been designed by the Scottish Government, NHS Health Scotland and Architectural and Design Scotland and it was a tool to evaluate the quality of a place. It could evaluate places that were well-established, undergoing change, or still being planned. The tool could also help users to identify their priorities. It consisted of 14 questions which covered both the physical and social elements of a place. Prompts were provided to help users answer the questions. When all 14 questions had been completed, the results were shown in a simple diagram.</p> <p>Thereafter, he advised of the four occasions where the tool had been used in Aberdeen. The feedback from which had been that the tool was simple to use; it provided a clear structure for discussion on place; the result were quick and visual; it supported constructive; it supported identification of priority themes, however it was not a tool to develop vision and actions.</p>	

Topic	Discussion/Decision	Action By
Page 7	<p>With regards to next steps, he explained that the Communication and Engagement Group had been asked to consider the use of the tool for the City Voice; for assessing progress in priority localities; and for linking spatial and community planning. In addition, the Group would look at how to support communities' use the tool and a training session on the use of the tool would be included in the CPA development programme with the session provided by Improvement Service.</p> <p>Partners welcomed the presentation and asked a number of questions on the implementation of the Place Standard Tool, particularly on how the outcome of the use of the tool would link with the proposed new Scottish planning system on which the Scottish Government was currently consulting on; and how the outcome of the use of the tool would be utilised by the Partnership. In this regard, it was noted that the Communication and Engagement Group would be developing a strategy for use of the tool by the Partnership, and agreed that it would be a beneficial tool for the Outcome Improvement Groups in the gathering of data to evidence the progress of delivering the outcomes contained in the LOIP and for the Locality Partnerships in evidencing the priorities selected and progress achieved.</p> <p>Partners discussed extensively the advantages and disadvantages of the use of the tool, during which the importance of clear communication to participants on why the tool was being used and how the results would be used was emphasised.</p> <p><b><u>The Board resolved:</u></b></p> <ul style="list-style-type: none"> <li>(i) to note the place standard tool and that the Communication and Engagement Group would be developing a strategy for use of the tool by the Partnership;</li> <li>(ii) to agree that Eric Owens, the Council's Interim Head of Planning and Sustainable Development, become a member of the CPA Management Group; and</li> <li>(iii) to thank Neil Carnegie for the informative presentation.</li> </ul>	Chris Littlejohn
11. CPA Response to Places, People and Planning Consultation	With reference to item 9 of the minute of its meeting of 27 February 2017, the Board had before it a report which presented the draft response of Community Planning Aberdeen to the Scottish Government consultation on the future of Scotland's planning system – "Places, people and planning".	

Topic	Discussion/Decision	Action By
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 8</p>	<p><b>The report recommended –</b> that the Board</p> <p>(a) endorse the response issued to Scottish Government on behalf of Community Planning Aberdeen by the consultation closing date of 4 April 2017; and</p> <p>(b) note that any changes to the response would be submitted to the Scottish Government for consideration and noted amendment.</p> <p><b><u>The Board resolved:-</u></b></p> <p>(i) to approve the recommendations; and</p> <p>(ii) to agree, once the outcome of the Scottish Government’s consultation on the future of Scotland’s planning system – “Places, people and planning” had been published to invite Chris Littlejohn, Chair of the Communication and Engagement Group and Eric Owens, the Council’s Interim Head of Planning and Sustainable Development, to attend a meeting of the Board to discuss what the new system would look like and the implications on the Partnership of the new system.</p>	<p>Chris Littlejohn/Eric Owens</p>
<p>12. Update on Membership of Community Planning Aberdeen Following the Review of CPA Infrastructure</p>	<p>With reference to item 10 of the minute of its meeting of 12 December 2016, the Board had before it a report which provided an update on the review of Community Planning Aberdeen Infrastructure, which was carried out following endorsement of the Local Outcome Improvement Plan 2016-26 in August 2016.</p> <p><b>The report recommended –</b> that the Board note and approve the responses received to date from the statutory and non statutory organisations invited to join Community Planning Aberdeen following the review of CPA infrastructure reported in December 2016.</p> <p><b><u>The Board resolved:-</u></b> to approve the recommendation.</p>	
<p>13. National Consultation on Electronic</p>	<p>The Board had before it a report which provided presented the draft response to the Scottish Government’s national consultation on Electronic Monitoring, prepared on behalf of Community Planning Aberdeen by the Community Justice Group.</p>	

Topic	Discussion/Decision	Action By
Monitoring	<p><b>The report recommended –</b> that the Board endorse the response to the Scottish Government’s national consultation on Electronic Monitoring.</p> <p><b><u>The Board resolved:-</u></b> to approve the recommendation.</p>	
14. Enterprise and Skills Review Phase 2 Update  Page 9	<p>The Board had before it a report which provided an update on the work, progress and outcomes to date from the Scottish Government’s Enterprise and Skills Review, specifically Phase 2 of the review.</p> <p><b>The report recommended –</b> that the Board note the report, progress against the review and next steps for information.</p> <p><b><u>The Board resolved:-</u></b> to approve the recommendation.</p>	
15. Date of Next Meeting	The Board noted that its next meeting was scheduled to be held on 3 July 2017 at 2pm.	
16. Valedictory	<p>The Chair highlighted that this was the last meeting of the CPA Board prior to the local government elections and she thanked all Partners and officers who had supported and participated in the work of the Board over the last five years.</p> <p>She recognised the achievements of the Board; acknowledged the work to be undertaken moving forward in delivering the outcomes contained in the LOIP and emphasised the importance of engaging with and empowering communities.</p> <p>The Vice Chair thanked the Chair for her leadership throughout her tenure as Chair of the Board.</p>	

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## COMMUNITY PLANNING ABERDEEN MANAGEMENT GROUP

**29 MAY 2017**

Present:- Angela Scott (Aberdeen City Council) (Chair), Kate Stephen (Police Scotland) (Vice Chair), Jamie Bell (Scottish Enterprise), Neil Cowie (North East College), Rab Dickson (as a substitute for Derek Murray) (Nestrans), Joyce Duncan (ACVO), Jillian Evans (NHS Grampian), Gayle Gorman (Integrated Children’s Services), Chris Littlejohn (Community Engagement – Public Health), Matt Lockley (as a substitute for Richard Sweetnam)(Aberdeen Prospers), Gordon MacDougall (Skills Development Scotland), Lavina Massie (Civic Forum) and Alasdair Robertson (Sport Aberdeen).

Also Present:- Neil Carnegie, Michelle Cochlan and James Simpson (all Aberdeen City Council).  
Liz McIntyre (North East College).

Apologies:- Gordon Riddell (Scottish Fire and Rescue Service), Simon Haston (Digital City), Derek McGowan (Sustainable City), Helen Shanks (Alcohol and Drugs Partnership) and Richard Sweetnam (Aberdeen Prospers).

Page	Topic	Discussion/Decision	Action By
Page 11	Minute of Previous Meeting of 27 March 2017	<p>The Management Group had before it the minute of its meeting of 27 March 2017, for approval.</p> <p>In relation to item 5 of the minute (Place Standard Tool), the Management Group noted that the Improvement Service will be co-delivering training with Council officers on the use of the Place Standard Tool.</p> <p>With regards to item 8 of the minute (March Leadership Report), the Management Group noted that Michelle Cochlan was scheduled to discuss the timescales for Outcome Improvement Groups providing data for inclusion in the leadership report with the Outcome Improvement Lead Officer Group tomorrow. The calendar of Outcome Improvement Group meetings was also scheduled to be discussed at the Lead Officer Group meeting and would be issued thereafter.</p> <p>In relation to item 12 (Asset Transfer and Participation Requests Under the Community Empowerment Act), the Management Group noted that Chris Littlejohn was progressing the required actions through the Community Engagement Group. In this regard, Partners emphasised the importance of the Partnership promoting the ability for individuals/groups to submit participation requests and agreed that alongside the</p>	Michelle Cochlan

Topic	Discussion/Decision	Action By
Page 12	<p>publishing of the public facing versions of the LOIP and Locality Plans, the Community Engagement Group should run a campaign to encourage and support participation requests in all improvement activity proposed, or being undertaken by the Partnership. The Chair also requested that the Chairs of the Outcome Improvement Groups also promote the opportunity for participation requests.</p> <p>With regards to item 13 (Community Safety Partnership Hub Review), the Management Group noted that a meeting to discuss the Community Safety Partnership Hub Review action plan had been arranged but subsequently had to be rescheduled. Judith Proctor, Chair of the Resilient, Included and Supported Outcome Improvement Group, was to be included in this meeting.</p> <p><b><u>The Management Group resolved:</u></b></p> <ul style="list-style-type: none"> <li>(i) to approve the minute as a correct record;</li> <li>(ii) to note the updates as recorded above; and</li> <li>(iii) in respect of participation requests, to agree that (a) the Community and Engagement Group, alongside the publishing of the public facing versions of the LOIP and Locality Plans, run a campaign to encourage and support participation requests in all improvement activity proposed, or being undertaken by the Partnership; and (b) the Chairs of all Outcome Improvement Group promote the opportunity for participation requests.</li> </ul>	<p>Chris Littlejohn</p> <p>Derek McGowan</p> <p>Chris Littlejohn</p> <p>Outcome Improvement Group Chairs</p>
2. Minute of the CPA Board Meeting of 24 April 2017	<p>The Management Group had before it the minute of the CPA Board meeting of 24 April 2017, for information.</p> <p><b><u>The Management Group resolved:</u></b> to note the minute.</p>	
3. Welcome	<p>The Management Group welcomed Alastair Robertson, Sport Aberdeen, to his first meeting.</p>	
4. Minutes of the First Meetings of	<p>The Management Group had before it the minutes of the (1) Resilient, Included and Supported meeting of 3 March 2017; and (2) Community Engagement Group of 31</p>	

Topic	Discussion/Decision	Action By
the Outcome Improvement Groups	<p>March 2017, for information.</p> <p><b><u>The Management Group resolved:</u></b> to note the minutes.</p>	
<p>5. Minutes of the First Meetings of the Locality Partnerships</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 13</p>	<p>The Management Group had before it the minutes of the first meetings of each of the three Locality Partnerships, namely Northfield Locality Partnership meeting of 26 April 2017, Torry Locality Partnership meeting of 27 April 2017 and Woodside, Tillydrone and Seaton Locality Partnership of 11 May 2017, for information.</p> <p><b><u>The Management Group resolved:</u></b></p> <ul style="list-style-type: none"> <li>(i) to note the minutes;</li> <li>(ii) to agree that ACVO should be invited to attend all meetings of the Locality Partnerships to act as the interface with the respective local communities and to request Neil Carnegie to ensure ACVO was provided with the dates of all scheduled meetings; and</li> <li>(iii) to remind the Chairs of the Outcome Improvement Groups to take cognisance of the discussions and activity of the three Locality Partnerships.</li> </ul>	<p>Neil Carnegie</p> <p>Outcome Improvement Group Chairs</p>
6. Outcome Improvement Group Leadership Report	<p>With reference to item 8 of the minute of its meeting of 27 March 2017, the Management Group had before it a report which presented progress made by the Outcome Improvement Groups on the targets included with the Partnership's Local Outcome Improvement Plan (LOIP).</p> <p><b>The report recommended –</b> that the Management Group</p> <ul style="list-style-type: none"> <li>(a) agree that the Outcome Improvement Groups should have now reviewed their section of the LOIP and prioritised areas for application of improvement methodology;</li> <li>(b) agree that Outcome Improvement Groups should start shaping up ideas for improvement activity into defined projects; and</li> <li>(c) agree that project charters should be kept to one page as far as possible to provide clarity of purpose.</li> </ul>	

Topic	Discussion/Decision	Action By
	<p><b><u>The Management Group resolved:</u></b></p> <ul style="list-style-type: none"> <li>(i) to approve the recommendations; and</li> <li>(ii) to agree that the minutes of meetings be circulated to Partners outwith the meetings by way of email.</li> </ul>	Outcome Improvement Group Lead Officers
<p>7. Six Month Update on Community Planning Development Plan and Community Empowerment Scotland Act 2015</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 14</p>	<p>With reference to item 12 of the minute of its meeting of 27 March 2017, the Management Group had before it a report which provided an update on progress made by Community Planning Aberdeen (CPA) in (1) addressing the key areas of improvement identified by Audit Scotland as part of the Community Planning Audit in 2013; and (2) meeting the community planning requirements of the Community Empowerment Scotland Act 2015.</p> <p><b>The report recommended –</b> that the Management Group</p> <ul style="list-style-type: none"> <li>(a) note the report; and</li> <li>(b) agree the next steps as detailed at section 3 of the report.</li> </ul> <p><b><u>The Management Group resolved:</u></b> to approve the recommendations.</p>	
<p>8. Locality Partnership Leadership Report</p>	<p>With reference to item 10 of the minute of its meeting of 27 March 2017, the Management Group had before it a report which presented progress made by the Locality Partnerships on the targets included with the Partnership's Locality Plans.</p> <p><b>The report recommended –</b> that the Management Group</p> <ul style="list-style-type: none"> <li>(a) agree that Locality Partnerships should prioritise which improvement aims within the Locality Plans they were going to focus on first;</li> <li>(b) agree that Locality Partnerships should identify the key changes they were going to start testing and get started; and</li> <li>(c) agree that Locality Partnerships should start collecting and using data, making sure they knew what the starting point was by establishing baselines.</li> </ul>	

Topic	Discussion/Decision	Action By
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 15</p>	<p>The Management Group heard from Neil Carnegie who advised that the second meetings of the three Locality Partnerships were scheduled to be held the following week.</p> <p>In relation to support to the Locality Partnerships from the Scottish Community Development Centre (SCDC), Neil Carnegie advised that SCDC had supported the establishment of the Torry Locality Partnership and he was scheduled to meet with them in the next few weeks to look at where they were with the Partnerships and discuss if what support could be provided.</p> <p><b>The Management Group resolved:</b></p> <ul style="list-style-type: none"> <li>(i) to approve the recommendations; and</li> <li>(ii) to request James Simpson to email Neil Carnegie the dates of future meetings of the Integrated Children’s Services Partnership.</li> </ul>	James Simpson
<p>Can Do Innovation Challenge Fund: Supporting Innovation in the Public Sector</p>	<p>The Management Group received a presentation from Jamie Bell, Scottish Enterprise, on the Can Do Innovation Challenge Fund: Supporting Innovation in the Public Sector.</p> <p>He explained that Scottish Enterprise were working in partnership with Highlands and Islands Enterprise, Scottish Funding Council and Scotland Can Do to process a new National Innovation Fund which was a competitive fund supporting the public sector to address innovation challenges. The fund provided public sector organisations with the opportunity to apply for a series of innovation challenges that provide 100% funding, through competitive research and development contract opportunities.</p> <p>Through the programme, successful applications could access funding of up to £100,000 to test an idea. Therefore, it reduced risk and optimised solutions for challenge sponsors and should lead to improved service delivery and reduced cost.</p> <p>Thereafter, he provided an overview of the funder process and advised that the deadline for the 1<sup>st</sup> call of expressions of interest was July 2017, thereafter 6 monthly expressions would be sought.</p>	

Topic	Discussion/Decision	Action By
	<p>Partners welcomed the information and agreed that this was an exciting opportunity for public sector organisations. Partners asked questions regarding the scope requirements of expressions of interest and whether the scope could be specific to one institute or whether it had to be applicable to the whole of that sector.</p> <p><b><u>The Management Group resolved:</u></b> to thank Jamie Bell for the informative presentation.</p>	
<p>10. Quarter 4 – Budget Monitoring Report</p> <p>Page 16</p>	<p>With reference to item 8 of the minute of its meeting of 30 January 2017, the Management Group had before it a report which provided an update on the 2016/17 Community Planning Budget's financial performance for the period 1 April 2016 to 31 March 2017.</p> <p><b>The report recommended –</b> that the Management Group</p> <ul style="list-style-type: none"> <li>(a) note Community Planning Aberdeen Budget's performance during 2016/17; and</li> <li>(b) agree to carry forward the underspend of £22,430 in the 2016/17 budget as general reserves to be used by Community Planning Aberdeen during 2017/18.</li> </ul> <p><b><u>The Management Group resolved:</u></b></p> <ul style="list-style-type: none"> <li>(i) to approve the recommendations; and</li> <li>(ii) to request that a report on how the Fairer Aberdeen Fund could be configured to support delivery of the priorities within the LOIP and Locality Plans be submitted to the next meeting of the Management Group on 7 August 2017.</li> </ul>	<p>Michelle Carnegie                      Cochlan/Neil</p>
<p>11. Community Planning Aberdeen Innovate and Improve Programme</p>	<p>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 a report which presented the Innovate and Improve Programme for Community Planning Aberdeen. The programme ensured a coordinated approach was taken to support colleagues and communities across Community Planning Aberdeen in the sharing of knowledge, skills and expertise to use improvement methodology and other improvement tools. This support was critical to the delivery of the Local Outcome Improvement Plan 2016-26 and Locality</p>	

Topic	Discussion/Decision	Action By
<p>Page 17</p>	<p>Plans 2017-27.</p> <p><b>The report recommended –</b> that the Management Group</p> <ul style="list-style-type: none"> <li>(a) note the current innovate and improve development programme;</li> <li>(b) note that the programme would be updated on an ongoing basis to reflect emerging development needs and opportunities; and</li> <li>(c) note that the final draft programme would be submitted to the CPA Board on 3 July 2017.</li> </ul> <p><b>The Management Group resolved:</b></p> <ul style="list-style-type: none"> <li>(i) to approve the recommendations; and</li> <li>(ii) to request Michelle Cochlan to email the final programme to all Partners.</li> </ul>	<p>Michelle Cochlan</p>
<p>CPA Management Group Forward Business Planner</p>	<p>With reference to item 18 of the minute of its meeting of 27 March 2017, the Management Group had before it the Management Group forward business planner.</p> <p><b>The Management Group resolved:</b></p> <ul style="list-style-type: none"> <li>(i) 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;</li> <li>(ii) to agree that the report on school leaver destinations would be reported to the meeting in January 2018 rather than 7 August 2017;</li> <li>(iii) to agree that Matthew Lockley and Gayle Gorman submit a report on the opportunity to apply for Fair Start Scotland funding and outlining links with Social Security Bill and Early Years initiatives which could being taken forward in Partnership be submitted to the meeting on 7 August 2017; and</li> <li>(iv) to agree that the North East College Regional Outcome Agreement be submitted to the Management Group meeting in March 2018 and thereafter to the CPA Board.</li> </ul>	<p>All Partners/Michelle Cochlan</p> <p>James Simpson</p> <p>Matthew Lockley/Gayle Gorman</p> <p>Neil Cowie</p>
<p>13. CPA Board Forward</p>	<p>With reference to item 19 of the minute of its meeting of 27 March 2017, the Management Group had before it the CPA Board forward business planner.</p>	

Topic	Discussion/Decision	Action By
Business Planner	<p><b><u>The Management Group resolved:</u></b></p> <ul style="list-style-type: none"> <li>(i) 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;</li> <li>(ii) to agree that the public facing locality plans be reported to the CPA Board meeting on 11 September 2017 rather than 3 July 2017; and</li> <li>(iii) to agree that Jamie Bell submit an update on the outcome of the Scottish Government's enterprise review to the CPA Board meeting on 11 September 2017.</li> </ul>	<p>All Partners/Michelle Cochlan</p> <p>Chris Littlejohn</p> <p>Jamie Bell</p>
14. Legislation Tracker Page 18	<p>The Management Group had before it the CPA legislation tracker which detailed all current open consultations and pending legislation.</p> <p><b><u>The Management Group resolved:</u></b></p> <ul style="list-style-type: none"> <li>(i) to note the legislation tracker;</li> <li>(ii) to agree that a Community Planning Aberdeen response be submitted to the consultation on the review of Strategic Transport Projects once this had been published; and</li> <li>(iii) to request that the Management Group keep informed of the UK Industrial Strategy.</li> </ul>	<p>Martin Murchie</p> <p>Martin Murchie</p>
15. Date of Next Meeting	The Management Group noted that its next meeting would be held on Monday 7 August 2017 at 2pm.	
16. AOCB	<p>The following matters were raised under any other competent business:</p> <p>(A) Integrated Children's Services Conference</p> <p>James Simpson reminded Partners that the Integrated Children's Services Conference would be held on 12 June 2017 at the Beach Ballroom and encouraged all to attend.</p> <p>(B) Police Scotland – Aberdeen Command Team</p>	All Partners

Topic	Discussion/Decision	Action By
	Kate Stephen advised of changes to the Aberdeen Command Team and advised that she would email all Partners with details of the changes.	Kate Stephen

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## 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.

<b>Title of report</b> <i>(Hyperlink to minute reference where applicable)</i>	<b>Contact officer</b>
<b>2017</b>	
<b>3 July 17</b>	
Final Update on Community Planning Development Plan	Michelle Cochlan, ACC
Big Noise Torry Evaluation Report and Presentation by Angiolina Foster, CEO of NHS 24 and Chair of the Evaluation Group of Sistema Scotland / Big Noise	Fiona Clark, ACC
Community Planning Aberdeen Innovate and Improve Programme	Michelle Cochlan, ACC
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC
<b>11 September 17</b>	
Leadership for Quality Improvement – CPA Board development session	Michelle Cochlan, ACC/ Dave Williams, IHI
Annual Outcome Improvement Report 2016/2017	Michelle Cochlan, ACC
Public Facing Locality Plans	Chris Littlejohn, NHS/ Locality Managers, ACC
CPA Equalities Outcomes	Sandra Howard, ACC
Fairer Aberdeen Board	Neil Carnegie, ACC
Update on Phase 2 Review of Scottish Enterprise <a href="#">(CPMG 29.05.17)</a>	Jamie Bell. ACC/ Gordon MacDougall
<b>4 December 17</b>	
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC
<b>2018</b>	
<b>February 18</b>	
2018/19 Budget Setting Report	Michelle Cochlan, ACC
Six Month Outcome Improvement Report 2017/18	Michelle Cochlan, ACC
Annual Public Performance Summary	Michelle Cochlan, ACC
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC
School Leaver Destinations	James Simpson, ACC
<b>April 18</b>	
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC

<b>Title of report</b> <i>(Hyperlink to minute reference where applicable)</i>	<b>Contact officer</b>
North East College Regional Outcome Agreement	Neil Cowie, N E College
Aberdeen Local Policing Plan	Kate Stephen, PS
<b>July 18</b>	
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC
<b>September 18</b>	
Annual Outcome Improvement Report 2017/2018	Michelle Cochlan, ACC
Locality Plan Annual Performance Reports 2017/2018	Neil Carnegie, ACC
<b>December 18</b>	
Outcome Improvement Group Improvement Tracker	Michelle Cochlan, ACC
Locality Partnership Improvement Tracker	Neil Carnegie, ACC
<b>Timescale TBC</b>	
Local Fire and Rescue Plan	Gordon Riddell, SFRS
Future of Scotland's Planning System	Eric Owens, ACC/ Chris Littlejohn, Public Health
Community Planning Aberdeen response to consultation on the review of Strategic Transport Projects ( <a href="#">CPMG 29.05.17</a> )	TBC

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



# Community Planning Aberdeen

<b>Progress Report</b>	July Improvement Tracking Report
<b>Lead Officer</b>	Angela Scott, Chair of CPA Management Group and Chief Executive of Aberdeen City Council
<b>Report Author</b>	Michelle Cochlan, Community Planning Manager
<b>Date of Report</b>	2 June 2017
<b>Governance Group</b>	CPA Board – 3 July 2017

## Purpose of the Report

This report presents the first Improvement Tracker Report to the CPA Board on the improvement activity being lead by the new 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 The framework details how the Local Outcome Improvement Plan 2016-26 and Locality Plans 2017-27 will be delivered by the Outcome Improvement Groups (OIGs) and Locality Partnerships established as part of new Community Planning Aberdeen structure. These groups are accountable to the CPA Board, via the Management Group, for delivery of the plans using the Model for Improvement.
- 1.3 The CPA Board and Management Group require regular reports to be able to assess progress made by the Outcome Improvement Groups and Locality Partnerships in achieving the improvement aims within the LOIP and Locality Plans. These reports will include an annual, six monthly and interim outcome improvement reports.
- 1.4 This report introduces the first interim outcome improvement report to the Management Group. The purpose of the report is to provide the Management Group with oversight of the improvement activity being lead by the Outcome Improvement Groups and what impact this is having towards achieving the improvement aims within the LOIP and Locality Plans.

## 2 OUTCOME IMPROVEMENT GROUP PROGRESS SCALE

2.1 The July Improvement Tracking Report included in Appendix 1 makes an assessment of where the Outcome Improvement Groups and Locality Partnerships are on a scale of 0-5. This scale will be used on an ongoing basis by the groups in the new structure to self-evaluate their progress in delivering improvement.

### Progress Scale:

<b>0.5</b>	<b>First meeting of Improvement Group scheduled</b> Date of first meeting scheduled to take place by end of March 2017
<b>1.0</b>	<b>Forming as an Improvement Group</b> Group has been formed; target population identified; aim determined and baseline measurement has begun.
<b>1.5</b>	<b>Planning for Improvement has begun</b> Group is meeting, discussion is occurring. Plans for improvement have been made.
<b>2.0</b>	<b>Activity, but no changes</b> Group actively engaged in development, research, discussion but no changes have been tested.
<b>2.5</b>	<b>Changes tested, but no improvement</b> Components of the model being tested but no improvement in measures. Data on key measures are reported.
<b>3.0</b>	<b>Modest improvement</b> Initial test cycles have been completed and implementation begun for several components. Evidence of moderate improvement in data.
<b>3.5</b>	<b>Improvement</b> Some improvement in outcome measures, process measures continuing to improve. PDSA test cycles on all components. Evidence of moderate improvement in process measures.
<b>4.0</b>	<b>Significant improvement</b> <b>Most components of the change package</b> 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.
<b>4.5</b>	<b>Sustainable improvement</b> Sustained improvement in most outcome measures, 75% of goals achieved, spread to a larger population has begun
<b>5.0</b>	<b>Outstanding sustainable improvement</b> All components of the Change Package implemented, all goals accomplished, and spread is underway.

2.2 As the Outcome Improvement Groups progress, this Improvement Tracking Report will develop to include further information, such as: tests of change currently in progress; changes we plan to test; barriers and specific needs from the Management Group to overcome them; improvement data; lessons learned and key messages.

- 2.3 This first Improvement Tracking Report focusses on the progress of the Outcome Improvement Groups and Locality Partnerships which are all in the early stages of formation. Future reports will also provide insight into the progress of the Locality Partnerships.
- 2.4 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 and Six Month Performance Reports, as per the [Outcome Management and Improvement Framework](#), will provide an overview of wider activity.
- 2.5 See Innovate and Improve Programme for details of how staff across Community Planning Aberdeen are being supported to carry out improvement.

### 3 NEXT STEPS

- 3.1 The table below sets out the dates for reporting to the CPA Board Group for 2017.

	<b>Timescale</b>
July Improvement Tracking Report	3 July 17
Annual Outcome Improvement Report 2016/17	11 September 17
December Improvement Tracking Report	4 December 17

#### **Recommendations for Action**

It is recommended that members of the CPA Management Group:

- i) Approve the July Improvement Tracking Report included in Appendix 1; and
- ii) Note that the format and content of the Improvement Tracking Report will be developed to include further information on improvement activity and impact as the Outcome Improvement Groups and Locality Partnerships progress.

#### **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 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:  
CPA Management Group  
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:

Michelle Cochlan  
Community Planning Manager  
Aberdeen City Council  
Tel: 01224 522791  
Email: [mcochlan@aberdeencity.gov.uk](mailto:mcochlan@aberdeencity.gov.uk)

## OUTCOME IMPROVEMENT GROUP IMPROVEMENT TRACKER

<p><b>Progress Score 1-5:</b></p> <table border="1"> <thead> <tr> <th>Group</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Integrated Children's Services (ICS)</td> <td>1.5</td> </tr> <tr> <td>Alcohol and Drugs Partnership (ADP)</td> <td>1.5</td> </tr> <tr> <td>Aberdeen Prospers</td> <td>1.5</td> </tr> <tr> <td>Community Justice</td> <td>1</td> </tr> <tr> <td>Resilient, Included, Supported (RIS)</td> <td>1</td> </tr> <tr> <td>Community Engagement (CEG)</td> <td>1</td> </tr> <tr> <td>Sustainable City (SC)</td> <td>1</td> </tr> <tr> <td>Digital City (DC)</td> <td>1</td> </tr> </tbody> </table>	Group	Score	Integrated Children's Services (ICS)	1.5	Alcohol and Drugs Partnership (ADP)	1.5	Aberdeen Prospers	1.5	Community Justice	1	Resilient, Included, Supported (RIS)	1	Community Engagement (CEG)	1	Sustainable City (SC)	1	Digital City (DC)	1	<p><b>What are we trying to accomplish?</b></p> <p>Since the last report, the following improvement aims within the LOIP have been prioritised for improvement methodology:</p> <ul style="list-style-type: none"> <li>• Increase business gateway start-ups by 2%</li> <li>• All aims linked to sharing data about vulnerable people (<i>project charter pending</i>)</li> </ul>	<p><b>Improvement Projects Planned</b></p> <table border="1"> <thead> <tr> <th>Group</th> <th>Projects Planned</th> </tr> </thead> <tbody> <tr> <td>AP</td> <td>1</td> </tr> <tr> <td>ICS</td> <td>0</td> </tr> <tr> <td>RIS</td> <td>0</td> </tr> <tr> <td>DC</td> <td>0</td> </tr> <tr> <td>SC</td> <td>0</td> </tr> <tr> <td>CJ</td> <td>0</td> </tr> <tr> <td>CE</td> <td>0</td> </tr> <tr> <td>ADP</td> <td>0</td> </tr> </tbody> </table>	Group	Projects Planned	AP	1	ICS	0	RIS	0	DC	0	SC	0	CJ	0	CE	0	ADP	0
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## NEW IMPROVEMENT PROJECT CHARTERS

<b>Improvement Project:</b> 1.1 Your Local Business Gateway
<b>Executive Sponsor:</b> Richard Sweetnam, Chair of Aberdeen Prospers
<b>Project Lead:</b> Paul Tytler / Roz Taylor
<b>Aim statement (What? By how much? By when?)</b> The aim is to increase business gateway start up numbers across Aberdeen by 2% by April 2018 by focussing on localities.
<b>Link to Local Outcome Improvement Plan/ Locality Plans:</b> Prosperous Economy: Inclusive Economic Growth: <ul style="list-style-type: none"> <li>• Primary Driver - We will develop the people and skills necessary to deliver economic development and support diversification of business and economy</li> <li>• Secondary Driver – Delivery of Business Gateway to provide business start-up and development support, that is available to businesses</li> </ul>
<b>Business case</b> Any increase in business gateway start-ups in Aberdeen is a good indicator of an active entrepreneurship climate in the economy. A strong private sector is essential for economic growth and wealth creation, and small businesses create vital jobs and are often the lifeblood of local communities. New businesses being established by local people can have a significant impact in terms of the wider perceptions and aspirations of a community. That's why a fundamental aim of the Aberdeen City Local Outcome Improvement Plan and Locality Plans is to improve business creation, sustainability and growth rates in all of our communities but with a particular focus on areas that perform less well than the city-wide average.
<b>Measures: (How will we know if a change is an improvement?)</b> <ul style="list-style-type: none"> <li>• People accessing Business Gateway Services</li> <li>• Of these, new businesses established (i.e. conversion rate)</li> <li>• Business survival rates</li> <li>• Footfall at events</li> <li>• Conversion of footfall into enquiries</li> </ul>
<b>Change ideas (What can we do that will result in improvement?)</b> <ul style="list-style-type: none"> <li>• Promotional events in localities</li> <li>• Design activities that engage people who would not normally consider business start-up and base these in localities</li> </ul>
<b>Potential Barriers (What are the barriers to you making these changes)</b> <ul style="list-style-type: none"> <li>• The first phase of this improvement project can be delivered within existing resources. Any wider roll-out or extension would need resourced.</li> </ul>
<b>Project Team:</b> Paul Tytler, ACC Roz Taylor, Elevator Nicola Graham, SDS Kirsty Jarman, DWP Matt Lockley, ACC

## LOCALITY PARTNERSHIP IMPROVEMENT TRACKER

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<b>Project Team:</b> Paul Tytler, ACC Roz Taylor, Elevator Nicola Graham, SDS Kirsty Jarman, DWP Matt Lockley, ACC



## Community Planning Aberdeen

<b>Progress Report</b>	Glasgow Centre for Population Health evaluation of Big Noise Torry
<b>Lead Officer</b>	Gayle Gorman, Director Education & Children's Services
<b>Report Author</b>	Fiona Clark, Service Manager, Culture
<b>Date of Report</b>	3 <sup>rd</sup> July 2017
<b>Governance Group</b>	CPA Board – 3 <sup>rd</sup> July 2017

### Purpose of the Report

To provide a summary of the evaluation report of Big Noise Torry by Glasgow Centre for Population Health (GCPH). The full evaluation report can be viewed at: <http://www.makeabignoise.org.uk/research/glasgow-centre-population-health-2017/>

### Summary of Key Information

#### 1 BACKGROUND

- 1.1 From 2013 the GCPH has been evaluating the social and health impacts of Sistema Scotland's Big Noise programme. To date an expansive evaluation of the Big Noise centres in Stirling and in Glasgow (including economic cost benefit was published in 2015 and is available from the GCPH website: [www.gcph.co.uk](http://www.gcph.co.uk)
- 1.2 The GCPH secured funding from NHS Health Scotland and the People's Postcode Lottery in order to evaluate Big Noise Torry. GCPH researchers have conducted extensive fieldwork over a six month period (June to December 2016). Fieldwork has included over 170 hours of structured observation of Big Noise delivery, a creative drawing exercise (age-appropriate, validated qualitative method) with 130 children participating in Big Noise, interviews with Big Noise musicians and volunteers, surveys with school teachers, head teachers and deputy head teachers, surveys with a range of Big Noise delivery partners, development of five in-depth case studies with input from participants, parents/guardians, school teachers and Big Noise musicians.
- 1.3 In addition the GCPH has gathered a range of Big Noise delivery descriptive statistics including a detailed socio-demographic profile of Big Noise engagement based on administration data from Big Noise Torry linked to data with Education and Children's Services within Aberdeen City Council.

## **2 KEY FINDINGS/ PROPOSALS**

- 2.1 At this early stage of programme delivery GCPH conclude that Big Noise Torry is a large scale, high quality social intervention which is already positively impacting on the social and emotional wellbeing of the participants taking part. These impacts on participants have also had positive cross over effects within schooling and home life.
- 2.2 What is also certain is that Big Noise Torry has the potential to significantly enhance participants' lives, prospects, health and wellbeing through a variety of pathways in the long term. They are particularly struck by how well embedded Big Noise is within the Torry community and the programme's commitment to promoting sustained and equitable engagement across a diverse pupil population
- 2.3 Any endorsement of Big Noise Torry is also an endorsement of a range of local partners who contribute to the delivery of Big Noise. The schools involved in Big Noise delivery, namely Walker Road and Tullos primary schools and Torry Academy secondary school deserve specific recognition for their commitment, flexibility and innovation in working with Big Noise towards delivering a high quality programme. The positive work undertaken by Big Noise, the schools involved and wider delivery partners should be considered as fulfilling vital social elements as part of a wider regeneration investment in Torry which has already contributed towards improvements in the area; comparing 2012 Scottish Index of Multiple Deprivation data for Torry to that of 2016. That said, many challenges remain in Torry, moving forward Big Noise and delivery partners have an important role to play in addressing current low educational attainment and high levels of youth anti-social behaviour in the area.

### **2.4 Big Noise Torry Delivery**

- 2.4.1 The implementation of Big Noise Torry is underpinned by Sistema Scotland's seven delivery principles including longevity and intensity of the programme, promoting strong relationships between staff and pupils and a commitment to ensuring the programme is accessible and inclusive. The delivery of Big Noise Torry is also based upon a strong connection with the community and local residents having good awareness and understanding of the programme. See Appendix 1 and Table 1 for details regarding the key Big Noise Torry delivery information.
- 2.4.2 Delivery partners and schools describe having a good working relationship with Big Noise. A strength identified across the feedback was the commitment and willingness between Big Noise and the partners to work together to achieve progress. The partners feel that there is a strong mutual dedication to the outcomes Big Noise strives for, both in the schools with the children, and

in the greater community, and this commitment strengthens the working relationship.

## **2.5 Sociodemographic Profile**

- 2.5.1 As other Big Noise provision is embedded within the school day and access is compulsory the equality, inclusion and fairness of access of after school provision was assessed. See Appendix 1 Table 2 for further information.
- 2.5.2 At the time of writing some 128 pupils are actively engaged in the after-school, programme from an eligible population of 213 pupils. This represents a 60% after-school engagement rate in Big Noise Torry, which is markedly higher than the after-school engagement rates in Raploch (49%) and Govanhill (31%) as reported by the GCPH in 2015.
- 2.5.3 It is clear that socioeconomically disadvantaged pupils; pupils of non-white backgrounds; pupils where English is the second language within their households; and, pupils currently 'looked after' by local authority are all well represented within Big Noise after-school provision. This is a strong finding.

## **2.6 Attendance**

- 2.6.1 School attendance rate for Big Noise Torry after-school participants is 1.6% higher than the total eligible population and a 3.6% higher attendance rate compared to those who do not attend. Furthermore the rate of un-authorized school absence is lower among Big Noise Torry after-school participants.
- 2.6.2 The rate of after-school participants with Additional Support Needs (ASN) is approximately half (49.3%) the rate seen in the eligible population. The ASN pupil after-school engagement rate in Torry is markedly lower than that seen in Big Noise Raploch (90%) and Big Noise Govanhill (97.5%). However we have found that Big Noise is acutely aware of this issue and is delivering specialist sessions with ASN pupils to promote and enhance access to after-school provision.
- 2.6.3 There is a 29% higher after-school engagement rate for female pupils (81 from 109; 74%) compared to males (47 from 104; 45%). This increased after-school engagement among eligible female pupils compared to males was also evident in Big Noise Raploch in 2015.

## **3 Concluding Remarks**

- 3.1 At this early stage of programme delivery GCPH conclude that Big Noise Torry is a large scale, high quality social intervention which is already positively impacting on the social and emotional wellbeing of the participants taking part. Big Noise Torry is being implemented in line with Sistema Scotland's delivery principles including longevity, intensity, inclusivity and a focus on strong relationships between Big Noise staff and participants. The

programme has very close ties to the community and has strong evidence concerning its accessibility and inclusivity within what is a diverse community; that said, they recommend that the approaches to engagement of male pupils should be reviewed. The characteristics of Big Noise Torry delivery which enable the programme to engage with demographic groups which have been traditionally underserved by some mainstream provision may represent important learning for other services in Aberdeen City.

3.2 These early impacts observed in Torry underpin a range of outcomes within the ‘theories of change’ or ‘impact pathways’ developed by the GCPH in 2015. For example if engagement with Big Noise is sustained, medium-term outcomes observed in teenage participants in Raploch include, among others, aspiration for higher education, positive peer groups and diversion from drug and alcohol use.

3.3 From the evidence gathered to date GCPH are confident that the delivery characteristics of Big Noise Torry and the impacts observed fit well within the theories of change identified by the GCPH in 2015. They also conclude that Big Noise Torry has the potential to significantly enhance participants’ lives, prospects, health and wellbeing through a variety of pathways in the long term.

#### 4 NEXT STEPS

4.1 The report was officially published on the 19<sup>th</sup> of June at Torry Academy with a press launch followed by an opportunity to review the evaluation in more depth at a workshop. To share findings with partners, stakeholders and wider Torry community.

Key Milestone	Timescale
Publication of GCPH report at Torry Academy	19 June 17
Big Noise Torry anniversary concert	20 June 17
Wider sharing and consultation on findings	June – August 17

#### Recommendations for Action

It is recommended that members of the Group:

- i) Note the findings of the evaluation report;
- ii) Note the next steps

### **Opportunities and Risks**

Big Noise Torry has been operational for almost two full school academic years; and the programme works with young children, from the age range of three to nine years of age. This limits the range of impacts that are observable at this stage. That said, GCPH are confident in the reliability of their findings; they have conducted extensive fieldwork over a six month period, deploying a range of appropriate methods and capturing the views and insights from a variety of respondent groups, including 130 Big Noise participants themselves.

### **Consultation**

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

Big Noise Torry  
Glasgow Centre for Population Health  
Sistema Scotland

### **Background Papers**

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

[Evaluating Sistema Scotland - initial findings report June 2015](#)

[Big Noise Torry Progress Report to Education & Children's Services Committee 24 June 2015](#)

[GCPH Briefing Paper 50: Principles for Effective Social Regeneration December 2016](#)

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## APPENDIX 1: GCPH Overview of Big Noise Torry Evaluation: Key Findings

**Big Noise Torry Delivery:** Table 1 below summarises some key Big Noise Torry delivery information. 'In-school' provision refers to the weekly delivery of Big Noise provision within the school curriculum for primary one and two children at Walker Road and Tullos primary schools. 'After-school' provision refers to opt-in Big Noise orchestral provision after school hours.

In-school provision involves group based singing, instruments and musicianship. The after-school provision includes orchestra and musicianship sessions, and sessions with the children split into sectionals according to their instrument. The current orchestra uses string instruments only, giving children the option of violin, viola, cello and double bass. The nursery classes receive 30 minutes of in-school tuition a week, with primary one and two children taking part in two 45-minute sessions per week. During after-school provision the children are invited to participate in three sessions per week, each session lasting an hour and a half.

**Table 1: Overview of Big Noise Torry**

Big Noise Torry Overview Summary
<ul style="list-style-type: none"><li>- Big Noise Torry was established in 2015.</li><li>- Presently there are 522 children engaged with Big Noise Torry on a weekly basis.</li><li>- Participants start from three years old, up to nine years old.</li><li>- Approximately 157 children participate in nursery Big Noise activities.</li><li>- Approximately 235 children participate in 'in-school' provision.</li><li>- Approximately 130 children participate in 'after-school' provision.</li><li>- Of these, around 90 children attend summer, Easter and October 'school holiday' provision in 2016.</li><li>- Big Noise Torry programme costs were £325k in the 2015/16 financial year.</li><li>- Aberdeen City Council provides £243k (75%) of the total programme funding.</li><li>- The remaining £82k coming from Creative Scotland, private trusts, foundations and donors.</li></ul>

We note that the implementation of Big Noise Torry is underpinned by Sistema Scotland's seven delivery principles as [reported by the GCPH](#) in 2015. These include, among others, the longevity and intensity of the programme, promoting strong relationships between Big Noise staff and pupils and a commitment to ensuring the programme is accessible and inclusive.

The delivery of Big Noise Torry is also based upon a strong connection with the community and local residents having good awareness and understanding of the programme. Ultimately this community connection is undertaken in order to promote participant engagement in the programme. Community engagement and awareness raising is undertaken on an ongoing daily basis through Big Noise representation on a range of local community groups as well as musical performances outside the schools at the end of the school day. Furthermore the staging of regular mini-concerts and high profile larger concerts in Torry raises wider community awareness of Big Noise.

Delivery partners and schools describe having a good working relationship with Big Noise. A strength identified across the feedback was the commitment and willingness between Big Noise and the partners to work together to achieve progress. The partners feel that there is a strong mutual dedication to the outcomes Big Noise strives for, both in the schools with the children, and in the greater community, and this commitment strengthens the working relationship. Partners were content with the way they were currently working with Big Noise, and that this should be continued in order to maintain and enhance the outcomes being achieved. Some delivery partners did describe that if there were more time some elements of communication with Big Noise could be enhanced.

Table 2 below summarises the sociodemographic profile of pupils eligible for Big Noise Torry after-school programme; those that currently engage and; pupils that have not engaged (columns three to five) The same sociodemographic information is provided for all Scottish school pupils and all school pupils in Aberdeen City (columns one and two) to contextualise the Torry information. Column five summarises the key observations emerging from analysis of each data row.

Assessing the equality, inclusion and fairness of access to the after-school element of Big Noise delivery is important because; first, other Big Noise provision is embedded within the school day and access is compulsory meaning there is no potential for unequal or unfair access; second, after-school provision is not compulsory and is offered on an opt-in basis meaning there is the potential for unequal access; third, after-school provision it is the most intensive part of Big Noise where the strongest outcomes are likely to be achieved, it is important that access is promoted equally and especially amongst pupil groups with greatest need.

At the time of writing some 128 pupils are actively engaged in the after-school, from an eligible population of 213 pupils. This represents a 60% after-school engagement rate in Big Noise Torry, which is markedly higher than the after-school engagement rates in Raploch (49%) and Govanhill (31%) as reported by the GCPH in 2015.

Table 2 (below) also makes clear that socioeconomically disadvantaged pupils; pupils of non-white backgrounds; pupils where English is the second language within their households; and, pupils currently 'looked after' by local authority are all well represented within Big Noise after-school provision. This is a strong finding.

**Table 2: Profiling Big Noise Torry engagement: Equality, Inclusion and Fairness**

		1. All Scottish pupils	2. Aberdeen City Pupils	3. Pupils eligible for Big Noise After-school	4. Pupils attending Big Noise After-school	5. Non attenders	6. Observations
Pupil numbers		679,840	13,723	213	128	85	Currently 128 of 213 (60%) eligible pupils are accessing the after-school programme
Gender <sup>i</sup>	Male	346,203	7,021	104	47	57	The after-school take up rate among eligible male pupils (45%) is markedly lower than that of female pupils (74%)
	Female	333,637	6,702	109	81	28	
Pupils living in most deprived SIMD deciles <sup>ii</sup>		11.0%	12.5%	47.4%	55.5%	35.3%	Pupils from SIMD deciles 1 and 2 are over represented in after-school provision (55.5% among after-school participants compared with 47.4% in eligible population).
Pupils of non 'White: Scottish' or 'White: British' <sup>i</sup>		13%	32.7%	39.4%	41.4%	36.5%	Pupils with non-White backgrounds are well represented within BN after-school provision (41.4% of after-school participants are non-White, compared to 39.4% among eligible population).
Pupils where English is second language spoken in household <sup>i</sup>		5%	22.2%	33.3%	33.6%	32.9%	Pupils where English is second language spoken in household are well represented within after-school provision.
Pupils currently 'looked after' by local authority <sup>i</sup>		2%	0.9%	1.4%	1.6%	1.1%	'Looked after' children are well represented within after-school provision (1.6% of participants in after-school are 'looked after' compared to 1.4% among the eligible population).
Pupils with additional support needs (ASN) <sup>i</sup>		22%	19.7%	29.6%	14.6%	51.7%	The rate of pupils with ASN engaged in after-school provision is 14.6%; approximately half the rate in the eligible population (29.6%)
Average school attendance <sup>iii</sup>		93.7%	94.8%	92.7%	94.3%	90.7%	Pupils engaged in after-school provision have a higher attendance rate

						(94.3%) than both the eligible population (92.7%) and non-attenders (90.7%).
<b>School absences which are unauthorised</b> iii	2%	1.6%	1.7%	1.4%	1.9%	Pupils engaged in after-school provision have lower unauthorised absences (1.4%) compared with the eligible population (1.7%) and the non-attenders (1.9%)

i Pupil Census 2016 data used for pupil numbers

ii Percentage of pupils in decile 1 and 2 based on SIMD2016 linked to Pupil Census Data

iii Based on Attendance, Absence and Exclusions 2015/16 data set. Primary 3 and 4 pupil information is based on their attendance/absence when they were in Primary 2 and Primary 3 respectively.

Furthermore the school attendance rate for Big Noise Torry after-school participants is 1.6% higher than the total eligible population and a 3.6% higher attendance rate compared to those who do not attend. These differences in attendance rates within the same socioeconomic strata are significant when national attendance rates between socioeconomic groups are considered; there is a 4.3% higher attendance rate among Scotland's least deprived SIMD quintile compared to the most deprived quintile. Furthermore the rate of un-authorized school absence is lower among Big Noise Torry after-school participants.

The rate of after-school participants with Additional Support Needs (ASN) is approximately half (49.3%) the rate seen in the eligible population. The ASN pupil after-school engagement rate in Torry is markedly lower than that seen in Big Noise Raploch (90%) and Big Noise Govanhill (97.5%). However we have found that Big Noise is acutely aware of this issue and is delivering specialist sessions with ASN pupils to promote and enhance access to after-school provision. The individual programmes and enhanced provision sessions are not classified as 'after-school' and are therefore not captured in this analysis.

There is a 29% higher after-school engagement rate for female pupils (81 from 109; 74%) compared to males (47 from 104; 45%). This increased after-school engagement among eligible female pupils compared to males was also evident in Big Noise Raploch in 2015.

**Early assessment of Big Noise Torry impacts:** Big Noise Torry has been operational for one full school academic year; and the programme works with young children, from the age range of three to nine years of age. This limits the range of impacts that are observable at this stage compared to Big Noise Raploch for example, where participants are now at school leaving age; some of whom have been engaged in the programme for

almost a decade. That said, we are confident in the reliability of our findings; we have conducted extensive fieldwork over a six month period, deploying a range of appropriate methods and capturing the views and insights from a variety of respondent groups, not least 130 Big Noise participants themselves.

At this stage, all the evidence gathered can only conclude that Big Noise Torry is a high quality social intervention which is already positively impacting on the lives of participants. The drawing exercise with 130 Big Noise participants proved successful in eliciting the views and opinions of the children taking part. In pragmatic terms, 'in response to the question what do you like about Big Noise?' 100% of the pictures drawn by in-school participants, and 100% of the pictures drawn by after-school participants contained positive images and narrative. These drawings and narrative depict in literal terms, the happiness of playing an instrument, the enjoyment of being part of Big Noise and the fulfilment in developing musical skills. Similarly when responding to 'How does Big Noise make you feel?' 100% of both in-school and after-school participant drawings contained a positive image and narrative again in reference to happiness, enjoyment, fulfilment and pride.

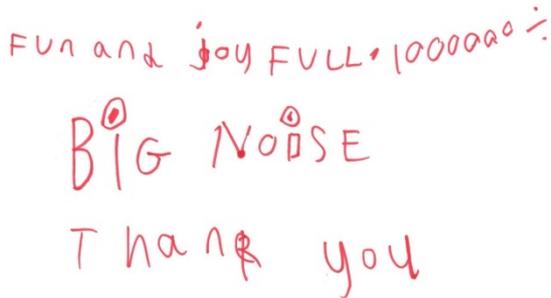
Analysing the pictures and narrative in more detail, our interpretation is that teamwork, sense-of-belonging, pride, confidence and aspiration are also strong themes emerging from the pupils participating in Big Noise. Impacts of Big Noise on participants identified by teachers, close delivery partners and parents and guardians include increasing confidence, enhanced team working, improved listening and oral skills, greater understanding of boundaries and rules, improved concentration and communication.

*"It's nice seeing something give her confidence. Confidence with other people but for herself as well. She knows she has a talent and that's really good for her. She's not just in front of the telly all the time now"*

(Parent of Big Noise participant)

Figure 1, below depicts some representative examples of pictures and narrative provided by Big Noise participants:

**Figure 1: Samples from Big Noise participants' creative drawing exercise**

	
<p>'How do you feel at Big Noise?' – The '1000000%' is in response to additional discussion concerning how important Big Noise is to the participant.</p>	<p>'How do you feel at Big Noise?' – '[it] makes me feel happy!!!'</p>
	
<p>'How do you feel at Big Noise?' – 'Big noise makes me happy!'</p>	<p>'What do you like best about Big Noise?' – 'I like playing my cello'</p>

Teachers in particular described how pupils attending Big Noise demonstrated increased responsibility, motivation, self-awareness, leadership and initiative compared to those who do not. Some teachers described how they felt Big Noise had enhanced English language, reading and writing skills among pupils where English was the second language in their household. This finding was also observed in Big Noise Govanhill in 2015. Indeed the

overall impact findings among Big Noise Torry mirror the findings among the same age groups in Big Noise Govanhill and Raploch.

*“I have thoroughly enjoyed watching concerts and lessons and the enjoyment, sense of pride and achievement which is seen through this is something which fills me with great joy.”*

(Depute Head Teacher)

**Concluding remarks:** At this early stage of programme delivery we conclude that Big Noise Torry is a large scale, high quality social intervention which is already positively impacting on the social and emotional wellbeing of the participants taking part. Big Noise Torry is being implemented in line with Sistema Scotland’s delivery principles including longevity, intensity, inclusivity and a focus on strong relationships between Big Noise staff and participants. The programme has very close ties to the community and has strong evidence concerning its accessibility and inclusivity within what is a diverse community; that said, we recommend that the approaches to engagement of male pupils should be reviewed. The characteristics of Big Noise Torry delivery which enable the programme to engage with demographic groups which have been traditionally underserved by some mainstream provision may represent important learning for other services in Aberdeen City.

The impacts Big Noise Torry is having are convincing from the perspectives of participants, parents, guardians, teachers and delivery partners. For this young pupil group in Torry the themes of happiness, enjoyment, pride, aspiration and increasing confidence are consistent with those observed in Big Noise Raploch and Govanhill for this age range. These early impacts observed in Torry underpin a range of outcomes within the ‘theories of change’ or ‘impact pathways’ developed by the GCPH in 2015. For example if engagement with Big Noise is sustained, medium-term outcomes observed in teenage participants in Raploch include, among others, aspiration for higher education, positive peer groups and diversion from drug and alcohol use. Drawing on wider research evidence the GCPH has theorised how such medium-term outcomes can potentially translate into better employment prospects, reduced criminality and enhanced health and wellbeing in later life.

From the evidence gathered to date we are confident that the delivery characteristics of Big Noise Torry and the impacts observed fit well within the theories of change identified by the GCPH in 2015. Therefore we also conclude that Big Noise Torry has the potential to significantly enhance participants’ lives, prospects, health and wellbeing through a variety of pathways in the long term. The scale and types of impact will depend on an individual’s own experiences and needs. Consistent and long-term engagement with the programme is likely to encourage better outcomes.



# Community Planning Aberdeen

<b>Progress Report</b>	Final update on Community Planning Development Plan
<b>Lead Officer</b>	Angela Scott, Chief Executive of Aberdeen City Council and Chair of CPA Management Group
<b>Report Author</b>	Michelle Cochlan, Community Planning Manager
<b>Date of Report</b>	2 June 2017
<b>Governance Group</b>	CPA Board – 3 July 2017

## Purpose of the Report

This report provides a final update on progress made by Community Planning Aberdeen (CPA) in addressing the key areas of improvement identified by Audit Scotland as part of the Community Planning Audit in 2013. It also provides an update on progress made by CPA in meeting the community planning requirements of the Community Empowerment Scotland Act 2015.

## Summary of Key Information

### 1 BACKGROUND

- 1.1 In 2013 Community Planning Aberdeen (CPA) volunteered to be one of three Community Planning Partnerships (CPP) in Scotland to undergo a new Audit of Community Planning. Audit Scotland found that, whilst partnership working in Aberdeen had increased, there was limited evidence that this was having a significant impact in tackling the sharp inequalities within the City or on redirecting resources towards priorities. The final report concluded that significant changes were required to put the CPP in a position to meet the challenging agenda set out in the joint Scottish Government and COSLA Statement of Ambition for community planning published in 2012.
- 1.2 The aspirations set out within the 2012 Statement of Ambition have since become statute as part of the Community Empowerment Act (Scotland) 2015. The Act places a legal duty on the Council and all public service agencies to demonstrate that they are making a significant impact on the achievement of outcomes as a result of partnership working.
- 1.3 This paper provides a final progress update against the plan developed following the Audit in 2013 and also in meeting the community planning requirements of the Community Empowerment Scotland Act 2015.

## **2 KEY DEVELOPMENTS**

2.1 Since the last update to the CPA Board in December 2016, Community Planning Aberdeen (CPA) has made continued progress in taking forward the development plan from the Audit; and in meeting the requirements of the Community Empowerment Scotland Act 2015. Key developments include:

### 2.1.1 Local Outcome Improvement Plan 2016-26: Community Justice Drivers

On 27 February, CPA approved an amendment to the Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 to incorporate priority Community Justice drivers for improvement. This amendment ensures that the Community Planning Partnership meets the requirements of the Community Justice (Scotland) Act 2016 for community justice partners to publish a plan in relation to community justice for the area. CPA is leading the way nationally in embedding plans for Community Justice into the LOIP. Incorporating the Community Justice Drivers within the city wide plan ensures the Partnership is taking a holistic approach to planning for the improvement of outcomes across the city and has a clear oversight of progress in achieving these. A supplementary Delivery Plan will contain activities in support of the improvement of the Community Justice outcomes which will be progressed by the CPA's new Community Justice Group.

### 2.1.2 Locality Plans 2017-27

In February and March of this year, the Council and Community Planning Aberdeen approved three draft Locality Plans 2017-27 which underpin the city wide LOIP 2016-26. The Locality Plans cover the areas of:

- Torry
- Middlefield, Mastrick, Cummings Park, Northfield, Heathryfold
- Seaton, Tillydrone and Woodside

These areas have been identified as experiencing significantly poorer outcomes than other areas of Aberdeen. The Locality Plans ensure that the vision for Aberdeen as 'a place where all people can prosper' is a reality, even for our City's most disadvantaged communities. The plans have been endorsed as living documents which will continue to be developed in consultation with the communities living in these neighbourhoods. Locality Partnerships have been established for each of the localities area to oversee the development and delivery of the plans. At least 50% of the members of these groups are to be from communities themselves. Local elected members and local partner staff are also represented on these groups to ensure effective and meaningful partnership work is taking place in these areas.

As part of the Locality planning process, three Participatory Budgeting projects called "U Decide" were launched with the aim of driving up and re-engaging community participation in Locality Planning as well as identifying community based solutions to the priorities identified within each of the

Locality Plans. The Localities “U Decide” Process was delivered between October 2016 and March 2017 in the three Localities. Residents of the Localities voted on local projects that they wished to be funded. £250k was allocated through the process with the funding provided by the Council, the Scottish Government and Community Planning Aberdeen. The process is considered to have been highly successful as can be demonstrated through the following results:

- 156 bids from local groups, individuals and organisations
- 3694 residents voted across the Localities (An average of 8% of the population of the Localities)
- 33% of voters were U12
- 40 bids were successful with an average grant size of £7000 (lowest award £600 – highest award £15,000)
- 93% of voters think it is a good process and would participate again
- 93% of voters felt more empowered to make changes in their community

### 2.1.3 Community Planning Aberdeen Infrastructure

A new structure is being implemented to ensure that CPA is effectively organised to deliver on the commitments within the LOIP and Locality Plans. The structure was approved by the CPA Board on 12 December 2016 and the new groups, including the Community Justice Group and Locality Partnerships mentioned above, have now all had their inaugural meeting. Improvement work has begun. The Management Group will use a scale to measure the progress of the groups in delivering change and the confidence that these changes will result in improvement.

### 2.1.4 Outcome Management and Improvement Framework

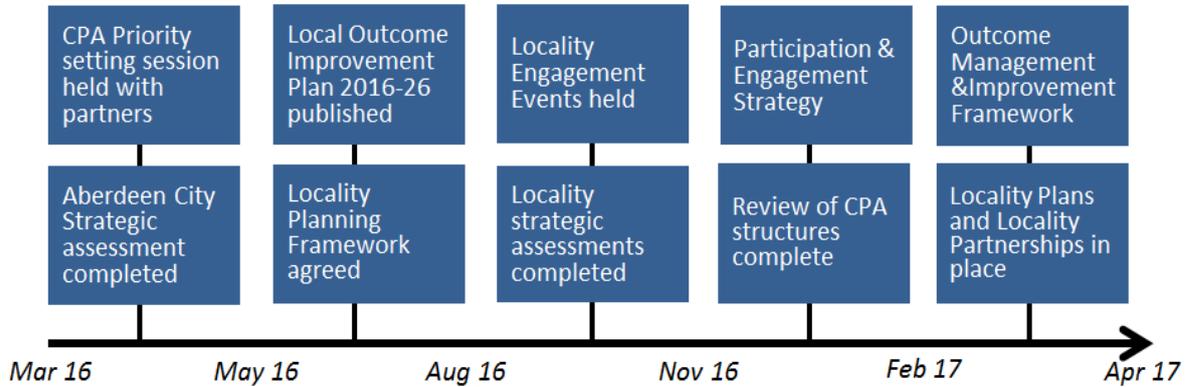
The Partnership has approved an Outcome Management and Improvement Framework which sets out CPA’s arrangements for effective scrutiny of the delivery of the LOIP and Locality Plans by the CPA Board and Management Group.

Reports to every meeting of the Management Group will provide an overview of the improvement activity taking place across the Partnership and where each of the groups are on the progress scale mentioned above. The reports will include data to evidence the impact of the improvement work and highlight any barriers to success that groups need the Management Group’s help to remove. This will allow the Management Group to provide assurance to the Community Planning Aberdeen Board that improvement activity is taking place in support of achieving the longer term improvement aims within the LOIP and Locality Plans.

The first Annual Report against the Local Outcome Improvement Plan 2016-2026 will be considered by the CPA Board in September 2017. This report will include key outcome highlights against the new Locality Plans 2017-27, with the first full Annual Outcome Improvement Reports against each Locality Plan being produced in August 2018.

2.2 The timeline below illustrates the progress made in community planning over the last twelve months.

**2016/17 Timeline of Completed Milestones**



2.3 Appendix 1 and 2 to this report provide a detailed update on all actions within the CPA Development plan; and progress in meeting the community planning requirements of the Community Empowerment Act.

**3 NEXT STEPS**

3.1 The majority of the actions within the existing CPA Development Plan from the Community Planning Audit in 2013 are now complete. The only improvement action outstanding relates to the alignment of partnership resources to the priorities within the LOIP. As part of the budget setting process for 2017/18, the Partnership agreed to undertake a comprehensive review of CPA’s approach to joint resourcing to ensure the Partnership has sustainable resources to deliver the LOIP and locality plans.

3.2 Whilst Community Planning Aberdeen has much to celebrate about the progress it has made over the last year on the CPA Development Plan and in meeting the requirements of the Community Empowerment Act, it is not complacent. Joint resourcing, building capacity to use improvement methodology and demonstrating impact are just some of the areas for development that the Partnership will focus on during 2017/18.

**Recommendations for Action**

It is recommended that the CPA Management Group:

- i) Approve the content of this report; and
- ii) Agree next steps.

## Opportunities and Risks

The Aberdeen City strategic assessment and locality level strategic assessments provide a robust evidence base for decision making and have been critical to the development of the new Local Outcome Improvement Plan and Locality Plans. As with any evidence based model, their strength lies in the breadth and depth of the supporting data, and the quality of the analysis. The establishment of a cross Partner Data Group has helped to mitigate any risk by providing quality assurance measures at various stages to ensure the integrity of the information contained within the Strategic Assessment.

## Consultation

The following people were consulted in the preparation of this report:  
Derek McGowan, Head of Communities and Housing  
Neil Carnegie, Area Communities and Housing Manager

## Background Papers

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

[Community Planning in Aberdeen Audit Report published by Audit Scotland, March 2013](#)

[Draft Aberdeen City Local Outcome Improvement Plan 2016-26 and approach to Locality Planning – Report to Council on 17 August 2016](#)

[Update on Community Planning Development Plan and Community Empowerment Scotland Act 2015](#)

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## APPENDIX 1 Progress against CPA Audit Improvement Plan

Improvement agenda - recommendation	Actions	Date	Status	Update on progress	Evidence
Identify a limited number of strategic priorities on which the community planning partnership can make an impact	Strategic Assessment considered by CPAMG	April 2016	<b>Complete</b>	The Final Aberdeen City Strategic Assessment 2015/16 was endorsed by the CPA Board on 9 May 16. The strategic assessment provided the evidence base for the new Local Outcome Improvement Plan endorsed by Council on 17 August and the Community Planning Aberdeen Board on 22 August 2016. The document was approved as a living document and amendments have since been made to reflect further development work and the inclusion of community justice priorities. The document has been produced well in advance of the statutory requirement to have a LOIP in place by October 2017.	<a href="#">Final Strategic Assessment and outcome from priority setting event – CPA Board, 9 May 16</a>  <a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a>
	Strategic Assessment considered by CPA Board	May 2016	<b>Complete</b>		
	Priority setting workshop CPA Board	March 2016	<b>Complete</b>		
	Priorities agreed in revised SOA/LOIP	August 2016	<b>Complete</b>		
Ensure that CPA has a strategic oversight of all significant partnership working to help ensure that there is a match between resources and strategic priorities	Discussions on structures to deliver	August 2016	<b>Complete</b>	A review of CPA infrastructure has been carried out to ensure the Partnership is effectively organised to deliver on the new Local Outcome Improvement Plan. The CPA Board approved the final recommendations of the review on 12 December. The new structure has been in operation since 1 April 2017.	<a href="#">Final Report on the Review of CPA Infrastructure – CPA Board, 12 Dec 16</a>
	New structures established	January 2017	<b>Complete</b>		
Review the approach to community engagement to help avoid any duplication of effort by different organisations	Community Empowerment Act Working Group to initiate drafting of community engagement strategy	December 2015	<b>Complete</b>	A new Community Engagement Group has been established as part of the new CPA structure. This Group will take forward the new city wide Engagement, Participation and Empowerment Strategy which was approved by CPA Board on 12 December 2017. The group also has oversight of the community engagement taking place across localities to ensure a joined up approach across partnerships and communities.	<a href="#">Community Planning Aberdeen Community Engagement Strategy – CPA Board, 12 Dec 16</a>  <a href="#">Final Report on the Review of CPA Infrastructure – CPA Board, 12 Dec 16</a>

Improvement agenda - recommendation	Actions	Date	Status	Update on progress	Evidence
	Locality/ neighbourhood planning from SOA/LOIP initiated	June 2016	<b>Complete</b>	CPA agreed its Locality Planning Framework on 20 June 2016. In line with the requirements of the Community Empowerment Act, CPA has identified three localities within the City which experience 'significantly poorer outcomes' than other areas in Aberdeen. For each of these localities, a draft Locality Plan has been agreed which will be developed and delivered by a new Locality Partnership which has been established for each area.	<a href="#">Locality Planning Aberdeen Report – CPA Board, 20 June 16</a>  <a href="#">Draft Locality Plans 2017-27 – CPA Board, 27 Feb 17</a>
Review the level of representation of partner organisations to help ensure that CPA Board members have sufficient seniority to contribute to decision-making	Discussions on structures to deliver  New structures established	August 2016  January 2017	<b>Complete</b>  <b>Complete</b>	The CPA Board approved the final recommendations of the review of CPA infrastructure at its meeting on 12 December. Membership of the Partnership was refreshed as part of the review to ensure representation of partner organisations is appropriate at all levels of the governance structure. The new structure has been in operation since 1 April 2017.	<a href="#">Final Report on the Review of CPA Infrastructure – CPA Board, 12 Dec 16</a>
Strengthen the scrutiny of performance, by regularly providing monitoring reports to theme groups and to the CPA Board	Following completion of SOA/LOIP agreed reporting schedule approved	February 2016	<b>Complete</b>	An outcome management and improvement framework was approved by the CPA Board on 27 April. The framework will ensure that the CPA Board receives the information it needs to scrutinise Partnership performance in the delivery of local outcomes. The first Annual Performance Report against the LOIP 2016-26 will be considered by the CPA Board in September 2017.	<a href="#">Outcome Management and Improvement Framework – CPA Board, 27 Feb 17</a>
Hold partners to account for their contribution to shared objectives and use this to help drive improvements.	Priorities agreed in revised SOA/LOIP	August 2016	<b>Complete</b>	The Local Outcome Improvement Plan was endorsed by Council on 17 August and the Community Planning Aberdeen Board on 22 August 2016.	<a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a>

Improvement agenda - recommendation	Actions	Date	Status	Update on progress	Evidence
	<p>Locality Plans agreed</p> <p>Reporting schedule approved</p>	<p>April 2017</p> <p>February 2017</p>	<p><b>Complete</b></p> <p><b>Complete</b></p>	<p>The draft Locality Plans were endorsed by the Community Planning Aberdeen Board on 27 February and Council in March 2017. Locality Partnerships have been established and will develop these drafts further from April 2017.</p> <p>An outcome management and improvement framework was approved by the CPA Board on 27 April. The framework will ensure that the CPA Board receives the information it needs to scrutinise Partnership performance in the delivery of local outcomes. The first Annual Performance Report against the Locality Plans will be considered by the CPA Board in September 2018.</p>	<p><a href="#">Draft Locality Plans 2017-27 – CPA Board, 27 Feb 17</a></p> <p><a href="#">Outcome Management and Improvement Framework – CPA Board, 27 Feb 17</a></p>
<p>For each strategic priority, set performance targets that provide a stronger focus on outcomes and community impact.</p>	<p>Performance targets agreed following revision to SOA/LOIP</p>	<p>August 2016</p>	<p><b>Complete</b></p>	<p>The Local Outcome Improvement Plan 2016-26 has been developed using the principles of the IHI Model for Improvement, a recognised improvement methodology originating from health. CPA has committed to using the improvement methodology to understand and demonstrate impact on delivering better outcomes. The LOIP uses driver diagrams to translate strategic priorities into meaningful action and measures. These will be monitored through the new outcome management and improvement framework.</p>	<p><a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a></p>
<p>Ensure that reliable performance data is available to match targets. Avoid setting targets that cannot be monitored.</p>	<p>Strategic assessment work continues</p> <p>Assess via regular monitoring reports</p>	<p>April 2016</p> <p>February 2017</p>	<p><b>Complete</b></p> <p><b>Complete</b></p>	<p>The Final Aberdeen City Strategic Assessment 2015/16 was endorsed by the CPA Board on 9 May 16.</p> <p>The new outcome management and improvement framework approved by CPA Board on 27 February will ensure that the</p>	<p><a href="#">Final Strategic Assessment and outcome from priority setting event – CPA Board 9 May 16</a></p>

Improvement agenda - recommendation	Actions	Date	Status	Update on progress	Evidence
				CPA regularly monitors performance against the improvement aims set within the LOIP. Implementation of the framework will involve ensuring that systems are in place to ensure that the data being collated and reported is accurate and reliable.	<a href="#">Outcome Management and Improvement Framework – CPA Board, 27 Feb 17</a>
Assess the impact made by Fairer Scotland and Challenge Funds.	Annual review of Fairer Aberdeen Fund	April 2016	<b>Complete</b>	Six month and Annual Reports on the Fairer Aberdeen Fund are submitted to Aberdeen City Council	<a href="#">Fairer Aberdeen Annual Report, CPA Board 9 May 16</a>
Identify the total resources available to all partners and determine how resources can be targeted and aligned towards agreed priorities and outcomes.	CPA Board Consideration of resources contribution by Partners	April 2016	<b>Complete</b>	On 27 February 2017, CPA Board agreed a joint budget of £1,647,422 for 2017/18. This includes contributions from the Council, Police Scotland, NHS Grampian, Scottish Fire and Rescue Service and Nestrans. The money is used to pay for the the Fairer Aberdeen Fund, City Voice and support to the Aberdeen Civic Forum.	<a href="#">Community Planning Budget 2017/18, 27 Feb 17</a>
	Fairer Aberdeen Fund and other resources further aligned with LOIP priorities	April 2017	<b>In progress</b>	As part of the budget setting process for 2017/18, the Partnership agreed to undertake a comprehensive review of CPA's approach to joint resourcing to ensure the Partnership has sustainable resources to deliver the LOIP and locality plans.	
	Participatory budgeting pilots extended	April 2017	<b>Completed</b>	Participatory budgeting (pb) is an example of a tool which is being tested by CPA to engage communities in decisions about delivery of local services. It has been used for the Fairer Aberdeen Fund and for three Locality PB projects held between September 2016 to March 2017. The continued role of PB will be considered as part of the review of the CPA joint resourcing.	<a href="#">Participatory Budgeting - CPA Board, 27 Feb 17</a>

Improvement agenda - recommendation	Actions	Date	Status	Update on progress	Evidence
Assess the impact of the 'whole-systems' approach, currently being piloted in education and community safety.	Northfield Total Place annual review	February 2016	<b>Complete</b>	Best Practice and lessons learned from Northfield Total Place continue to inform the development and delivery of the new Locality Planning Framework in Aberdeen. Locality Planning brings together a range of initiatives and programmes which have been targeted at our most disadvantaged communities to ensure we are taking a robust, coordinated and preventative approach to planning for improvement in these areas. Our priority families service is one example of a preventative programme which will provide targeted support to our most vulnerable families. The first phase of the review of the Community Safety Hub has been completed to identify key areas for improvement. The next phase will build on the initial findings to propose recommendations which will improve the Hub and ensure it is focussed on prevention.	<a href="#">Northfield Total Place – CPA Board 1 February 16</a>
	Priority Families programme agreed	July 2016	<b>Complete</b>		<a href="#">Locality Planning Aberdeen Report – CPA Board, 20 June 16</a>
	Priority Families Service established	January 2017	<b>Complete</b>		<a href="#">Draft Locality Plans – CPA Board, 27 Feb 17</a>
	Community Safety Hub review	February 2017	<b>Complete</b>		<a href="#">Priority Families – CPA Board, 20 June 16</a>

## APPENDIX 2 Progress in meeting Community Empowerment Act: Part 2 Community Planning

Key Theme	Requirements	Status	Update on Progress	Evidence
<b>Achievement of outcomes</b>	The Act requires CPA to demonstrate that it is making a significant impact in the achievement of outcomes as a result of working together and that it is acting with a view to reducing inequalities of outcome which result from socio-economic disadvantage.	<b>In progress</b>	The development and publication of the Aberdeen City Local Outcome Improvement Plan 2016-26 and underpinning Locality Plans 2017-27 is a significant step forward in recalibrating the way community planning partners in Aberdeen work together to deliver improved outcomes. The outcome management and improvement framework that was approved by the CPA Board on 27 April will ensure that the CPA Board receives the information it needs to scrutinise Partnership performance in the delivery of LOIP and Locality Plans. The first Annual Performance Report against the LOIP will be considered by the CPA Board in September 2017.	<a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a>  <a href="#">Draft Locality Plans 2017-27 – CPA Board, 27 Feb 17</a>  <a href="#">Outcome Management and Improvement Framework – CPA Board, 27 Feb 17</a>
	This includes deploying resources in support of agreed outcomes in a way which promotes prevention.	<b>In progress</b>	As part of the budget setting process for 2017/18, the Partnership agreed to undertake a comprehensive review of CPA's approach to joint resourcing to ensure the Partnership has sustainable resources to deliver the LOIP and locality plans.	<a href="#">Community Planning Budget 2017/18, 27 Feb 17</a>
<b>Local Outcome Improvement Plan</b>	The Act requires CPA to prepare and publish a LOIP which sets out the priority local outcomes it proposes to improve with details of how, by when and what difference this will make to local people.	<b>Complete</b>	The Local Outcome Improvement Plan was approved by Community Planning Aberdeen Board on 22 August 2016. The document was endorsed as a living document which will continue to evolve as our understanding of impact increases and approach to improvement matures. Since August a number of amendments have been made to reflect further development work and the inclusion of community justice priorities. The document has been produced well in advance of the statutory requirement to have a LOIP in place by October 2017.	<a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a>
	In doing so, CPA must take into account the needs and circumstances of the people residing in Aberdeen and consult as it	<b>Complete</b>	A strategic assessment of Aberdeen City was undertaken during 2015/16 to provide a robust evidence base for the development of the LOIP. The document combines local data with	<a href="#">Final Strategic Assessment and outcome from priority setting event – CPA Board 9 May 16</a>

Key Theme	Requirements	Status	Update on Progress	Evidence
	considers appropriate.		knowledge of local issues to provide a comprehensive picture of the needs and circumstances of the people of Aberdeen. The strategic assessment was used as part of a priority setting event held in March 2016 to ensure a deeper understanding of the issues facing our communities. Three community events were held during September and October 2016 to explore these issues with local people and engage them in the process of identifying solutions and ideas for improvement. Community engagement will be integral to the ongoing development of the LOIP.	
	LOIPs should state what long term outcomes will be different for communities in 10 years and include contributory actions, indicators and targets for the short (1 year) and medium (3 years) terms	<b>Complete</b>	The driver diagrams within the LOIP clearly demonstrate the connect between the long term outcomes that the Partnership aims to improve and the actions and improvements it is making in the short and medium term. For each of the primary and secondary drivers in the LOIP, the plan identifies 1, 3 and 10 year improvement aims to ensure the Partnership can monitor whether it is having the desired impact. This will allow the Partnership to take corrective action and steer resources towards the delivery of better outcomes.	<a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a>
	LOIPs should be in place and signed off by 1 October 2017	<b>Complete</b>	The Local Outcome Improvement Plan was endorsed by Council on 17 August and the Community Planning Aberdeen Board on 22 August 2016. This is more than a year in advance of the requirement of the Community Empowerment Act to have a LOIP in place by October 2017.	<a href="#">Aberdeen City Local Outcome Improvement Plan 2016-26</a>
	CPA will be required to report progress against the LOIP annually for the period 1 April to 31 March. Reporting must focus on improvement in the achievement of outcomes and how CPA has participated with community groups during the reporting year.	<b>In progress</b>	The first Annual Performance Report against the LOIP will be considered by the CPA Board in September 2017.	<a href="#">Outcome Management and Improvement Framework – CPA Board, 27 Feb 17</a>

Key Theme	Requirements	Status	Update on Progress	Evidence
Locality Planning	The Act requires CPA to divide the City into smaller areas for the purpose of community planning to identify localities where people experience significantly poorer outcomes than other people across the City and Scotland as a result of socio-economic disadvantage.	Complete	CPA agreed its Locality Planning Framework on 20 June 2016. In line with the requirements of the Community Empowerment Act, CPA has identified three localities within the City which experience 'significantly poorer outcomes' than other areas in Aberdeen. On the basis of the city wide strategic assessment, the areas agreed were: Locality 1 - Torry Locality 2 - Cummings Park, Heathryfold, Middlefield, Northfield, and Mastrick Locality 3 - Seaton, Tillydrone, and Woodside	<a href="#">Locality Planning Aberdeen Report – CPA Board, 20 June 16</a>
	Localities should have a maximum population size of 30,000 residents	Complete	In line with the requirements of the Act, the population size of each Locality is as follows: Locality 1 – Approx 10,500 Locality 2 – Approx 20,500 Locality 3 – Approx 15,000	<a href="#">Locality Planning Aberdeen Report – CPA Board, 20 June 16</a>
	For each of these areas, CPA must publish a locality plan which sets out the priority outcomes it proposes to improve for the locality with details of how, by when and what difference this will make to local people. .	Complete	For each of these localities, CPA has worked with communities to produce a Locality Plan. The draft Locality Plans were endorsed by the Community Planning Aberdeen Board on 27 February and Council in March 2017. Locality Partnerships have been established and will develop these drafts further from April 2017.	<a href="#">Draft Locality Plans 2017-27 – CPA Board, 27 Feb 17</a>
	In preparing the locality plans, CPA must take into account the needs and circumstances of the people residing in the locality and consult as it considers appropriate.	Complete	For each locality a detailed strategic assessment was conducted to provide a robust evidence base for the development of the Locality Plans. The locality strategic assessments combine local data with knowledge of local issues to provide a comprehensive picture of the needs and circumstances of the people living in the localities. The strategic assessments were used to inform discussions with communities as part of three community events held during September and October. The purpose of the events was to engage local people in the locality planning process. The events enabled communities to identify the issues and priorities for their area and play an active part in identifying possible solutions.	<a href="#">Locality Strategic Assessments – CPA Board, 12 Dec 16</a>

Key Theme	Requirements	Status	Update on Progress	Evidence
	Locality plans should state what long term outcomes will be different for communities in 10 years. Locality plans should include contributory actions, indicators and targets for the short (1 year) and medium (3 years) terms.	<b>Complete</b>	The Locality Plans include driver diagrams to clearly demonstrate the connect between the long term outcomes that the Locality Plan aims to improve and the actions and improvements being delivered in the short and medium term. For each of the primary and secondary drivers in the Locality Plan, the plan identifies 1, 3 and 10 year improvement aims to ensure the Locality Partnership can monitor whether it is having the desired impact. This will allow the Locality Partnership to take corrective action and steer resources towards the delivery of better local outcomes.	<a href="#">Draft Locality Plans 2017-27 – CPA Board, 27 Feb 17</a>
	Locality plans should be in place and signed off by 1 October 2017	<b>Complete</b>	Draft Locality Plans were endorsed by the Community Planning Aberdeen Board on 27 February and Council in March 2017 as living documents. This is several months in advance of the statutory deadline of 1 October 2017. These plans will continue to evolve as we progress joint working with communities. Locality Partnerships have been established to lead on the development and delivery of these plans from April 2017.	<a href="#">Draft Locality Plans 2017-27 – CPA Board, 27 Feb 17</a>
	CPA will be required to review progress against each locality plan and report on this annually for the period 1 April to 31 March. Reporting should focus on improvement in the achievement of each local outcome during the reporting year.	<b>Completed</b>	An outcome management and improvement framework was approved by the CPA Board on 27 April. The framework will ensure that the CPA Board receives the information it needs to scrutinise Partnership performance in the delivery of local outcomes. The first Annual Performance Report against the LOIP 2016-26 will be considered by the CPA Board in September 2017.	<a href="#">Locality Planning Aberdeen Report – CPA Board, 20 June 16</a>



# Community Planning Aberdeen

<b>Progress Report</b>	Community Planning Aberdeen Innovate and Improve Programme
<b>Lead Officer</b>	Angela Scott, Chair of CPA Management Group and Chief Executive of Aberdeen City Council
<b>Report Author</b>	Michelle Cochlan, Community Planning Manager
<b>Date of Report</b>	23 June 2017
<b>Governance Group</b>	CPA Board – 3 July 2017

<b>Purpose of the Report</b>
This report presents the Innovate and Improve Programme for Community Planning Aberdeen. The programme ensures a coordinated approach is taken to support colleagues and communities across Community Planning Aberdeen in the sharing of knowledge, skills and expertise to use improvement methodology and other improvement tools. This support is critical to the delivery of the Local Outcome Improvement Plan 2016-26 and Locality Plans 2017-27.

<b>Summary of Key Information</b>
<p><b>1 BACKGROUND</b></p> <p>1.1 Over the past 18 months, Community Planning Aberdeen has made significant progress in creating the conditions for change to the way that public services work together across the City to achieve improvement for our communities. Using data gathered through robust strategic assessment, the Partnership has identified clear priorities for improvement which are set out in the Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 and Locality Plans 2017-27. The Locality Plans ensure that the Partnership’s city wide vision of Aberdeen as a place where all people can prosper is a reality for even the most disadvantaged communities in Aberdeen.</p> <p>1.2 Following publication of the LOIP in August 2016, a review of Community Planning Aberdeen infrastructure was carried out to ensure it is organised to deliver the ambitious improvement aims within the LOIP and Locality Plans. The new structure strengthens the leadership of the partnership at a city wide and locality level. Outcome Improvement Groups and Locality Partnerships will support the CPA Board and Management Group to enable community planning to meet its full potential and deliver improved outcomes for Aberdeen City. Communities have a clear role to play at all levels of the new structure and in the joint planning and delivery of improvement activity.</p>

- 1.3 At the beginning of 2017 the Partnership endorsed an Outcome Management and Improvement Framework which includes the mechanisms by which it will hold itself to account for performance in improving outcomes, prevention and reducing inequalities. The framework commits the Partnership to using improvement methodology to carry out improvement work and reporting progress to the CPA Board and Management Group on a systematic and regular basis.
- 1.4 This paper presents one of the final building blocks for creating the conditions for real and lasting improvements to how public services work together in Aberdeen. The Innovate and Improve Programme aims to build improvement knowledge and capacity of staff at all levels across the Community Planning Partnership. This is a critical step in every change programme and is a core element of the Scottish Government's 'changing the world' three step improvement framework for Scotland's Public Services - See extract below and Appendix 1.

## Step 2 –Creating the Conditions

The six questions to be asked of EVERY change programme:

<p><b>1</b> <b>Aim</b> Is there an agreed aim that is understood by everyone in the system?</p>	<p><b>2</b> <b>Correct changes</b> Are we using our full knowledge to identify the right changes and priorities those that are likely to have the biggest impact on our aim?</p>	<p><b>3</b> <b>Clear change method</b> Does everyone know and understand the method(s) we will use to improve?</p>
<p><b>4</b> <b>Measurement</b> Can we measure and report progress on our improvement aim?</p>	<p><b>5</b> <b>Capacity and capability</b> Are people and other resources deployed in the best way to enable improvement?</p>	<p><b>6</b> <b>Spread plan</b> Have we set out our plans for innovating, testing, implementing and sharing new learning to spread the improvement everywhere it is needed?</p>

- 1.5 The Innovate and Improve programme aims to help staff to understand and use improvement methodology and other tools in their daily work to improve the quality of work being carried out in the delivery of the improvement aims within the LOIP and Locality Plans. In line with the improvement methodology, a project charter and diagram has been produced to clearly articulate what we are aiming to achieve with this programme and how we will know that the changes we make are resulting in improvement across the Partnership - See Appendix 2.

## **2 INNOVATE AND IMPROVE LEARNING EVENTS 2017**

- 2.1 People are at the heart of our improvement journey and it is through them that real change is achieved. The Innovate and Improve Programme is intended to offer an effective platform for staff and communities across the partnership to tackle the challenges ahead by growing capacity for change and improvement. The learning events are designed to be flexible to support staff needs. These events have an important role in sharing knowledge and information about improvement and serve to inspire and connect people to reinforce a culture of creativity, innovation and improvement - See Appendix 3.
- 2.2 The current programme includes 56 learning events scheduled to take place over six months, across five different themes which include: Model Improvement, Working with Communities, Innovation, the Human Side of Change and induction to Community Planning. Most sessions are available to all employees, and of note is the willingness of those leading the sessions to give their time and energy. The experiences will be evaluated to ensure they are meeting learners requirements with a rating for the events 0 to 5 stars.
- 2.3 A significant focus of the current programme is on supporting staff and communities to use the Model for Improvement, CPA's chosen improvement methodology. The ability of staff to understand, use and engage with the model is a critical success factor in the achievement of the ambitions set out within the Local Outcome Improvement Plan 2016-26 and Locality Plans 2017-27; and is a clearly identified development need. Future needs assessment will be conducted through a new annual community planning survey to staff across the Partnership to inform ongoing population and development of the programme – See Appendix 5.
- 2.4 Almost everything which is offered on the programme capitalises on willingness of staff across the Partnership to share their expertise and time for the benefit of colleagues and exemplifies best practice in joint resourcing. The programme is predominantly delivered by community planning staff for community planning staff. This creates opportunities which go beyond attendance at a learning event – such as networking, sharing of good practice and identifying potential for collaborative working, both within the Partnership and beyond.
- 2.5 The opportunities on offer include one to one improvement coaching for teams carrying out improvement projects. Outside the set Innovate and Improve learning events, coaching is available from a number of staff skilled in quality improvement and other improvement methodologies across the Partnership. Also, since 2014, ACVO has had an Improvement Coach Team available to support individuals and teams undertaking improvement projects.
- 2.6 In addition to the Innovate and Improve learning events and one to one improvement coaching, we are also building our online resources to support staff and teams to access training materials at their convenience. Plans are in place for the development of a new Community Planning Aberdeen website which will hold this information.

### **3 IMPROVEMENT FACULTY AND PRACTITIONERS NETWORK**

- 3.1 Community Planning Aberdeen has established an Improvement Faculty which will lead the ongoing development of the Innovate and Improvement Programme. The Improvement Faculty will work with leaders and staff across the Community Planning Partnership to support the delivery of improvement projects which will help realise the improvement aims within the LOIP and Locality Plans - See Appendix 4.
- 3.2 As well as the core improvement faculty, we have also identified associate improvement advisers and improvement facilitators to create a wider improvement practitioners network across the Partnership. This network brings together key individuals who are involved in supporting learning in the various service and professional areas across the Partnership. The aim is to maximise available resources and expertise, as well as ensure a collective and joined up focus on all matters related to learning and development.
- 3.3 The network will collectively build capacity for improvement, by developing a shared focus and use of the wide range of improvement methodologies and expertise in existence within the Council, and across the Community Planning Partnership. This includes methods and tools such as the Model for Improvement, customer journey mapping, process mapping and project management. This will enable us to maximise available resources and build capacity to support the innovation and improvement required to deliver the LOIP/ Locality Plans. It will also identify areas which require further investment, such as supporting innovation in service design and delivery, and building skills in areas such as community engagement and empowerment.

### **4 NATIONAL AND REGIONAL IMPROVEMENT COLLABORATION**

- 4.1 We are currently exploring opportunities for national and regional collaboration as a means to expand improvement resources available locally to help build improvement capacity across the North East. National improvement collaboratives include: Permanence And Care Excellence (PACE), the Children and Young People Collaborative (CYPC), NHS Education for Scotland (NES), the North Alliance and Health Improvement Scotland. They are responsible for delivering improvement methodology training to a range of disciplines across Scotland. See Appendix 6 for more information about these programmes.
- 4.2 An example is included in Appendix 7. As part of the Northern Alliance, Community Planning Aberdeen has received an offer from the national Children and Young People Improvement Collaborative to support quality improvement in children's services as a connected improvement community. The programmes suggested, are intended to support the collective efforts of the Alliance authorities working in partnership on shared priorities with the intention of working to deliver improvement results at scale.

4.3 Building relationships between local and national professionals devoted to learning, sharing, and teaching improvement across Scotland is a priority for CPA Improvement Faculty to ensure the Partnership continues to build the capacity required to make real improvement happen.

## 5 NEXT STEPS

5.1 An evaluation of the success of the Innovate and Improve Programme will be carried out at the end of the first six months of the programme and findings will be reported to the CPA Management Group at the beginning of 2018.

### Recommendations for Action

It is recommended that members of the CPA Board:

- i) Note the current innovate and improve development programme; and
- ii) Note that the programme will be updated on an ongoing basis to reflect emerging development needs and opportunities.

### Opportunities and Risks

Our ability to support individual and collective learning has a direct impact on our ability to grow and develop as a Community Planning Partnership. The improvement methodology may seem common sense and appear obvious, but it is easy to become distracted by daily demands and continue to deliver in the same way as things have always been done. Increasing knowledge, skills and capacity in the use of improvement methodology is vital to achieve real and lasting change.

### Consultation

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

CPA Management Group

Improvement Faculty (See Appendix 2 for members)

Lead Contacts Group (See Appendix 2 for members)

Susan Hannah, Head of Children and Young People, Scottish Government

David Leslie, ACC

### Background Papers

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

[Outcome Management and Improvement Framework, CPA Board 27 Feb 2017](#)

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# The 3-Step Improvement Framework for Scotland's Public Services



# ‘Changing The World’

## The 3-Step Improvement Framework for Scotland’s Public Services

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### Introduction

We want to change Scotland’s place in the world and to do this we must find new and better ways to achieve the outcomes we want. This 3-Step Improvement Framework has been developed to help unlock and channel the collective knowledge and energy of our people towards a common goal of real and lasting improvement across our public services.

The Framework is designed to prompt self-assessment and debate. It is about getting started and ‘doing’: creating conditions for and implementing the improvements that will make a difference.

### Summary of strategic context

The Scottish Government is embarking on an ambitious programme of change and in response to the independent Christie Review of Public Services it set out the following ‘Four Pillars of Public Service Reform’:

- a decisive shift towards prevention
- greater integration of public services at a local level driven by better partnership, collaboration and effective local delivery
- greater investment in the people who deliver services through enhanced workforce development and effective leadership
- a sharp focus on improving performance, through greater transparency, innovation and use of digital technology

These changes are taking place at a time when the global recovery is fragile, economic growth is muted and prospects in the labour market are becoming tougher, particularly for young people. Wages and public spending are being reduced in real terms and positions are being lost in the public and voluntary sectors.

This reality will require more from us than driving better value for money and securing incremental improvement in existing services. The public spending climate has increased the appetite to find new ways of doing things, including developing new forms of partnership and new approaches to complex problems. Our capacity to innovate, to design and to implement transformational change will be significantly tested in a period of financial stringency.

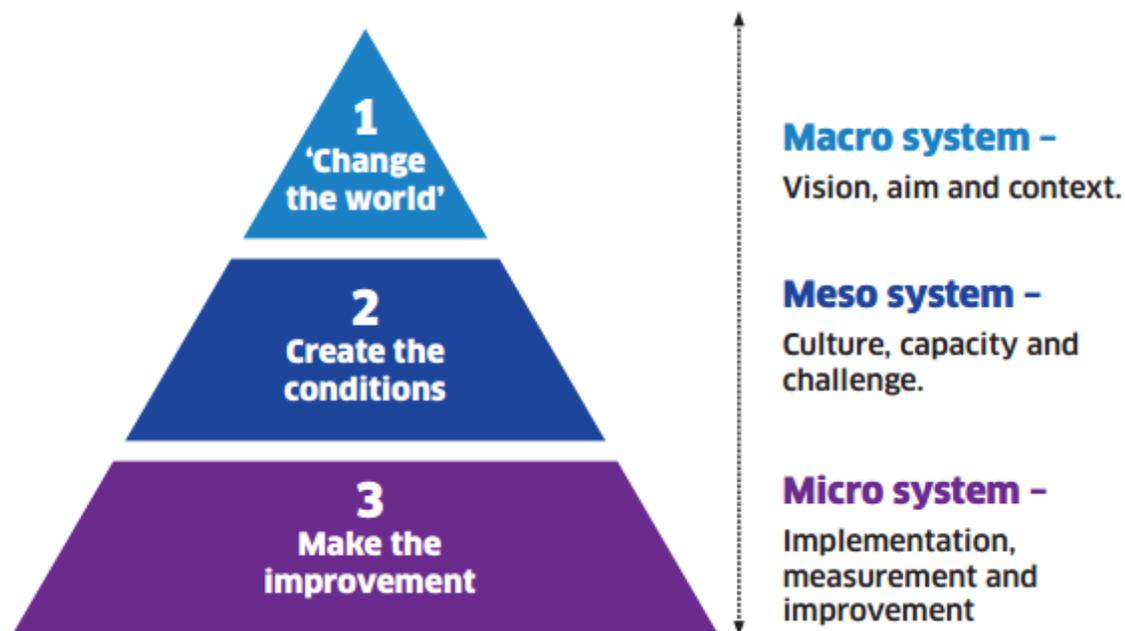
Now more than ever we need to have a strong set of commonly shared and evidence based principles to succeed. They need to cover large scale strategic change, the management of complex systems<sup>1</sup> and the specifics of improvement methods to provide a guide for action to use at every stage of our change programmes.

The 3-Step Improvement Framework that follows may seem common sense and appear obvious, but we know how easy it is to become distracted by a series of assumptions based on how things have always been.

The full strategic context of our approach to improvement can be found in *'Changing the World' An Approach to Public Services Improvement in Scotland - The Strategic Context* that can be accessed on Saltire, the Scottish Government intranet site.

Additional information to support you on your improvement journey can be found in the Improvement pages on Saltire, the Scottish Government intranet site.

# The 3-Step Improvement Framework for Scotland's Public Services



**To ensure transformational change the following key characteristics must be in place in any change programme:**

## **Step 1 - Seven points to 'change the world'**

- **A vision** - capable of stirring the heart of the community and able to serve as a constant reference and anchor point as the change moves forward
- **A story** - to enable people to recognise where they have been and where they are going
- **A set of actions** - to take us to the next steps towards releasing the vision
- **A clear framework for improvement**
- **A strategy to engage and empower the workforce** - to provide the stimulation, development and opportunity our staff need to fully release their deep commitment to public service
- **An understanding of how the change will work locally (everywhere)** - recognising communities are different and creativity should be nurtured and released at a local level
- **A guiding coalition** - a team of key people to drive the change when the going gets tough, and to sustain support.

## Step 2 – Creating the conditions

- We need to consider how to create the right conditions for improvement, including how to empower and engage local leaders and think about the characteristics leaders should demonstrate to deliver the outcomes we want.
- We must communicate the changes, empower the citizens and workforce, model and change the culture.
- We should ask all six questions below to test whether the right conditions exist to support true improvement.

### The six questions to be asked of EVERY change programme:

<b>1</b> <b>Aim</b> Is there an agreed aim that is understood by everyone in the system?	<b>2</b> <b>Correct changes</b> Are we using our full knowledge to identify the right changes and prioritising those that are likely to have the biggest impact on our aim?	<b>3</b> <b>Clear change method</b> Does everyone know and understand the method(s) we will use to improve?
<b>4</b> <b>Measurement</b> Can we measure and report progress on our improvement aim?	<b>5</b> <b>Capacity and capability</b> Are people and other resources deployed and being developed in the best way to enable improvement?	<b>6</b> <b>Spread plan</b> Have we set out our plans for innovating, testing, implementing and sharing new learning to spread the improvement everywhere it is needed?

Remember, improvement is unlikely to occur without clarity around these questions.

### Step 3 - Making the improvement - Aim big - start small

- This is the implementation phase: all improvement happens locally.
- Will and ideas are not enough at this level - we need implementation. We need a theory of change (**what** we will change to improve) and the ability to test and implement the changes.
- We also need to determine **how** we will change and ensure we have a clear method. The methods we use may include; Collaboratives, User/Community empowerment and performance management.
- Getting on and testing change can influence our ideas about change and improvement – leading to new learning and opportunities to spread and scale-up.

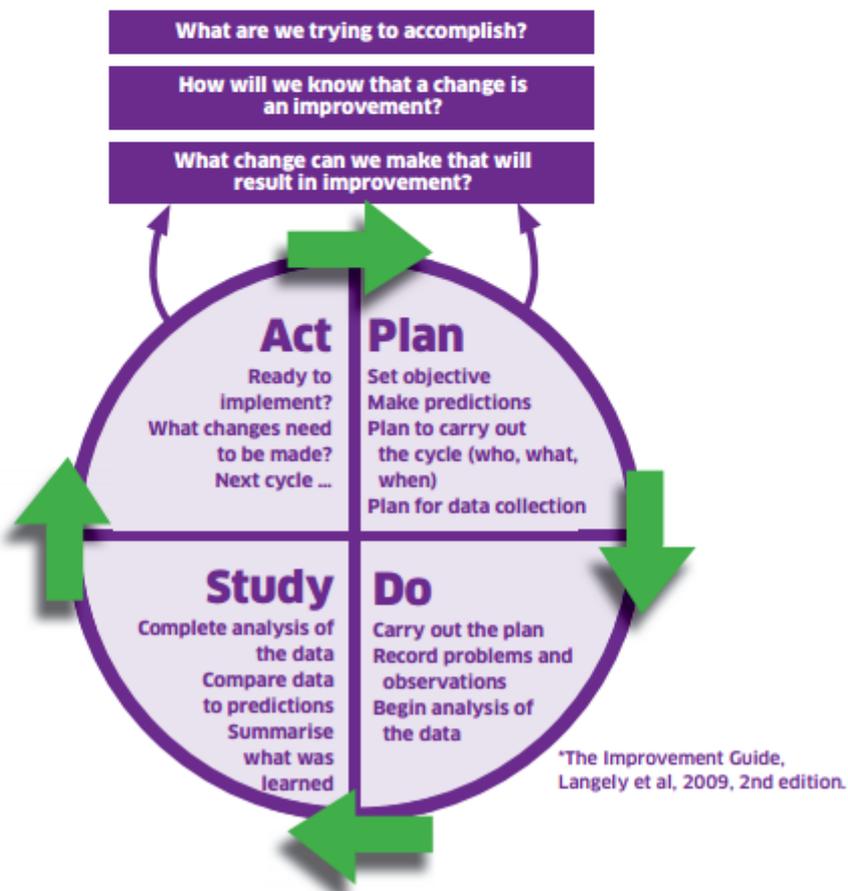
**We must choose the improvement methods (locally) that best meet our needs and stick with them for the long haul.**

**All our improvement action should be based on the simple formula of aims, measures, testing and changes.**

The following Model for Improvement\* provides an overarching approach to testing improvement at the local level, but we recognise there are also other approaches that work.

#### Model for Improvement\*

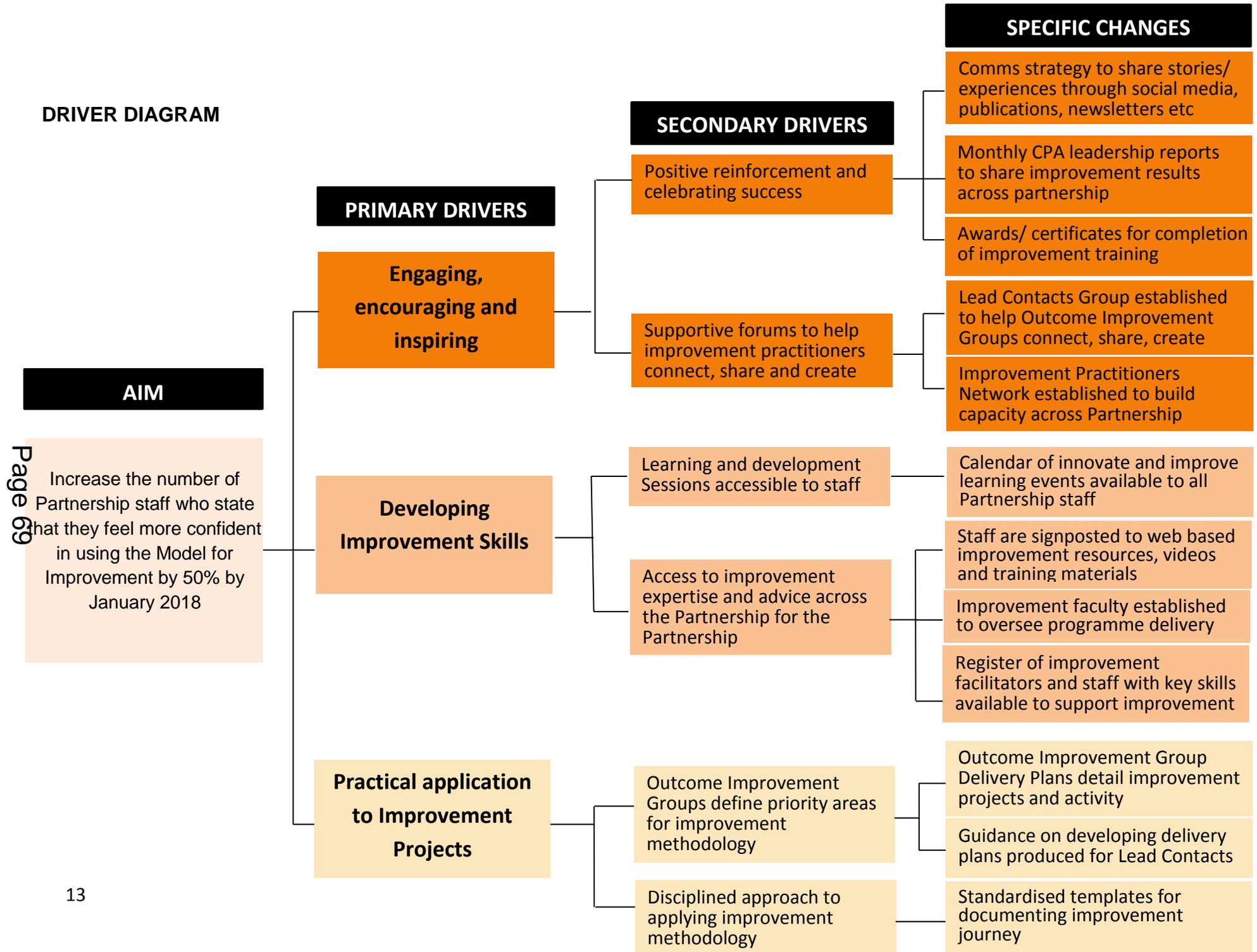
The cycle can be used to turn ideas into action and connect action to learning so that the right changes can be developed and spread to maximise improvement.



## APPENDIX 2 IMPROVEMENT PROJECT CHARTER

<b>Improvement Project Title:</b> Innovate and Improve Programme	
<b>Executive Sponsor:</b> Angela Scott, Chair of CPA Management Group	
<b>Project Lead:</b> Michelle Cochlan, Community Planning Manager	
<b>Aim statement</b> Increase the number of Partnership staff who state that they feel more confident in using the Model for Improvement by 50% by January 2018.	
<b>Link to Local Outcome Improvement Plan:</b> This improvement project supports the delivery of all improvement aims within the Local Outcome Improvement Plan and Locality Plans	
<b>Business case (Benefit to clients/ stakeholders/ residents)</b> Community Planning Aberdeen is committed to using the IHI Model for Improvement to improve outcomes for the people of Aberdeen. <a href="#">Research</a> suggests that a lack of knowledge and skills among managers and staff in using improvement methodology is a significant barrier to achieving improvement aims. Training is an effective lever for improving skills in improvement. This improvement project aims to provide staff at all levels of the Partnership with the basic skills, knowledge and support required to plan, manage, test change and assess projects by analysing data. This has the potential to significantly increase the likelihood of Community Planning Aberdeen achieving the improvement aims within the LOIP and Locality Plans.	
<b>Measures: (How will we know if a change is an improvement?)</b> <ul style="list-style-type: none"> <li>• Uptake of development sessions</li> <li>• % of attendees who report greater confidence to deliver improvement</li> <li>• % of attendees who felt the sessions met their needs</li> <li>• Self assessment score</li> <li>• No of improvement projects underway</li> <li>• Average score of the improvement projects underway</li> <li>• % of projects indicating improvement</li> </ul>	
<b>Change ideas (What can we do that will result in improvement?)</b> <ul style="list-style-type: none"> <li>• Calendar of innovate and improve events</li> <li>• Establish improvement faculty</li> <li>• Build network of associate improvement advisers and facilitators</li> <li>• Provision of online resources and templates to support activity</li> <li>• Monthly leadership reports and other communication mechanisms</li> </ul>	
<b>Potential Barriers</b> <ul style="list-style-type: none"> <li>• Education and training initiatives are not always prioritised by managers and staff</li> <li>• Capacity to deliver programmes and support individual improvement projects</li> <li>• Time commitments</li> <li>• Level of understanding to put methodology into practice</li> <li>• Prioritising the need to work in a new way – using the Model for Improvement</li> <li>• Receiving Managerial support and time release to be able to focus on Improvement as a dedicated / protected time</li> <li>• Natural human resistance to change</li> </ul>	
<b>Project Team: CPA Improvement Faculty</b>	
Sacha Will, ACC	Maggie Hepburn, ACVO
Sara Braithwaite, ACC	Shona Sharma, ACVO
Martin Murchie, ACC	Jenny Ingram, NHS Grampian
Reyna Stewart, ACC	Julia Scott, Scottish Government
Project support is provided by CPA Improvement practitioners.	

**DRIVER DIAGRAM**





# Community Planning Aberdeen

## Innovate and Improve Learning Events 2017

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Date	Time	Category	Session Title	Target Audience	Venue	Delivered By
<b>May</b>						
25	All day	<b>Model for Improvement</b>	Introduction to the Model for Improvement and Tests of Change	CPA Locality Staff	Hazlehead Park Cafe	Michelle Cochlan, Sarah Scott/ Jade Hepburn
<b>June</b>						
21	12 – 5	<b>Working with communities</b>	Co-production Training Workshop (Part 2 of 5)	<b>All</b> (by application to ACHSCP only)	Rosemount Community Ctr	Governance International, HSCP
28	10.30 - 12	<b>Community Planning Induction</b>	Introduction to Community Planning under the Community Empowerment (Scotland) 2016 Act	All elected members/ CPA Board	Town House	Michelle Cochlan/ Neil Carnegie, ACC
30	10 - 11 11 - 12	<b>Model for Improvement</b>	1-1 improvement project coaching sessions	<b>All</b>	MC-2-S-04	Michelle Cochlan, ACC
TBC	TBC	<b>Community Planning Induction</b>	Elected member induction to Locality Planning	Locality Partnerships	TBC	Neil Carnegie/ Locality Managers, ACC
Flexible		<b>Model for Improvement</b>	Support from ACVO Improvement Coach Team	<b>All</b>	Team setting	ACVO Improvement Coaches
<b>Jul</b>						
5	1.30-4.30	<b>Human Side of Change</b>	Working with change	<b>All</b>	Frederick Street Training Centre - Room 4	Sara Braithwaite, ACC

6	10 - 11.30	<b>Model for Improvement</b>	Introduction to the Model and Tests of Change (Part 1 of 5)	<b>All</b>	MC-2-S-01	Michelle Cochlan,ACC Jenny Ingram, NHS
13	9.30 - 12	<b>Innovation</b>	Creative thinking workshop	<b>All</b>	MC 3-W-01	Lucy McRobbie
13	10 - 11.30	<b>Model for Improvement</b>	Getting started on your improvement journey (Part 2 of 5)	<b>All</b>	MC-3-S-01	Michelle Cochlan, ACC
TBC	TBC	<b>Innovation</b>	Benchmarking with other communities across Scotland	CPA Locality Staff	TBC	Emily Lynch, Improvement Service
31	1 - 2 2 - 4	<b>Model for Improvement</b>	1-1 improvement project coaching sessions	<b>All</b>	MC-2-S-04	Jenny Ingram, NHS/ Martin Murchie ACC
Flexible		<b>Model for Improvement</b>	Support from ACVO Improvement Coach Team	<b>All</b>	Team setting	ACVO Improvement Coaches
<b>Aug</b>						
2	2 – 3.30	<b>Model for Improvement</b>	8 week online programme: course overview and orientation (1 of 8)	<b>All</b>	Webex session	Jenny Ingram, NHS Grampian
3	10 - 11.30	<b>Model for Improvement</b>	Tests of change using Plan, Do, Study, Act cycles (Part 3 of 5)	<b>All</b>	MC-2-S-01	Michelle Cochlan,ACC Jenny Ingram, NHS
9	2 – 3.30	<b>Model for Improvement</b>	8 week online programme: Features of an improvement project (2 of 8)	<b>All</b>	Webex session	Jenny Ingram, NHS Grampian
16	2 – 3.30	<b>Model for Improvement</b>	8 week online programme: Generating change ideas – 5 tools (3 of 8)	<b>All</b>	Webex session	Jenny Ingram, NHS Grampian
17	10 - 11.30	<b>Model for Improvement</b>	Collecting and using data (Part 4 of 5)	<b>All</b>	MC-2-S-01	Michelle Cochlan,ACC Jenny Ingram, NHS
21	2 – 3.30	<b>Model for Improvement</b>	Understanding whether your change has resulted in improvement (5 of 5)	<b>All</b>	MC-2-W-02	Michelle Cochlan/ Martin Murchie ACC
22	All day	<b>Model for Improvement</b>	Quality Improvement Learning Programme: Learning Session One	Integrated Children's Svs	TBC	Julia Scott, SG
23	2 – 3.30	<b>Model for Improvement</b>	8 week online programme: Introduction to measurement. Why, what, how (4 of 8)	<b>All</b>	Webex session	Jenny Ingram, NHS Grampian
24-25	TBC	<b>Working with communities</b>	Co-production Training Workshop	<b>All</b> (By application only)	TBC	Governance International
28	1 - 4	<b>Working with communities</b>	Place standard tool	<b>All</b>	TBC	Irene Beautyman Improvement Service
29	All day	<b>Model for Improvement</b>	Quality Improvement Learning Programme: Learning Session Five	Integrated Children's Svs	TBC	Sacha Will, ACC
30	2 – 3.30	<b>Model for Improvement</b>	8 week online programme: Building knowledge using PDSA framework	<b>All</b>	Webex session	Jenny Ingram, NHS Grampian

			(5 of 8)			
31	9.30-12	<b>Innovation</b>	Creative thinking workshop	<b>All</b>	MC 3-W-01	Lucy McRobbie
Flexible		<b>Model for Improvement</b>	Support from ACVO Improvement Coach Team	<b>All</b>	Team setting	ACVO Improvement Coaches
<b>Sep</b>						
6	2 – 3.30	<b>Model for Improvement</b>	8 week online programme: Learning from PDSA cycles part 1 (6 of 8)	<b>All</b>	Webex session	Jenny Ingram, NHS Grampian
6	All day	<b>Model for Improvement</b>	Quality Improvement Learning Programme: Learning Session Two	Integrated Children's Svs	TBC	Sacha Will, ACC
7	10 - 11.30	<b>Model for Improvement</b>	Introduction to the Model and Tests of Change (Part 1 of 5)	<b>All</b>	MC-2-N-01	Michelle Cochlan, ACC Jenny Ingram, NHS
7	1 hour	<b>Working with communities</b>	Quick fire tips for successful community engagement.	<b>All</b>	MC-3-W-01	Madelene MacSween/ Jade Hepburn
11	TBC	<b>Model for Improvement</b>	Leading whole system improvement in Aberdeen's public services	CPA Board/ Management Group	Town House, CR2	Dave Williams, Executive Director, IHI
13	2 – 3.30	<b>Model for Improvement</b>	8 week online programme: Learning from PDSA cycles part 2 (7 of 8)	<b>All</b>	Webex session	Jenny Ingram, NHS Grampian
20	2 – 3.30	<b>Model for Improvement</b>	8 week online programme: Project progress and lessons learned (8 of 8)	<b>All</b>	Webex session	Jenny Ingram, NHS Grampian
21	10 - 11.30	<b>Model for Improvement</b>	Getting started on your improvement journey (Part 2 of 5)	<b>All</b>	MC-2-S-01	Michelle Cochlan, ACC Jenny Ingram, NHS
28	10 - 11 11 - 12	<b>Model for Improvement</b>	1-1 improvement project coaching sessions	<b>All</b>	MC-2-N-02	Jenny Ingram, NHS/ Martin Murchie ACC
Flexible		<b>Model for Improvement</b>	Support from ACVO Improvement Coach Team	<b>All</b>	Team setting	ACVO Improvement Coaches
<b>Oct</b>						
2	9.00-12.00	<b>Human Side of Change</b>	Working with change	<b>All</b>	Frederick St Training Ctr R2	Elaine Buchan/ Sara Braithwaite, ACC
3	All day	<b>Model for Improvement</b>	Quality Improvement Learning Programme: Learning Session Three	Integrated Children's Svs	TBC	Sacha Will, ACC
4	9.30-4.30	<b>Working with communities</b>	North Alliance Conference	<b>All</b>	Nairn CC	North Alliance
5	10 - 11.30	<b>Model for Improvement</b>	Tests of change using Plan, Do, Study, Act cycles (Part 3 of 5)	<b>All</b>	MC-2-S-01	Michelle Cochlan, ACC

26	10 - 11.30	<b>Model for Improvement</b>	Collecting and using data (Part 4 of 5)	All	MC-2-S-01	Michelle Cochlan,ACC Jenny Ingram, NHS
27	2 - 3 3 - 4	<b>Model for Improvement</b>	1-1 improvement project coaching sessions	All	MC-2-S-04	Michelle Cochlan,ACC Jenny Ingram, NHS
31	All day	<b>Model for Improvement</b>	Quality Improvement Learning Programme: Learning Session Four	Integrated Children's Svs	TBC	Julia Scott, SG
Flexible		<b>Model for Improvement</b>	Support from ACVO Improvement Coach Team	All	Team setting	ACVO Improvement Coaches
<b>Nov</b>						
2	10 - 11 11 - 12	<b>Model for Improvement</b>	1-1 improvement project coaching sessions	All	MC-2-S-04	Michelle Cochlan,ACC Jenny Ingram, NHS
15	9 - 1	<b>Working with communities</b>	Co-production Training Workshop	All (By application only)	Frederick Street Training Centre	Governance International on behalf of HSCP
16	1 - 2 2 - 3	<b>Model for Improvement</b>	1-1 improvement project coaching sessions	All	MC-2-S-04	Michelle Cochlan,ACC Jenny Ingram, NHS
23	9.30-12	<b>Innovation</b>	Creative thinking workshop	All	MC 3-W-01	Lucy McRobbie
<b>Dec</b>						
7	10 - 11.30	<b>Model for Improvement</b>	Understanding whether your change has resulted in improvement (Part 5 of 5)	All	MC-2-S-04	Michelle Cochlan, ACC
13	All day	<b>Model for Improvement</b>	Quality Improvement Learning Programme: Learning Session Five	Integrated Children's Svs	TBC	Sacha Will, ACC/ Julia Scott, SG
14	1 - 2 2 - 3	<b>Model for Improvement</b>	1-1 improvement project coaching sessions	All	MC-2-S-03	Michelle Cochlan,ACC Jenny Ingram, NHS
Flexible		<b>Model for Improvement</b>	Support from ACVO Improvement Coach Team	All	Team setting	ACVO Improvement Coaches
<b>Jan</b>						
16	9.30 -12.30	<b>Human Side of Change</b>	Working with change	All	MC 3-W-01	Elaine Buchan/ Sara Braithwaite,ACC

# Session Descriptions

## MODEL FOR IMPROVEMENT

Community Planning Aberdeen has committed to using the Institute of Health Improvement (IHI) Model for Improvement to help deliver the improvement aims within the Aberdeen City Local Outcome Improvement Plan and Locality Plans. This model has been adopted by the Scottish Government for public service reform and is widely used across Scotland to make improvements in health and early years services. The learning events offered under this category are designed to provide training, guidance and support to staff across CPA to use the methodology for their improvement activities.

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### **Introduction to the Model for Improvement and Tests of Change (Max 12 people)**

This session provides an introduction to the Model for Improvement and is aimed at all staff who want to make improvements to their area of work. Thinking about what you want to improve is often the easy part; actually making a change is usually not. The Model for Improvement guides you through the process of setting an aim for improvement, identifying changes that you think will result in improvement and assessing whether that change actually is an improvement. Unfortunately not all changes make a difference – for example, changing a burnt-out light bulb or a flat tyre are changes, but not the type of changes that lead to improvement beyond resetting things back to where they were before. Developing changes that are new requires creative effort and testing. The Model for Improvement uses Plan, Do, Study, Act cycles to test the impact of a change to ensure decisions about future investment are made based on evidence.

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### **Model for Improvement: Getting started on your improvement journey (Max 12 people)**

This session will help you get started on your improvement journey by outlining the key steps required to ensure your improvement work is based on a solid foundation. This includes the development of a Project Charter which sets out the project aims and timescale, how it is connected to the vision and strategic objectives of the Community Planning Partnership, an outline business case, key measures of success and possible change ideas for testing. Staff attending this session will also learn about using Driver Diagrams which display the theory for improvement in an improvement project.

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### **Model for Improvement: Tests of change using Plan, Do, Study, Act (PDSA) cycles (Max 12 people)**

This session is aimed at staff who are ready to take the next step in their improvement project lifecycle, having gained approval from their line manager/ SMT to initiate the project outlined within their charter and driver diagram. This stage begins to examine the fundamental question of ‘How will we know if change is an improvement?’ Answering this question requires developing changes to test. There are a number of tools that are useful in identifying ideas, including process mapping, benchmarking or learning from others and creative/ innovative thinking. This session will teach staff how to use the PDSA cycle to test a change by turning these ideas into action and connecting action to learning.

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### **Model for Improvement: Collecting and using data (Max 12 people)**

This session takes a closer look at measuring the success of change and is aimed at staff who are in the process of carrying out tests of change through PDSA cycles. Data collection is an important component of PDSA cycles and the Model for Improvement as a whole. Data collected on measures related to what you are aiming to achieve will help you understand what impact the changes you have introduced have had on your overall improvement aim. Staff attending this session will be introduced to a variety of charts that can help you understand variation in your data, including run charts, frequency plots, pareto charts and shewart control charts.

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### **Model for Improvement: Understanding whether your changes have resulted in improvement (Max 12 people)**

This session outlines the key considerations for staff in drawing conclusions from the work they have carried out and is aimed at staff in, or approaching, the final stages of their improvement project or significant project phase. Looking at the data gathered during your improvement project is a key element, but it is also important to reflect on lessons learned, what worked particularly well? what did not? feedback from those involved and next steps. This session is about drawing key information together to make an overall judgement, and presenting/ communicating your findings.

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### **One to one improvement project coaching (Single team sessions)**

These one to one improvement project coaching sessions are available to individual staff or teams. They are aimed at staff who are currently working on an improvement project and would like advice on how to move their projects forward, dealing with issues and selecting appropriate improvement tools. For example, are you at the scoping stage of an improvement project and would like some advice on setting objectives? Is your improvement project underway but you're not sure that it is achieving the intended results? No matter what stage you are in your improvement journey, these one to one sessions will focus on your project to provide guidance, practical advice and support to identify solutions.

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### **Support from ACVO Improvement Coach Team (Max 15 people)**

ACVO, Aberdeen's Third Sector Interface, have an Improvement Coach team who are available to support individual and teams undertaking improvement projects. The Coach Service is offered on a flexible basis, depending on the particular needs of the project. The Improvement Coach team are available to deliver a short lunchtime session with an informative and fun introduction to the Model For Improvement. Dates and times are flexible depending on the needs of the team.

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### **Quality Improvement Learning Programme 2017 (Integrated Children's Services)**

Aberdeen Integrated Children's Services want to make Aberdeen the best place in the world to grow up. To do this, we have embarked on a programme of change and quality improvement. We are pleased to provide a learning programme on 'Leading Improvement'. The aim of the programme is to 'Support participants to develop confidence and capability in quality improvement so they are able to lead improvement projects, and support others to develop their knowledge and skills'. The programme includes five learning sessions which allow participants to develop quality improvement knowledge and skills whilst leading an improvement project within their own service.

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### **Online Quality Improvement Learning Programme (Max 10 people)**

This online programme of learning sessions is delivered by NHS Grampian over webex. It takes the form of a 1.5 hour webex session every Wednesday afternoon for 8 weeks. Programme participants will be guided through the Model for Improvement and supported to develop confidence and capability in using key quality improvement tools. The programme includes eight learning sessions over eight weeks which allow participants to develop quality improvement knowledge and skills whilst leading an improvement project within their own service.

## **WORKING WITH COMMUNITIES**

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### **Co-production STAR training for colleagues involved in health and social care**

These training workshops build on existing work and activities going on across Aberdeen City Health and Social Care Partnership, as well as bring in new ideas, people and forums and share learning. Co-production is about delivering public services in an equal and reciprocal relationship between professionals and people using services, their families and communities. They are open to a wide range of staff across Community Planning Aberdeen with an interest in co-production, particular within a health and social care setting. Local communities, service users, volunteers and elected members across the health and social care locality areas are also invited to attend.

Staff wishing to attend the workshops will be required to complete an application form.

### **Place Standard Tool**

The key objective of this session is to develop the capacity of relevant Community Planning Partnership staff (and staff from all their partner organisations including spatial planning) to facilitate the use of the Place Standard. Specifically it will:

- Introduce the Place Standard - why it exists and who is it for.
- Illustrate how and where the tool can be used and how best to maximise the return from its application.
- Discuss examples of where and how others have applied it.
- Provide a hands on opportunity to work with the tool in a workshop scenario.
- Reflect on its application within attendees' local context and opportunities to link Community and Land Use Planning.
- Provide training notes to allow the session to be rolled out to others wishing to use the tool effectively.

### **Quick fire tips for successful community engagement**

See what works and find out how to plan successful engagement and why it is important. We'll look at the why, where, what and when of how to engage successfully.

The content of the hours training will be focussing on the why, where, what and when questions around community engagement.

- Why – setting the scene for community empowerment
- Where – what settings are appropriate to engage the community in
- What tools can you use?
- When should you engage?

The tools we will highlight are:

- Talking – visiting settings, door knocking, staying in touch, steering groups, focus groups etc
- Using contacts – its whop you know, and you always know someone!
- Social media – link to citizen space
- Support and information sharing – this is where we will highlight some really positive engagement stories – Bucksburn Gala, Balnagask CC harbour board application - A little support goes a long way!

### **North Alliance Conference**

The North Alliance is a partnership of Community Learning and Development practitioners from the seven North of Scotland Community Learning and Development Partnerships of Aberdeen, Aberdeenshire, Highland, Moray, Orkney, and Shetland, Western Isles. The theme for this year's conference is influencing change in the North and is open to all Partnership staff with a role in working with and supporting communities to secure improvement.

## **INNOVATION**

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### **Creative Thinking Workshop (Max 16 people)**

This practical 2 ½ hour session will provide you with tools to help encourage creativity and innovation. The session will explore the use of two techniques: Rip & Mix and Escape Thinking.

The session will:

- Explore what is creativity and how it can be developed
- Use the techniques to facilitate creative thinking
- Use creative thinking techniques to meet goals and challenges in your area
- Determine how to evaluate your ideas

### **Benchmarking with other communities**

To be confirmed with the Improvement Service.

## **HUMAN SIDE OF CHANGE**

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### **Working with Change Session (Max 12 People)**

Improvement work inevitably leads to change and can often trigger a range of reactions from those who are affected by the changes or those who are implementing them. These reactions can vary from excitement and enthusiasm to fear and resistance.

This session will explore typical human responses to change, how you can to best manage these, work with resistance and ensure effective engagement during the change and improvement processes.

## INDUCTION TO COMMUNITY PLANNING

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### **Introduction to Community Planning under the Community Empowerment (Scotland) 2016 Act**

The Community Empowerment (Scotland) Act 2015 creates new rights for community bodies and introduces new duties on public authorities. The Act strengthens the voices of communities in the decisions that matter to them. The Act does a number of things, including legislating for community bodies to make a participation request. By the end of the session attendees will have an understanding about how community planning is planned and delivered in Aberdeen to meet the requirements of the Act. Importantly, the session will clarify the role of elected members and Board members in supporting the scrutiny and delivery of community planning to ensure it is resulting in improved outcomes for the people of Aberdeen.

### **Community Planning Aberdeen Board member induction**

This session will cover in detail the expectations of Scottish Government for Community Planning and what this means for Community Planning Aberdeen and for you as a Board Member. The session will cover some of the skills and behaviours to deliver this role effectively. It will also consider the critical success factors that need to be in place to support the Community Planning Partnership to operate as effectively as possible and any action needed to address any that are not in place. The session will consider the challenges that face the CPP Board and consider what action is needed by the Board, and you as a Board member, to overcome these challenges. You will find out what support is available to help you in your role as a Community Planning Aberdeen Board Member.

### **Elected Member induction to Locality Partnerships**

In line with the requirements of the Community Empowerment Act, CPA has identified three localities within the City which experience significantly poorer outcomes than other areas in Aberdeen. The three localities are:

- Torry
- Northfield, Mastrick, Cummings Park, Heathryfold and Middlefield; and
- Tillydrone, Seaton, Woodend

This session is being held specifically for the elected members of the wards within the Locality Areas. Elected members working in these communities are invited to attend this session to learn more about the Locality Planning approach and their role in supporting communities to work with the new Locality Partnerships to support outcomes in these areas.

To book, email [communityplanning@aberdeencity.gov.uk](mailto:communityplanning@aberdeencity.gov.uk)  
And let us know what else would you like to see in the programme?

# Community Planning Aberdeen Improvement Faculty

Community Planning Aberdeen's Improvement Faculty is a group of staff across the Partnership devoted to learning, sharing and teaching expertise in quality improvement. The Improvement Faculty will work with leaders and staff across the Community Planning Partnership to support the delivery of improvement projects which will help realise the improvement aims within the LOIP and Locality Plans.



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Neil Cowie  
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01224 612666

## Associate Improvement Advisers

Associate improvement advisers work along with the CPA Improvement Faculty to offer support to improvement teams across Community Planning Aberdeen. They have expertise in the practical application of quality improvement methodology in a variety of settings across the public sector. Associate Improvement Advisers can be contacted for advice and guidance on almost every aspect of your improvement work.

Name	Organisation	Accreditation	Contact
Yvonne Leathley	ACVO	Model for Improvement, NHS Certified	07932 032 905 <a href="mailto:yvonneleathley@virgin.net">yvonneleathley@virgin.net</a>
Alison Hurrell	ACVO	Model for Improvement Master in Research	01569 765944 <a href="mailto:alisonhurrell@yahoo.com">alisonhurrell@yahoo.com</a>
Sarah Scott	ACC	Model for Improvement, ACC Certified (In progress)	01224 523832 <a href="mailto:sarscott@aberdeencity.gov.uk">sarscott@aberdeencity.gov.uk</a>
Jade Hepburn	ACC	Model for Improvement, ACC Certified (In progress)	01224 498166 <a href="mailto:jhepburn@aberdeencity.gov.uk">jhepburn@aberdeencity.gov.uk</a>
Jo Mackie	ACC	Model for Improvement and Lean Black Belt	01224 522732 <a href="mailto:jomackie@aberdeencity.gov.uk">jomackie@aberdeencity.gov.uk</a>

## Improvement Facilitators

Our improvement facilitators come from a range of disciplines across the Community Planning Partnership. They are experts in the skill sets which are critical to the success of any improvement project/ activity. Improvement facilitators are an invaluable in supporting improvement teams to progress improvement project using key tools.

Core Skill Set	Name	Organisation	Contact
<b>Knowing your system</b>			
Understanding the golden thread	Martin Murchie	Aberdeen City Council	01224 522008 <a href="mailto:mmurchie@aberdeencity.gov.uk">mmurchie@aberdeencity.gov.uk</a>
	Denise Godsman	Aberdeen City Council	01224 523131 <a href="mailto:dgodzman@aberdeencity.gov.uk">dgodzman@aberdeencity.gov.uk</a>
Conducting Service Review	Pauline Wilkinson	Aberdeen City Council	01224 522659 <a href="mailto:pwilkinson@aberdeencity.gov.uk">pwilkinson@aberdeencity.gov.uk</a>
	Reyna Stewart	Aberdeen City Council	01224 523826 <a href="mailto:reystewart@aberdeencity.gov.uk">reystewart@aberdeencity.gov.uk</a>
	Jan Gordon	Aberdeen City Council	01224 489189 <a href="mailto:jangordon@aberdeencity.gov.uk">jangordon@aberdeencity.gov.uk</a>
Process mapping	Martin Murchie	Aberdeen City Council	01224 522008 <a href="mailto:mmurchie@aberdeencity.gov.uk">mmurchie@aberdeencity.gov.uk</a>
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Core Skill Set	Name	Organisation	Contact
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Driver diagrams	Michelle Cochlan	Aberdeen City Council	01224 522791 <a href="mailto:mcochlan@aberdeencity.gov.uk">mcochlan@aberdeencity.gov.uk</a>
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Improvement measures and aims	Sacha Will	Integrated Children's Services	01224 522021 <a href="mailto:sacwill@aberdeencity.gov.uk">sacwill@aberdeencity.gov.uk</a>
	Jan Gordon	Aberdeen City Council	01224 489189 <a href="mailto:jangordon@aberdeencity.gov.uk">jangordon@aberdeencity.gov.uk</a>
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	Shona Sharma	ACVO	07942 053669 <a href="mailto:Shona.Sharma2012@gmail.com">Shona.Sharma2012@gmail.com</a>
Community engagement	Madelene Macsween	Community Planning Aberdeen	01224 812073 <a href="mailto:mmacsween@aberdeencity.gov.uk">mmacsween@aberdeencity.gov.uk</a>
Human side of change	Sara Braithwaite,	Aberdeen City Council	01224 522191 <a href="mailto:sbraithwaite@aberdeencity.gov.uk">sbraithwaite@aberdeencity.gov.uk</a>
	Shona Sharma	ACVO	07942 053669 <a href="mailto:Shona.Sharma2012@gmail.com">Shona.Sharma2012@gmail.com</a>
Difficult conversations	Sara Braithwaite,	Aberdeen City Council	01224 52191 <a href="mailto:sbraithwaite@aberdeencity.gov.uk">sbraithwaite@aberdeencity.gov.uk</a>
<b>Studying and presenting your results</b>			
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Information Management Data visualisation/ infographics	Lorraine Illingworth	Aberdeen City Council	01224 523874 <a href="mailto:lillingworth@aberdeencity.gov.uk">lillingworth@aberdeencity.gov.uk</a>
Collecting data by survey	Sharon Wilkinson	Aberdeen City Council	01224 523179 <a href="mailto:swilkinson@aberdeencity.gov.uk">swilkinson@aberdeencity.gov.uk</a>

Core Skill Set	Name	Organisation	Contact
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Each Outcome Improvement Group of Community Planning Aberdeen has a dedicated Improvement Facilitator who will support the Group to progress the improvement projects aligned to the delivery of the themes within the Local Outcome Improvement Plan and Locality Plans for which they are responsible for delivering

CPA Group	Name	Organisation	Contact
<b>Outcome Improvement Group</b>			
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	Jamie Coventry	ACC	01224 522491 <a href="mailto:jcoventry@aberdeencity.gov.uk">jcoventry@aberdeencity.gov.uk</a>
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	James Simpson	ACC	01224 522187 <a href="mailto:jamesimpson@aberdeencity.gov.uk">jamesimpson@aberdeencity.gov.uk</a>
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Digital City	Wendy Robertson	ACC	01224 522840 <a href="mailto:wenrobertson@aberdeencity.gov.uk">wenrobertson@aberdeencity.gov.uk</a>
Community Engagement Group	Jo Mackie	ACC	01224 522732 <a href="mailto:jomackie@aberdeencity.gov.uk">jomackie@aberdeencity.gov.uk</a>
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Torry Partnership	Jo Mackie	ACC	01224 522732 <a href="mailto:jomackie@aberdeencity.gov.uk">jomackie@aberdeencity.gov.uk</a>
Tillydrone, Seaton, Woodside Partnership	Paul Tytler	ACC	01224 523656 <a href="mailto:ptytler@aberdeencity.gov.uk">ptytler@aberdeencity.gov.uk</a>
Northfield, Mastrick, Seaton, Heathryfold, Middlefield	Kay Diack	ACC	07778 872309 <a href="mailto:kdiack@aberdeencity.gov.uk">kdiack@aberdeencity.gov.uk</a>

To join our network of improvement advisers and facilitators, contact [communityplanning@aberdeencity.gov.uk](mailto:communityplanning@aberdeencity.gov.uk)

# Improvement Resources

There are a number of resources available to assist quality improvement work including the [Quality Improvement Hub](#), the [Institute for Healthcare Improvement Healthcare Quality Improvement Partnership](#).

Other linked resources include the [Scottish Patient Safety Programme](#), the [Knowledge into action website](#) and the NES website - [HAI](#) and [Patient Safety](#).

With a focus on quality improvements in healthcare associated infections, NES have developed an online module which can be used by any healthcare disciplines working in hospitals, care homes, health centres or the patient's own home. Find out more about the online module at [Quality Improvement in HAI](#). There are a number of other quality improvement online modules available on the [QI Hub](#).

## Online courses in the Model for Improvement

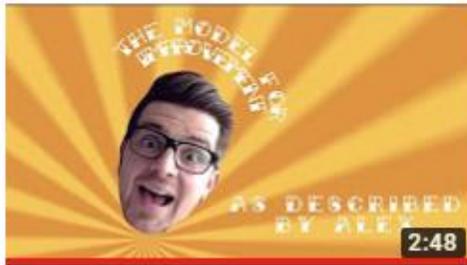


[ihi.org/OneScotland](https://ihi.org/OneScotland)

Passcode for free access: 986EB003

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## Short videos in the Model for Improvement

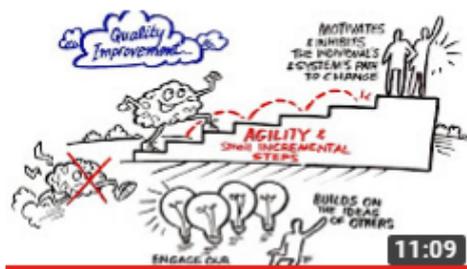


### The Model for Improvement as described by Alex

Alexandros Cuschieri 274 views

This is my Model for Improvement presentation as part of the Haelo University course

<https://www.youtube.com/watch?v=cICymTKYQxl>



### Quality Improvement in Healthcare

DocMikeEvans 138K views

Thanks to St. Michael's Hospital <http://www.stmichaelshospital.com>, Health Quality Ontario <http://www.hqontario.ca>, and Institute for

<https://youtu.be/jq52ZjMzqyl>



### Whiteboard: Driver Diagrams

LMSOS 11K views • 5 years ago

<https://www.youtube.com/watch?v=A2491BJcyXA>



### The PDSA cycle 101

BMJ Quality 3.2K views

What is the plan, do, study, act cycle, and why do we use it in quality improvement projects? Watch our short animation to learn more. For

<https://www.youtube.com/watch?v=szLduqP7u-k&t=34s>

## Help sheets and forms



Community Planning  
Aberdeen

[Help Sheet 1: Improvement Project Charter](#)

[Help Sheet 2: Driver diagrams](#)

[Help Sheet 3: Plan-Do-Study-Act \(PDSA\) Cycle](#)

[Help Sheet 4: Measurement Plan](#)

[Help Sheet 5: Annotated Run Chart](#)

## APPENDIX 5

### Annual Community Planning Survey (Extract)

1. Have you received training or development opportunities to support you in your Community Planning Partnership role?

Yes (go to question 6)

No (go to question 8)

2. Has this helped you to understand your role and responsibility in contributing to improvement activity within the CPP?

Yes

No

Comment:

3. Are there are areas which you feel should be included in the CPP development programme?

Yes

No

Please give details:

## APPENDIX 6

### National Improvement Collaboratives

#### **Permanence and Care Excellence (PACE)**

PACE supports local authorities and their partners in health, Children's Hearings, SCRA and the Courts, to develop improvement projects that look across the whole of a child's journey to permanence and to identify delays, blockages and difficulties and test changes to address these.

PACE has been developed with the belief that improvement should put children and young people at its heart and should focus on the needs of each individual child and how they can achieve permanence, rather than on the needs and requirements of the different systems involved.

The programme is delivered in partnership between Scottish Government and the Permanence and Care Team (PaCT) at CELCIS.

For more information go to:

<http://www.gov.scot/Topics/People/Young-People/protecting/lac/pace>

**Lead Contact: Belinda Robertson, Programme Lead**

#### **Children and Young People Collaborative (CYPC)**

The Children and Young People Improvement Collaborative (CYPIC) brings together the Early Years Collaborative (EYC) and the Raising Attainment for All programme to deliver quality improvement throughout the child's journey.

The purpose of the CYPIC is to support schools and services for children, young people and families to be as good as they can be, based on evidence of what works in improving outcomes and life chances. The CYPIC is closely aligned with the Maternity and Children Quality Improvement Collaborative where the focus is on maternity, neonatal and paediatric healthcare settings.

For more information go to:

<http://www.gov.scot/Topics/People/Young-People/early-years/early-years-collaborative>

**Lead Contact: Susan Hannah, Head of Children and Young People Improvement**

## **NHS Education for Scotland (NES)**

NHS Education for Scotland (NES) is a special health board responsible for supporting NHS services in Scotland by developing and delivering education and training for those who work in NHSScotland. This includes supporting the quality improvement agenda locally and nationally with a view to build capacity and capability amongst frontline staff and the members of the Infection Prevention and Control Team.

Quality Improvement Facilitators support the overarching national Quality Strategy ambitions patient-centred, safe and effective care and will focus on the skills and knowledge to support delivery of quality improvement work within infection prevention and control teams. They link with other national improvement programmes such as Scottish Patient Safety Programme.

For more information go to:

<http://www.nes.scot.nhs.uk/>

**Lead Contact: Laura Allison, Head of Quality Improvement**

## **North Alliance**

The North Alliance is a [partnership](#) of Community Learning and Development practitioners from the seven North of Scotland Community Learning and Development Partnerships of Aberdeen, Aberdeenshire, Highland, Moray, Orkney, and Shetland, Western Isles.

The Partnership includes those working in the third sector as well as public sector agencies, all of whom work within a partnership agreement which reflects the values of community learning and development (CLD). These are self-determination, inclusion, empowerment, working collaboratively, and promotion of learning as a lifelong activity.

The key aim of the Partnership is to improve opportunities and access to Continuing Professional Development (CPD) for the CLD workforce in the Partnership area with the ultimate outcome of improving positive learning outcomes in communities.

For more information go to:

<http://www.orkneycommunities.co.uk/northalliance/index.asp>

## **Health Care Improvement Scotland**

Healthcare Improvement Scotland's job is to encourage and support continuous improvement in healthcare practice. We encourage both patients and staff to challenge and change healthcare services for the better.

In response to the integration of health and social care services across Scotland, Healthcare Improvement Scotland has worked with a range of partners to create a new improvement resource, called the Improvement Hub (or ihub for short).

This resource will support Health and Social Care Partnerships and NHS boards to improve the quality of health and social care services.

For more information go to:

<http://www.healthcareimprovementscotland.org/improvement.aspx>

**Lead Contact: Gavin Russell**

## **APPENDIX 7**

### **Children and Young People Improvement Collaborative**

#### **Proposal for Quality Improvement Capacity Building – Northern Alliance**

May 2017

This initial introductory proposal is intended to provide information to the Alliance board so that they may consider an approach to build capacity for quality improvement in children's services as a connected improvement community. The programmes suggested, are intended to support the collective efforts of the Alliance authorities working in partnership on shared priorities with the intention of working to deliver improvement results at scale.

There are 2 programmes suggested to support a strategic and systematic approach to the future progress and delivery of improvement work, while developing the skills of practitioners and leaders in improvement methods and measurement.

1. Improvement Science Practicum Programme – aimed at teams of up to 4 people with a shared focus on delivering improvement on a local priority for children's services. The programme would involve an initial residential event over 3 days commencing in September 2017 followed by single day local meetings and a series of programme wide conference calls monthly over a 10 month period. The content of the programme is practice based learning, where by teams are empowered to learn improvement through action in practice, supported by improvement advisor expertise and an Improvement Coach in the authority, where possible. The course capacity will be determined at a later date but could be considered for up to 20 teams across the 7 Northern Alliance authorities.

2. Improvement Coaching Programme – aimed at middle managers and leaders who have an improvement role to perform as part of their remit and who can influence leadership engagement, while supporting practitioners delivering improvement projects in practice. It is suggested that the identified leaders participating in the programme could be aligned to teams engaged in the Improvement Science Practicum Programme and will learn coaching skills that enable progress of the improvement activity of the other programme, while developing as influential change agents who will champion the spread and scale potential for future work. The course would involve 2 residential events of 3 days split over 8 weeks. Participants would identify a team to coach as part of the programme learning experience. Capacity for the programme would be between 25 – 35 participants.

Delivery of the programmes:

Partnership working between NHS Education for Scotland and the national CYPIC improvement team to deliver the Improvement Coach programme. The IS Practicum would be delivered by CYPIC IAs working in partnership with QI experts in local teams.

This approach will enhance the expertise within authorities and in time would enable future delivery of similar programmes independent of the CYPIC national team.

It is suggested that both programmes run from September 2017. The Improvement Coach programme would be complete by end of November and the IS Practicum would continue throughout the school year until June 2018.

Costs associated with venues and participation on these programmes will be covered by the national CYPIC programme however the Northern Alliance may be required to support funding of necessary learning resources for teams and all travel expenses.

Susan Hannah, Head of Improvement Programme CYPIC would be pleased to discuss this proposal in more detail and consider potential formats for the programmes that may suit the work of the Northern Alliance Board.

Susan Hannah  
susan.hannah@gov.scot

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