



Community Planning Aberdeen Board

Meeting on **MONDAY, 20 JUNE 2016 at 2.00pm**

Committee Room 5 - Town House, Aberdeen

B U S I N E S S

APOLOGIES

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 9 May 2016 - for approval (Pages 5 - 12)
- 2.2 Minute of the CPA Management Group of 30 May 2016 - for information (Pages 13 - 20)
- 2.3 CPA Board Forward Business Planner (Pages 21 - 22)
- 2.4 National Update from Joe Griffin, Scottish Government

SINGLE OUTCOME AGREEMENT AND PRIORITIES REFRESH

- 3.1 Draft Local Outcome Improvement Plan 2016-26 (Pages 23 - 60)
- 3.2 Locality Planning Aberdeen Report (Pages 61 - 72)
- 3.3 CPA Response to Community Empowerment Act Guidance and Regulations (Pages 73 - 84)

GENERAL BUSINESS

4.1 Winter Preparedness (Pages 85 - 102)

FOR YOUR INFORMATION

5.1 Priority Families (Pages 103 - 104)

5.2 Date of Next Meeting - 22 August 2016 at 2pm

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

COMMUNITY PLANNING ABERDEEN BOARD

9 MAY 2016

Present:-

Councillor Laing, Chair,
 Campbell Thomson, Vice Chair, Police Scotland,
 Councillors Young (as substitute for Councillor Allan up to item 8) Allan (from item 9 onwards), Flynn and Graham,
 Joe Griffin, Scottish Government,
 Martin Murchie (as a substitute for Angela Scott), Aberdeen City Council,
 Kenneth Simpson, ACVO (from item 8 onwards),
 Duncan Smith, Scottish Fire and Rescue Service, (from item 8 onwards),
 Jonathan Smith, Civic Forum,
 Richard Sweetnam, Economic Development Lead, and
 Susan Webb, Public Health.

Also Present:-

Neil Carnegie, Michelle Cochlan, Alana Nabulsi (for item 13), and Claire Robertson (all Aberdeen City Council).

Apologies:-

Angela Scott (Aberdeen City Council) and Malcolm Wright (NHS Grampian).

Topic	Discussion/Decision	Action By
1. Introductions	The Chair welcomed Councillor Flynn to his first meeting of the Partnership.	
2. Declarations of Interest	No declarations were intimated.	
3. Minute of Previous Meeting of 1 February 2016	The Board had before it the minute of its previous meeting of 1 February 2016, for approval. The Board resolved:- to approve the minute as a correct record.	
4. Minutes of the CPA Management Group of 29	The Board had before it the minutes of the CPA Management Group meetings of 29 February and 18 April 2016, for information.	

Topic	Discussion/Decision	Action By
February and 18 April 2016	<p><u>The Board resolved:-</u> to note the minutes.</p>	
5. CPA Board Forward Business Planner	<p>With reference to item 14 of the minute of its meeting of 29 February 2016, the Management Group had before it a report which presented a forward business planner for the Community Planning Aberdeen Board during 2016/17.</p> <p>The report recommended – that the Board - (a) approve the new format forward business planner; and (b) agree that the document be updated monthly on a 12 month rolling basis.</p> <p>Partners whilst noting there would always be time critical reports it would require to consider, discussed the merits of future meetings having a themed approach once the Single Outcome Agreement had been finalised.</p> <p><u>The Board resolved:-</u> to approve the recommendations.</p>	Michelle Cochlan
6. National Update from Joe Griffin, Scottish Government	<p>The Board heard from Joe Griffin, Scottish Government, who advised that following the 2016 Scottish Parliament election held on Thursday 5 May 2016, the Scottish National Party (SNP) had advised that it would form a minority administration. He advised that the first meeting of the parliament would be held on Thursday and that would see MSPs take the oath and elect the parliament's new presiding officer. Whist, the following week the new first minister was expected to be formally elected.</p> <p>Thereafter, he referred to the SNP's manifesto, but advised that until the programme of Government was agreed and published he would not be able to advise in full on the impact on Community Planning Partnerships. He hoped that he would be able to report in this regard to the next meeting.</p>	

Topic	Discussion/Decision	Action By
	<p>The Board resolved:- to note the information and to welcome a further update at its next meeting.</p>	Joe Griffin
7. Community Empowerment Act Update	<p>With reference to item 9 of the minute of the meeting of the CPA Board of 1 February 2016, the Board had before it a report which provided (1) a summary of how the Community Empowerment Act affected Community Planning Aberdeen; and (2) an update on the key proposals of the recently published draft guidance and regulations and how CPA was preparing to meet its new duties under the Act.</p> <p>The report recommended:- that the Board –</p> <ul style="list-style-type: none"> (a) note the requirements of the Act; (b) note the key proposals made within the draft guidance and regulations; (c) note that it was expected that the Act would be fully enacted by September 2016; (d) note CPA progress in preparing for its new duties under the Act; and (e) agree the next steps. <p>The Board resolved:-</p> <ul style="list-style-type: none"> (i) to approve the recommendations; and (ii) to remind Partners that the deadline for submitting responses to the CPA Team in respect of the consultation on the Community Empowerment Act guidance and regulations was today and to note that draft response would be submitted to the CPA Management Group meeting on 30 May 2016 for consideration prior to being submitted to the Scottish Government in June 2016. 	All Partners/Michelle Cochlan
8. Final Strategic Assessment and SOA Update	<p>With reference to item 8 of the minute of the meeting of the CPA Board of 1 February 2016, the Board had before it a report which presented the final strategic assessment for Aberdeen City and provided an update on the development of the Single Outcome Agreement (SOA).</p> <p>The report recommended:- that the Board –</p> <ul style="list-style-type: none"> (a) approve both the final strategic assessment for Aberdeen City contained at appendix 1 and 	

Topic	Discussion/Decision	Action By
	<p>the Aberdeen City dashboard contained at appendix 2; (b) approve the above for online publication; (c) note the output from the priority setting event contained at appendix 3; and (d) note the timescale for the production of the SOA by June 2016.</p> <p>Partners welcomed the final strategic assessment and emphasised the importance of the assessment and dashboard being made available to the public, and in particular for the public to have an opportunity to comment on the documents and engaged in the process. The Board also sought assurance that the Thematic Groups would drill into the available data further and identify further reliable data sources. Officers confirmed that this would be undertaken by Thematic Groups, supported by the Data Group. It was highlighted that the SOA needed to link to partners respective plans and that it was Partners responsibility to ensure that the SOA priorities were reflected in these plans.</p> <p><u>The Board resolved:-</u> (i) to approve the recommendation (a), (c) and (d); (ii) to approve recommendation (b) subject to the inclusion of an online feedback mechanism and to request the Community Planning Team to monitor and respond to any feedback received; and (iii) to request officers to clarify the SIMD data in respect of free meals and advise all Partners by way of email and update the SA prior to online publication.</p>	Michelle Cochlan/Claire Robertson
9. Review of Public Health in Scotland: Strengthening the Function and Re-focusing Action for a Healthier Scotland	<p>The Board had before it a report which provided a summary of the recommendations of the Review of Public Health in Scotland.</p> <p>The report recommended – that the Board – (a) note the recommendations from the Review of Public Health in Scotland and the implications for Community Planning Aberdeen; (b) consider the guidance for Community Planning Partnerships on their public health contribution and identify opportunities to strengthen current support to Aberdeen City along with the potential for collaborative support across the North East e.g. public health</p>	

Topic	Discussion/Decision	Action By
	<p>intelligence;</p> <p>(c) consider what it meant for Community Planning Aberdeen to be a Public Health 'Organisation' and the leadership, intelligence and workforce development required to achieve this ambition; and</p> <p>(d) consider how Community Planning Aberdeen would wish to inform national discussions on the implementation of the Review of Public Health in Scotland.</p> <p>Susan Webb, Public Health, spoke in furtherance of the report, during which she advised of each of the recommendations of the Review of Public Health. With regards the implementation of the five recommendations, she advised that the first recommendation was being led by the shared services review, whilst they were still awaiting confirmation on the implementation process for the other four recommendations.</p> <p>Partners discussed the five recommendations during which it was agreed that given the move towards preventative spending, investment in public health would be important. The benefits and disadvantages of taking a collective approach to the recommendations across all three Community Planning Partnerships was discussed.</p> <p><u>The Board resolved:-</u></p> <p>(i) to refer the report to the CPA Management Group for discussion on (1) how the recommendations could be implemented by means of (a) a place based approach, and (b) a collective approach by all three North East Community Planning Partnerships; and (2) what policies it wanted to develop in response to the recommendations, and thereafter that a further report be submitted to a future meeting for consideration; and</p> <p>(ii) to otherwise note the report.</p>	Susan Webb
10. Economic Outcomes Programme	<p>With reference to item 19 of the minute of the meeting of the CPA Board of 6 July 2015, the Board had before it (1) a report which provided an update on Aberdeen City Council's participation in the Economic Outcomes Programme (EOP) led by the Improvement Service; and (2) received a presentation from Richard Sweetnam, Lead for Economic Growth, who provided an overview of the Programme.</p>	

Topic	Discussion/Decision	Action By
11. Economic Strategy	<p>The report recommended – that the Board –</p> <p>(a) note the update on the participation by Aberdeen City Council in the EOP; and</p> <p>(b) confirm its interest in receiving a presentation on the findings of the Council's economic footprint, following sign off by the Council's Corporate Management Team.</p> <p>Partners discussed the programme, during which it was requested that he ask the Improvement Service to provide the level of spend by the third sector separately from the private business sector.</p> <p><u>The Management Group resolved:</u></p> <p>(i) to approve the recommendations; and</p> <p>(ii) to request Richard Sweetnam to liaise with the Improvement Service to have the level of spend by the third sector reported separately from the private business sector.</p> <p>The Board had before it a report which provided a briefing on the Regional Economic Strategy for the North East of Scotland which had been approved by Aberdeen City and Aberdeenshire Councils.</p> <p>The report recommended – that the Board note the Regional Economic Strategy for the North East of Scotland as approved by Aberdeen City Council on 16 December 2015.</p> <p>Speaking in furtherance of the report, Richard Sweetnam, advised that that the new Co-ordination Group had held its first meeting and explained the role and remit of this Group and how it would link to the CPA.</p> <p>Partners welcomed the report and highlighted the importance of all organisations taking cognisance of the Strategy. Clarification on the Membership of the Co-ordination Group was also sought. Thereafter, the importance of the dashboard for Aberdeen City referencing the Regional Economic Strategy.</p>	Richard Sweetnam

Topic	Discussion/Decision	Action By
<p>12. 2016/2017 Community Planning Budget: Income and Expenditure</p>	<p>The Board resolved:</p> <p>(i) to approve the recommendation; and</p> <p>(ii) to note that Richard Sweetnam would discuss the membership of NHS Grampian on the Co-ordination Group with Susan Webb outwith the meeting.</p> <p>With reference to item 16 of the minute of its meeting of 26 October 2015, Board had before it a report which confirmed the 2016/2017 income and expenditure for the CPA budget.</p> <p>The report recommended – that the Board –</p> <p>(a) note the agreed partner contributions for 2016/2017; and</p> <p>(b) note the planned expenditure during 2016/2017.</p> <p>The Board resolved: to approve the recommendations.</p>	<p>Richard Sweetnam/Susan Webb</p>
<p>13. Responding to the Syrian Refugee Crisis</p>	<p>With reference to item 10 of the minute of the meeting of the Board of 1 February 2016, the Board had before it a report which provided an update on the response to the Syrian refugee crisis by Scottish Local Authorities together with an update on the actions taken to date by CPA Partners.</p> <p>The report recommended – that the Board note the report.</p> <p>Speaking in furtherance of the report, Alana Nabulsi advised that they were currently undertaking an evaluation of the first phase and thereafter it was expected that a second phase would be undertaken in August/September. In addition, they were now developing a volunteer strategy and this would be reported to the next meeting for the Board for consideration. Finally, she advised that unfortunately an article in the press had published the Aberdeenshire, rather than the Aberdeen City, donation programme bank details.</p>	

Topic	Discussion/Decision	Action By
	<p><u>The Board resolved:-</u> (i) to approve the recommendation; and (ii) to request officers to issue a statement advising of the error and providing the correct bank details for the Aberdeen City donation programme.</p>	Alana Nabulsi
14. Fairer Aberdeen Fund Annual Report	<p>The Board had before it the Fairer Aberdeen Fund annual report which tabled at the meeting</p> <p>Speaking in furtherance of the report, the Chairperson advised that the Fairer Aberdeen Board had concerns that the Alcohol and Drugs Partnership (ADP) was not funding Seaton Support for Rehab and Recovery project and had asked that she write, as Chair of the CPA Board, to the ADP asking that it consider funding the project in future and to clarify why it had not received funding this financial year. The Chair sought Partners views on this request.</p> <p><u>The Board resolved:-</u> (i) to note the Fairer Aberdeen annual report; and (ii) to agree that the Chair write to the ADP asking that it consider funding the Seaton Support for Rehab and Recovery project in future and to clarify why the ADP had not provided it with funding this financial year.</p>	Michelle Cochlan
15. Date of Next Meeting	The Board noted that its next meeting was scheduled to be held on 20 June 2016 at 2pm.	

COMMUNITY PLANNING ABERDEEN MANAGEMENT GROUP

30 MAY 2016

Present:- Angela Scott (Aberdeen City Council) (Chair), Ally Birkett (Scottish Fire and Rescue Service), Neil Bruce (Culture City), Neil Carnegie (Priority Families), Tom Cowan (Older People), Joyce Duncan (ACVO), Sandy Kelman (Alcohol and Drugs Partnership), Gordon MacDougall (Skills Development Scotland), Rob Simpson (Community Safety Partnership), Bernadette Oxley (Children and Young People), Linda Smith (Health and Wellbeing), Kate Stephen (Police Scotland) and Richard Sweetnam (Economic).

Also Present:- Michelle Cochlan and Pete Leonard, (all Aberdeen City Council)

Apologies:- Jamie Bell (Scottish Enterprise), Neil Cowie (Universities and College) and Richard Ellis (Aberdeen City Council).

Topic	Discussion/Decision	Action By
1. Appointment of Chair and Vice Chair	<p>The Management Group had before it a report which advised of the requirement to appoint a Chair and Vice Chair of the CPA Management Group for the period 2016-2018 in accordance with the CPA constitution.</p> <p>The report recommended – that the Management Group</p> <p>(a) appoint a Chair for a two year period in accordance with the CPA constitution; and</p> <p>(b) appoint a Vice Chair for a two year period in accordance with the CPA constitution.</p> <p><u>The Management Group resolved:</u> (i) to appoint Angela Scott, Aberdeen City Council, as the Chair; and (ii) to appoint Kate Stephen, Police Scotland, as the Vice Chair.</p>	
2. Minute of Previous Meeting of 18 April 2016	<p>The Management Group had before it the minute of its previous meeting of 18 April 2016, for approval.</p> <p><u>The Management Group resolved:</u> to approve the minute as a correct record.</p>	Allison Swanson

Topic	Discussion/Decision	Action By
3. Minute of the Meeting of the CPA Board of 9 May 2016	<p>The Management Group had before it the minute of the CPA Board meeting of 29 May 2016, for information.</p> <p><u>The Management Group resolved:</u> to note the minute.</p>	
4. Single Outcome Agreement 2016 Update Report	<p>With reference to item 3 of the minute of its meeting of 18 April 2016, the Management Group had before it a report which provided an update on the development of the Single Outcome Agreement 2016.</p> <p>The report recommended – that the Management Group -</p> <ul style="list-style-type: none"> (a) agree the format presented at Appendix 1 for all priority sections; (b) agree that the CPA proceed on the basis of producing a Local Outcome Improvement Plan (LOIP) which met the requirements stipulated by the Community Empowerment Act 2015; and (c) note the indicative timescales for producing a Local Outcome Improvement Plan 2016; and (d) consider the diagrams presented at Appendix 3 and 4. <p>Speaking in furtherance of the report, the Chair advised of the approach taken to underpin the SOA and explained that although guidance on LOIP requirements was still awaited, it was anticipated that this approach would meet the requirements. She also advised that the introductory comments were still being worked on and that should the Management Group be supportive of the format, the remaining priority sections would be completed and a consolidated version presented to the next meeting of the Management Group and thereafter the Board for approval.</p> <p>Partners were supportive of the format, in particular the driver diagram approach. Bernadette Oxley raised the importance of the targets being realistic and achievable.</p> <p><u>The Management Group resolved:</u></p> <ul style="list-style-type: none"> (i) to approve the recommendations; and (ii) to request Richard Sweetnam to meet with Joyce Duncan to discuss the economy 	Michelle Cochlan Richard Sweetnam

Topic	Discussion/Decision	Action By
5. Locality Planning Aberdeen	<p>data relating to the third sector.</p> <p>With reference to item 5 of the minute of its meeting of 18 April 2016, the Management Group had before it a report which proposed a framework for locality planning to improve outcomes in priority communities meeting statutory obligations in the Community Empowerment (Scotland) Act 2015.</p> <p>The report recommended – that the Management Group agree the proposed locality planning framework for submission to the CPA Board and subsequently support its implementation.</p> <p>Partners welcomed the report and sought clarity on the requirements of Partners in taking this forward.</p> <p><u>The Management Group resolved:</u></p> <ul style="list-style-type: none"> (i) to approve the recommendation; and (ii) to request Neil Carnegie to set out the detail for the process for developing a locality plan; advise of the requirements of Partners; and arrange for the public engagement on the locality plans to be held during the Council's summer recess. 	Neil Carnegie
6. Community Planning Outcomes Profile	<p>The Management Group had before it a briefing note which provided information on the Community Planning Outcomes Profile which was made available to Community Planning Partnerships on 29 April 2016.</p> <p>Speaking in furtherance of the report, Michelle Cochlan advised that the Improvement Service was running a series of regional learning events over the coming months to introduce the Outcomes Profile, with the event in Aberdeen being held on 24 June 2016 from 10am to 3pm and she encouraged all Partners to attend. Thereafter, a report would be submitted to the Management Group/Board. This work will inform the development of mini strategic assessments completed for each locality plan.</p> <p>Partners sought clarity on how CPA would be cited on the mini assessment during which they advised that it would be preferable for the mini strategic assessment to be reported to the Management Group prior to communities. The importance of the data being</p>	

Topic	Discussion/Decision	Action By
	<p>validated was also emphasised.</p> <p><u>The Management Group resolved:</u></p> <ul style="list-style-type: none"> (i) to note that a detailed report, providing a full analysis and explanations for performance would be brought to a future meeting of the Management Group/ Board; (ii) to note that the Improvement Service was running a series of regional learning events over the coming months to introduce the Outcomes Profile, with the event in Aberdeen being held on 24 June 2016; and (iii) to agree that the mini strategic assessments, which would underpin the locality plans, be reported to a meeting of the Management Group in advance of being issued to communities. 	<p>Michelle Cochlan</p> <p>All partners</p> <p>Neil Carnegie</p>
<p>7. Health Traffic Lights for Aberdeen City</p>	<p>The Management Group had before it the Health Traffic Lights for Aberdeen</p> <p><u>The Management Group resolved:</u></p> <p>to note the health traffic lights for Aberdeen and that this data would be used as part of the mini strategic assessments which would underpin the locality plans.</p>	<p>Neil Carnegie</p>
<p>8. Community Empowerment Act Update</p>	<p>With reference to item 2 of the minute of its meeting of 18 April 2016, the Management Group had before it a report which presented the proposed response of Community Planning Aberdeen to the Scottish Government's consultation on the Community Empowerment (Scotland) Act 2015 draft guidance and regulations.</p> <p><u>The report recommended –</u></p> <p>that the Management Group</p> <ul style="list-style-type: none"> (a) approve the proposed response at Appendix 1 for submission to the Scottish Government by the statutory consultation deadline; and (b) note that all other relevant comments for CPA collected as part of the consultation process will be considered as part of ongoing work to develop Community Planning Aberdeen. <p><u>The Management Group resolved:</u></p> <p>to approve the recommendations.</p>	<p>Michelle Cochlan</p>

Topic	Discussion/Decision	Action By
9. Sistema Evaluation	<p>With reference to item 7 of the minute of its meeting of 18 January 2016, the Management Group (1) had before it a report which provided an update on the current status of Big Noise, Torry; and (2) received a presentation from Chris Harkins, Senior Public Health Research Specialist, Glasgow Centre for Population Health, regarding Big Noise, Torry evaluation.</p> <p>Partners welcomed the report and presentation and discussed extensively the methodologies for evaluating locality based projects, during which the commissioning of programmes, the interconnection between programmes and the resource requirements were highlighted. The importance of the SOA being underpinned by evaluation was also iterated.</p> <p><u>The Management Group resolved:</u></p> <p>(i) to request Michelle Cochlan to arrange a workshop on evaluation approaches and that members of the Management Group, or their representative, be invited to attend, as well as Chris Harkins, Senior Public Health Research Specialist, Glasgow Centre for Population Health; Nick Bland, What Works Scotland; Third Sector representatives and the members of the Data Group; and</p> <p>(ii) to request Neil Carnegie to liaise with Neil Bruce and Rob Simpson to ensure that all existing programmes in Torry were reflected in the Torry Locality Plan.</p>	Neil Carnegie/ Rob Simpson Neil Carnegie
10. Winter Preparedness	<p>With reference to item 8 of the minute of its meeting of 16 November 2015, the Management Group had before it a discussion paper regarding the potential for whole-system responses to winter preparedness – with particular emphasis on addressing the particular challenges faced by the most vulnerable within communities.</p> <p>Partners discussed the proposal of developing Community Action Days and the process required to implement it across partner organisation in both Aberdeen City and Aberdeenshire.</p> <p><u>The Management Group resolved:</u></p> <p>to agree that the discussion paper be submitted to the Board for endorsement of the proposal to progress with the development of Community Action Days and subject to that endorsement, to request Tom Cowan to present the report to the Local Resilience</p>	Tom Cowan

Topic	Discussion/Decision	Action By
11. Health and Transport Action Plan	<p>Partnership and Regional Resilience Partnership for critical challenge and report to a future meeting of the Management Group thereafter.</p> <p>With reference to item 7 of the minute of its meeting of 1 June 2015, the Management Group had before it a report which provided an update on the Social Transport Interim report and progress on funding the next stage of the project.</p> <p>The report recommended – that the Management Group – (a) monitor progress; (b) note the interim report for information; and (c) agree to receive the full report on current evaluation when complete in June.</p> <p>The Management Group resolved: to approve the recommendations.</p>	Joyce Duncan
12. Review of Public Health in Scotland: Strengthening the Function and Re-focusing Action for a Healthier Scotland	<p>With reference to item 9 of the minute of the meeting of the CPA Board of 9 May 2016, the Management Group had before it a report which provided a summary of the recommendations of the Review of Public Health in Scotland, which had been referred from the CPA Board to the Management Group for discussion on (1) how the recommendations could be implemented by means of (a) a place based approach, and (b) a collective approach by all three North East Community Planning Partnerships; and (2) what policies it wanted to develop in response to the recommendations, and thereafter that a further report be submitted to a future meeting for consideration.</p> <p>The Management Group resolved:</p> <ul style="list-style-type: none"> (i) to request Michelle Cochlan to include narrative within the introduction to the SOA on CPA's desire for public health input in the Single Outcome Agreement (SOA) and that this would be a whole population approach, however some areas would require to be targeted; and (ii) to receive a presentation on the recommendations of the Review of Public Health in Scotland and how this would connect to the SOA and Locality Plans following the summer recess at which time more detail on how the implementation of the recommendations should be available.. 	Michelle Cochlan Linda Smith

Topic	Discussion/Decision	Action By
13. Community Planning Budget 2015/16 – Monitoring Report	<p>The Management Group had before it a report which provided an update on the 2015/16 Community Planning Budget's financial performance for the period 1 April 2015 to 31 March 2016.</p> <p>The report recommended – that the Management Group –</p> <p>(a) note Community Planning Aberdeen Budget's performance during 2015/16; and</p> <p>(b) consider and approve one of the options at paragraph 2.1.3 of the report.</p> <p><u>The Management Group resolved:</u></p> <p>(i) to approve the recommendation (a); and</p> <p>(ii) to approve option 3, that the underspend be carried forward as general reserves to be used by Community Planning Aberdeen during 2016/17.</p>	Michelle Cochlan
14. Forward Business Planner	<p>The Management Group had before it a copy of the forward business planner.</p> <p><u>The Management Group resolved:</u> to note the forward business planner and to request all Partners to advise Michelle Cochlan of reports they intend on submitting to a future meetings for inclusion on the forward business planner.</p>	All partners
15. Legislation Tracker	<p>The Management Group had before it the legislation tracker which listed 18 new Acts which had been given Royal Assent in 2016 alone.</p>	

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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.

Title of report <i>(Hyperlink to minute reference where applicable)</i>	Contact officer
Meeting 20 June 2016	
Draft Local Outcome Improvement Plan 2016-26	Michelle Cochlan, CPA
Locality Planning Aberdeen Report	Neil Carnegie, CPA
CPA Response to Community Empowerment Act Guidance and Regulations	Michelle Cochlan, CPA
Priority Families – Information Report	Neil Carnegie, CPA
Partnership Winter Readiness (Ref 3/12/14, Item 4)	Tom Cowan, IJB
Meeting 22 August 2016	
CPA Development Programme	Michelle Cochlan, CPA
Report on Review of CPA Infrastructure (Ref 6/7/15, item 6)	Michelle Cochlan, CPA
Scottish Government presentation on Strategic Police Priorities	Michelle Cochlan, CPA
Community Empowerment, Engagement and Participation Strategy (Ref: 2/07/14, Item 6 & 6/7/15, item 9)	Chris Littlejohn, NHSG
Draft Digital Strategy	Simon Haston, ACC
Community Safety Hub Review Report	Joanne Larsen, CSP
Meeting 7 November 2016	
CPA Performance and Improvement Framework (Ref 16/3/15, item 7)	Michelle Cochlan, CPA
Community Empowerment Update Report	Michelle Cochlan, CPA
Community Justice Redesign Update Report	Val Vertigans, ACC
Participatory Budgeting	Jo Mackie, ACC
Meeting 12 December 2016	
CPA Budget 2017/16	Michelle Cochlan, CPA
February 2017	
Single Outcome Agreement Six Month Update Report	Michelle Cochlan, CPA

Acronyms:

ACC	Aberdeen City Council
ACVO	Aberdeen Council of Voluntary Organisations
CPA	Community Planning Aberdeen
CSP	Community Safety Partnership
IJB	Integrated Joint Board (Health and Social Care)
NHSG	National Health Service Grampian

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

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Community Planning Aberdeen

Progress Report	Draft Local Outcome Improvement Plan 2016-2026
Lead Officer	Angela Scott, Chief Executive, Aberdeen City Council
Report Author	Michelle Cochlan, Community Planning Manager
Date of Report	3 June 2016
Governance Group	Community Planning Aberdeen Board 30-5-16

1:	Purpose of the Report
1.1	This paper presents the first draft Local Outcome Improvement Plan 2016-2026 for Aberdeen City.

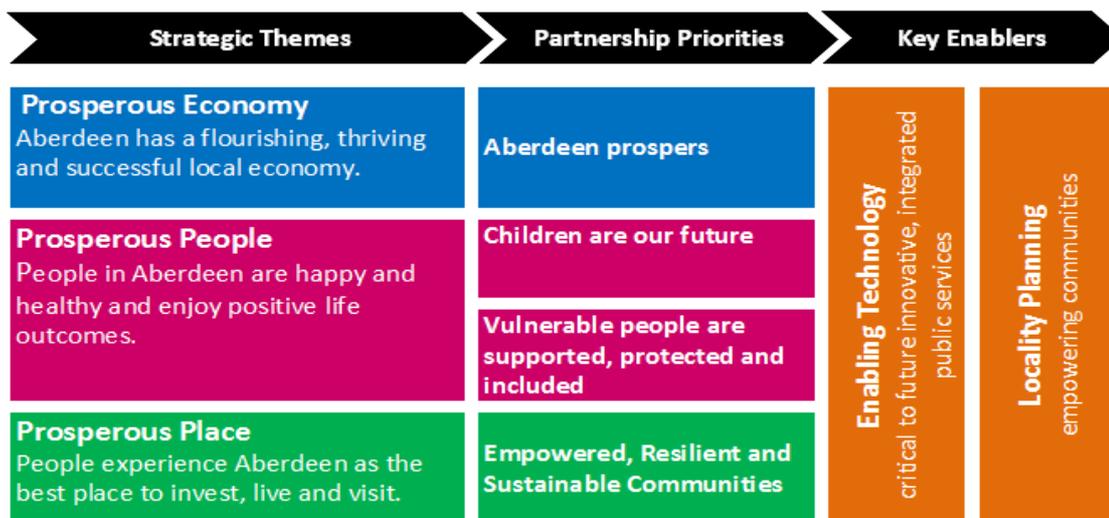
2:	Summary of Key Information
2.1	BACKGROUND
2.1.1	The Scottish Government has placed Community Planning Partnerships firmly at the centre of public service reform; first through the 'Statement of Ambition for Community Planning' published in 2012; and again in 2015 with the enactment of the Community Empowerment (Scotland) Act. Both are clear that Community Planning Partnerships (CPPs) must aim to deliver better outcomes for their area through accelerating the pace of collaboration and joint working between Community Planning partners and with communities.
2.1.2	The renewed focus on Community Planning has led to the development of a national framework for auditing CPPs and the delivery of local outcomes. Aberdeen Community Planning Partnership was one of the first CPPs in Scotland to be audited, along with North Ayrshire and Scottish Borders. The findings from these audits helped inform the report 'Improving Community Planning in Scotland' published by Audit Scotland in March 2013. The report identifies five areas of improvement for CPPs including leadership, governance and accountability, skills and resources, performance and improvement, and community engagement. The findings for Aberdeen CPP identified significant weakness in each of these areas, which included: a lack of significant evidence of impact on outcomes; a lack of shared leadership across all Partners; a lack of clear priorities and golden thread into individual partner plans; and a lack of joint resourcing and performance management.
2.1.3	In 2014 the newly appointed Chair of Community Planning Aberdeen, Councillor Jenny Laing, commissioned a strategic assessment of Aberdeen to underpin the development of a revised Single Outcome Agreement for the City. This was to ensure that the Partnership had a clear understanding, based on robust evidence, of the issues facing the City and the role it could play in addressing these to secure better outcomes for communities. This would provide the foundation for building a stronger and effective CPP going forward.

2.1.4 Over the last 12 months work has been ongoing to conclude the strategic assessment of Aberdeen City and to draw out the key issues for the Community Planning Partnership by developing a city dashboard. A priority setting session was held on 16 March 2016 with members of the CPA Board and Management Group to consider where the Partnership will focus its energy and attention to make a difference for the communities of Aberdeen.

2.1.5 During this period the Scottish Government has been consulting on draft guidance and regulations on the Community Empowerment (Scotland) Act 2015. The draft regulation on community planning requires CPPs to publish a Local Outcome Improvement Plan, to replace Single Outcome Agreements, by October 2017. The LOIPs should state what long term outcomes will be different for communities in ten years and include contributory actions, indicators and targets for the short (1 year) and medium (3 years) terms.

2.2 DRAFT LOCAL OUTCOME IMPROVEMENT PLAN 2016-26

2.2.1 Since the CPA priority setting session in March, work has been ongoing to prepare a draft Single Outcome Agreement which articulates the key priorities for the Partnership emerging from the strategic assessment. These include the following:



2.2.2 The approach taken has been to use driver diagrams, a type of logic model, to illustrate how CPA will directly affect the areas it has prioritised for improvement. A driver diagram is a recognised improvement methodology tool which is used to express the theory of change and helps translate high level improvement aspirations into tangible actions and outcomes. For each partnership priority, we will identify the primary and secondary drivers which define the actions that CPA will carry out to make change happen. A number of partnership measures will also be identified to track progress in delivery.

2.2.3 It is proposed that by taking this approach the Partnership can be confident that the Single Outcome Agreement will meet the conditions, as specified by the Community Empowerment Scotland Act, of a Local Outcome Improvement Plan (LOIP). Therefore this report presents a first draft LOIP for Aberdeen City. The draft at Appendix 1 includes a worked up example of the economy theme to demonstrate how all priority sections will look in terms of format and content for the next iteration of the draft plan.

2.3 NEXT STEPS

2.3.1 It is proposed that the CPP will proceed with the development of the Local Outcome Improvement Plan in the presented format to meet the conditions of the Community Empowerment Scotland Act. On this basis, the original timescale for the Single Outcome Agreement has been slightly extended to allow reasonable time for this production. It is envisaged that the final LOIP will be prepared in advance of the statutory timescale of October 2017. See indicative timeline below.

Key Milestone	Timescale
Presentation on developing LOIP to CPA Board	20 June 2016
Continued development of the agreed priority sections	May/June 2016
Draft LOIP considered by Partner Governance Bodies and CPA Board	August 2016

2.3.2 Underpinning the LOIP is our approach to locality planning. The Community Empowerment Scotland Act requires CPA to identify localities where people experience significantly poorer outcomes than other people across the City and Scotland as a result of socio-economic disadvantage. The strategic assessment and publication of the Scottish Index of Multiple Deprivation (SIMD) due to be published in July 2016 will be the basis for determining these areas. The CPP currently recognises eight neighbourhoods as 'regeneration' priority areas: – Torry, Tillydrone, Seaton, Woodside, Middlefield, Mastrick, Cummings Park and Northfield. It is likely that these neighbourhoods shall again feature highest in the SIMD rankings. For each agreed locality, CPA will work with communities to develop and publish a locality plan setting out the priority outcomes it proposes to improve. The statutory timescale for the production of locality plans is October 2017.

3:	Recommendations for Action
3.1	The CPA Board is asked to: <ul style="list-style-type: none"> i) Agree the draft LOIP presented at Appendix 1 for continued development; ii) Agree that all Partners will socialise their respective governance bodies with the draft LOIP; and iii) Note that the next iteration of the LOIP will be presented to the Board at its next meeting in August 2016.

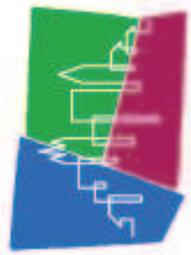
4:	Opportunities and Risks
4.1	The proposals outlined in this report form the basis of a new Local Outcome Improvement Plan for Aberdeen City which clearly articulates an ambitious vision for the future of our area, our communities and our families.

5:	Consultation
5.1	The following people were consulted in the preparation of this report: <ul style="list-style-type: none"> CPA Management Group Head of Economic Development, Aberdeen City Council Aberdeen City Council Corporate Management Team

6:	Background Papers
6.1	<p>The following papers were used in the preparation of this report:</p> <p>Discussion Paper: CPA Priorities 2016 – CPA Management Group, 18-04-16</p> <p>SOA Progress Update Report – CPA Management Group, 30-05-16</p> <p>Community Empowerment (Scotland) Act 2015: http://www.legislation.gov.uk/asp/2015/6/contents/enacted</p> <p>Scottish Government consultation on draft guidance and regulations: https://consult.scotland.gov.uk/</p>

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Community Planning
Aberdeen

LOCAL OUTCOME IMPROVEMENT PLAN 2016-26



FOREWORD BY COUNCILLOR JENNY LAING

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

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

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

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

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

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

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

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

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

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

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

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

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

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

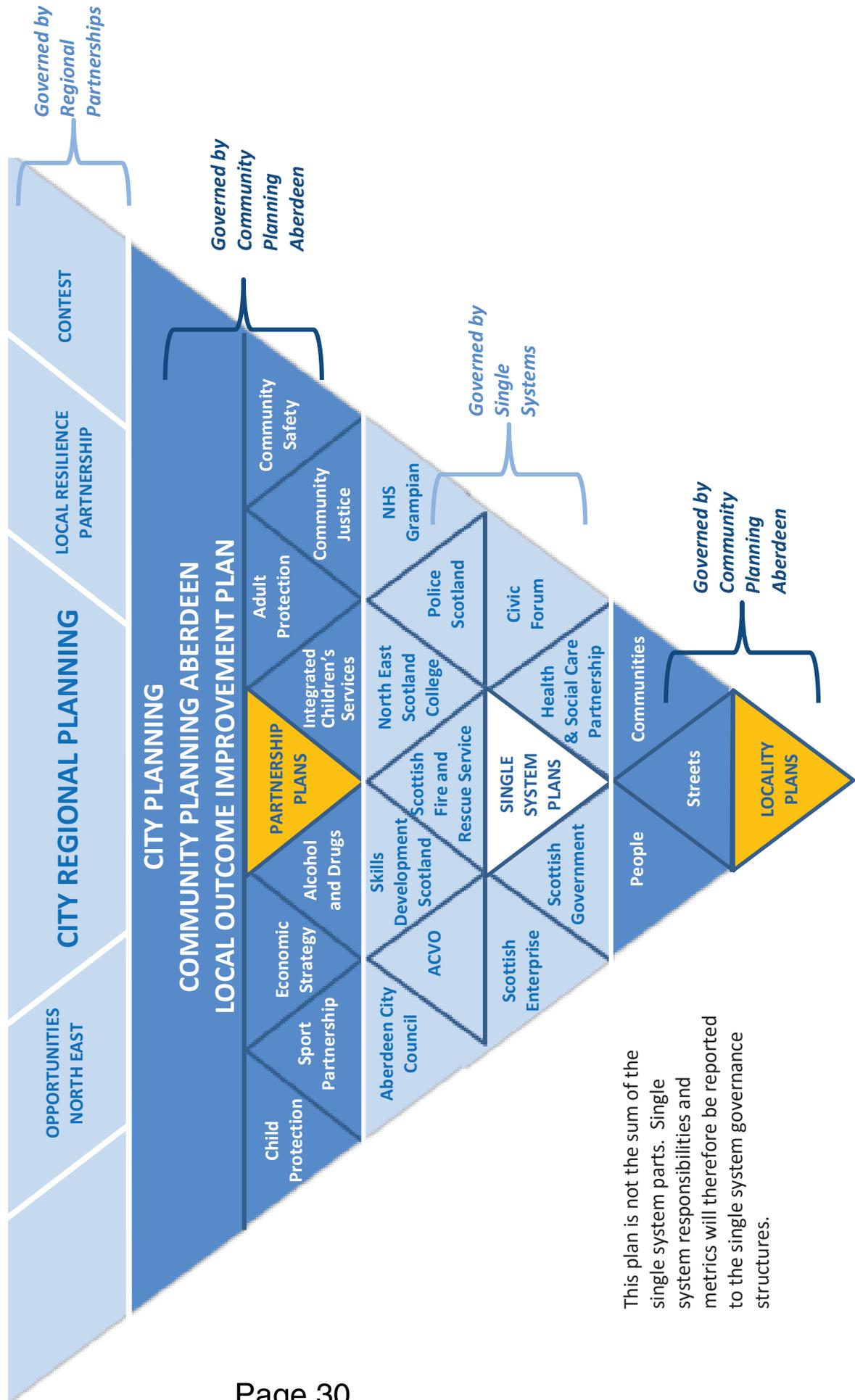


***Councillor Jenny Laing, Chair of
Community Planning Aberdeen and
Leader of Aberdeen City Council***

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THE LOIP AND OUR GOLDEN TRIANGLE



This plan is not the sum of the single system parts. Single system responsibilities and metrics will therefore be reported to the single system governance structures.

THE ABERDEEN CONTEXT

Our Economy

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

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

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

Our People

The population of Aberdeen City has risen sharply over the past decade, and in 2014 was estimated at **228,990**. Our population is projected to grow by **28% by 2037** which is the largest growth of all Scottish local authorities. In 2012 there was 103,934 households in the City; it is projected that by 2037 there will be in excess of 140,000 households. The projected increases in population and households will be very significant for the future of service delivery in Aberdeen.

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

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

Our Place

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

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

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

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

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

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

Our Technology

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

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

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

OUR VISION FOR ABERDEEN CITY

‘A place where all people can prosper’

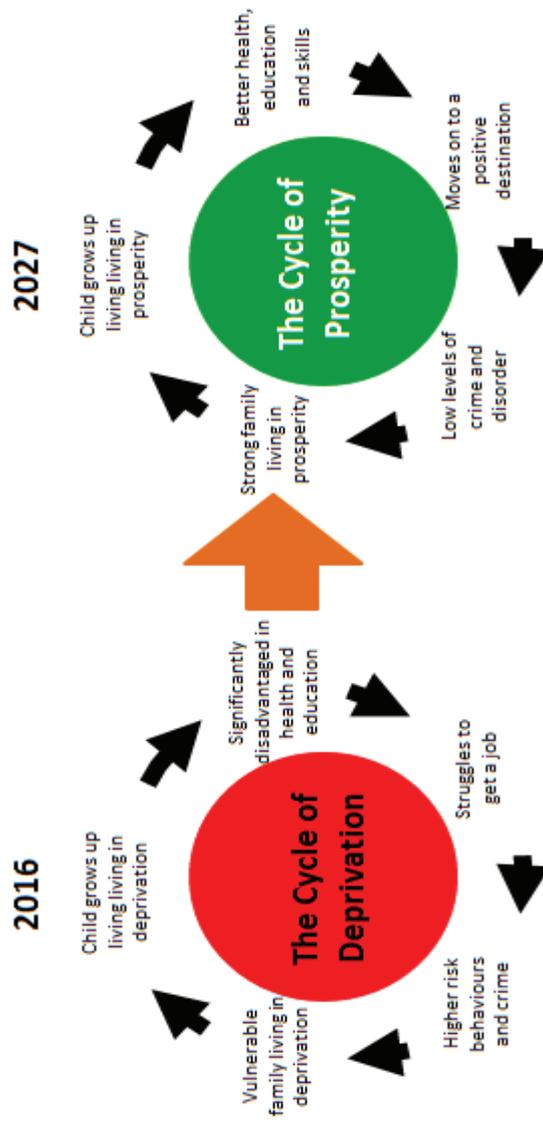
Our vision for Aberdeen City is of a place where all people can prosper. This reflects our desire to help all people, families, businesses and communities to do well, succeed and flourish in every aspect.

To achieve this vision we are committed to tackling the issues that exist in our society which prevent equal opportunity for all to lead a happy and fulfilling life.

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

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

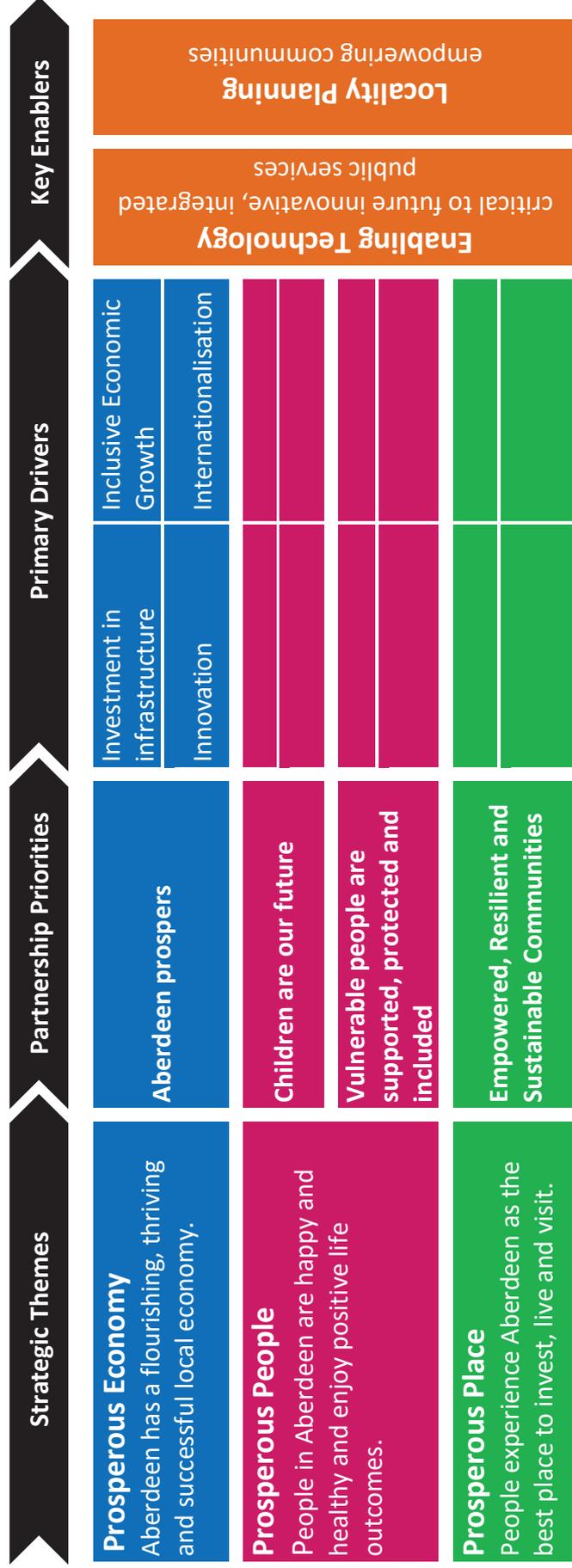
We are clear that our focus going forward is on helping disadvantaged families and communities to escape this cycle of deprivation by creating the conditions for prosperity.



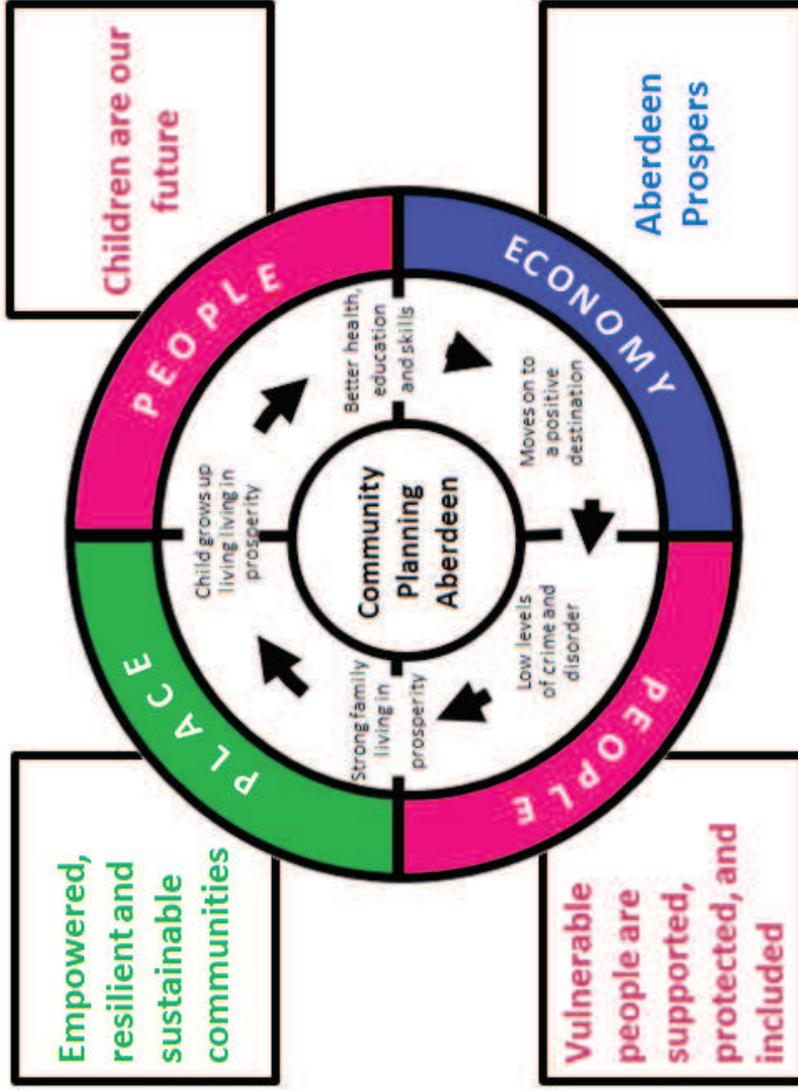
THEMES, PRIORITIES, AND DRIVERS

We will achieve our vision through the delivery of four themes, within which we will focus on four priority areas. For each priority we have identified the primary drivers on which we will focus our attention. The following sections of this plan detail the secondary drivers for each priority which include the actions and measures we will monitor to ensure we are making the impact intended. We have also identified two key enablers which will be critical to the delivery of positive outcomes across all of our priorities areas.

DRIVER DIAGRAM



Delivering these strategic priorities will mean tackling inequality at its root cause by addressing the drivers of low income, the causes of health inequality and targeting children in their early years. Preventative approaches to breaking the cycle of deprivation, inequality, worklessness, substance misuse, crime and violence, will be central to our future plans. This will push our resource investment toward early intervention in order to reduce future 'failure demand' on our services.



PROSPEROUS ECONOMY

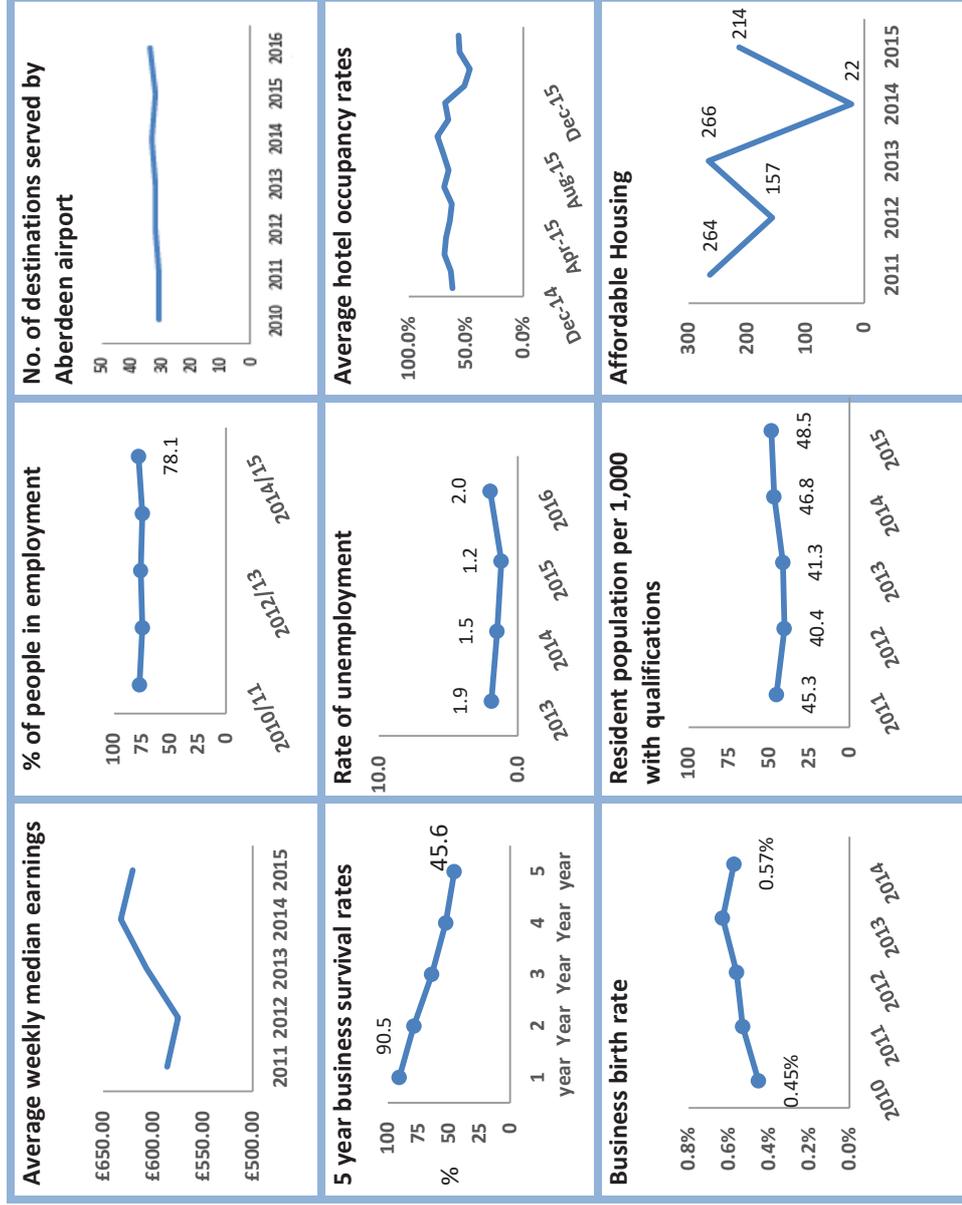
ABERDEEN PROSPERS

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

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

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

PLACE BASED INDICATORS OF ECONOMIC PROSPERITY:



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

The constraints that have restricted the competitiveness of the City need to be addressed. Housing in Aberdeen is in high demand with a lack of affordable housing; transport infrastructure which struggles to cope with the daily demands placed on it; and, while internet coverage is good, speeds are very slow. As such, investment in infrastructure is essential in areas like digital connectivity, affordable housing, significantly enhancing the city centre and reducing transport constraints.

PRIMARY DRIVERS

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

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

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



LEAD PARTNERS:

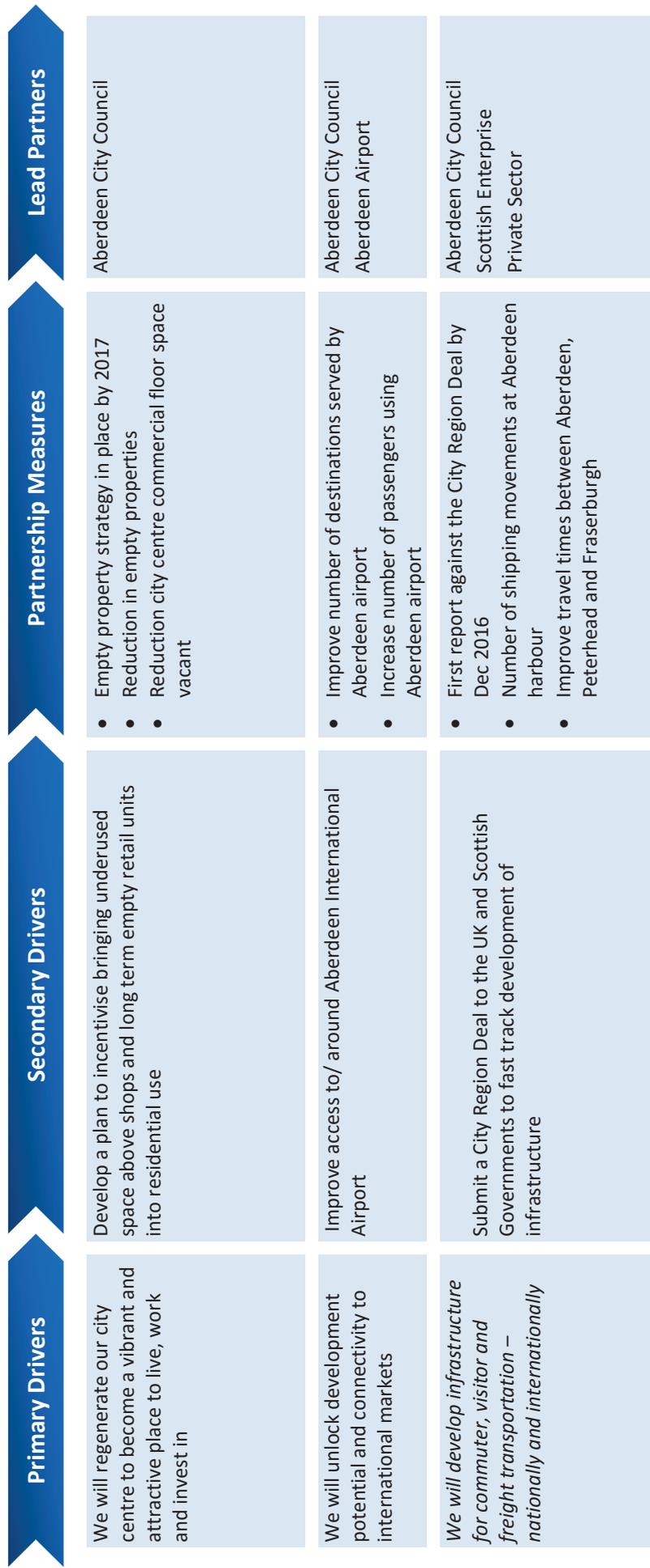
- Aberdeen City Council
- North East Scotland College
- Scottish Enterprise
- Skills Development Scotland

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

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

HOW WILL WE DRIVE THIS FORWARD?

Driver Diagram A



Primary Drivers	Secondary Drivers	Partnership Measures	Lead Partners
<p>We will improve deployment of low carbon transport in the city and urban areas, through active travel networks</p>	<p>Work with the new EU & National Funding programmes to access opportunities under its Low Carbon Infrastructure Transition Programme to increase the level of renewable energy infrastructure</p> <p>Secure significant improvements in the city's green/active travel (walking, cycling) network</p>	<ul style="list-style-type: none"> • Increase the proportion of people walking, cycling • Increase in satisfaction levels with city's green spaces • Reduce per capita local carbon emissions • Schools with Eco-Green flag award • Measures around hydrogen buses 	
<p>We will modernise our utilities infrastructure to support the economic growth ambitions</p>	<p>Form a Strategic Utilities Group that coordinates and plans investment in the region's utilities infrastructure</p> <p>Regeneration of a 2Ha in East Tullos exploring delivery of a potential £150m energy from waste facility in 2021 to support low carbon power targets and development of new process industries</p>	<ul style="list-style-type: none"> • Reduce per capita local carbon emissions • Reduce waste arising per capita from landfill • Increase waste recycling 	
<p>We will provide business and public sector organisations with a level playing field in current and next generation information and communications technology</p>	<p>Develop an Inward Investment Plan that looks at how alternative financial models which can be used to invest in/deliver regional priorities of housing, broadband, etc.</p>	<ul style="list-style-type: none"> • % of inward investment to Aberdeen • % occupancy in city centre premises • Increase in % of premises in receipt of superfast broadband • Increase in average download speeds • Improve number of affordable houses built 	<p>Aberdeen City Council Scottish Enterprise SDI UKTI</p>
<p>We will ensure availability of land and premises to support business growth</p>	<p>Ensure that there is land and infrastructure available to support and grow decommissioning</p> <p>Ensure businesses in the region have access to a variety of immediately available and affordable premises (commercial, industrial sites, incubation) and new use of existing brownfield</p>	<ul style="list-style-type: none"> • Increase in supply of available employment land • Decrease in supply of derelict land • Decrease in supply of vacant land • Scottish Enterprise Decommissioning Plan 	<p>Aberdeen City Council Scottish Enterprise Landowners</p>
<p>We will enable Aberdeen to realise the development opportunities in the City Centre Masterplan and beyond</p>	<p>Prioritise development of those transport and other intervention areas in the Aberdeen City Centre Masterplan that deliver the biggest economic impact</p>	<ul style="list-style-type: none"> • Monitor business footfall measures in Aberdeen's Business Improvement District • Increase proportion of people accessing city centre using travel modes other than car. • Implementation of City Centre Masterplan first phase projects 	<p>Aberdeen City Council City Centre Masterplan stakeholders</p>

KEY RISKS IN DELIVERING THIS OUTCOME

The following key risk areas are considered significant to the delivery of this priority outcome and will be managed and monitored closely by the Partnership to control and mitigate any negative consequences of the risks materialising.

Key Risk	Effectiveness of current controls
Skills, expertise and employment leaving the region as UKCS production declines in longer term	B
Ageing Population an costs of providing health & social care	C
Prohibitively high cost of housing and lack of affordable housing	B

A	Controls are working effectively
B	Controls require further development
C	Controls are not operating effectively
D	Controls do not exist or have broken down

SUPPORTING STRATEGIES

This strategic priority is underpinned by a number of supporting partnership and single system strategies.

[Economic Strategy 2015-2025](#)

[City Region Deal 2014-2025](#)

[City Centre Masterplan 2015](#)

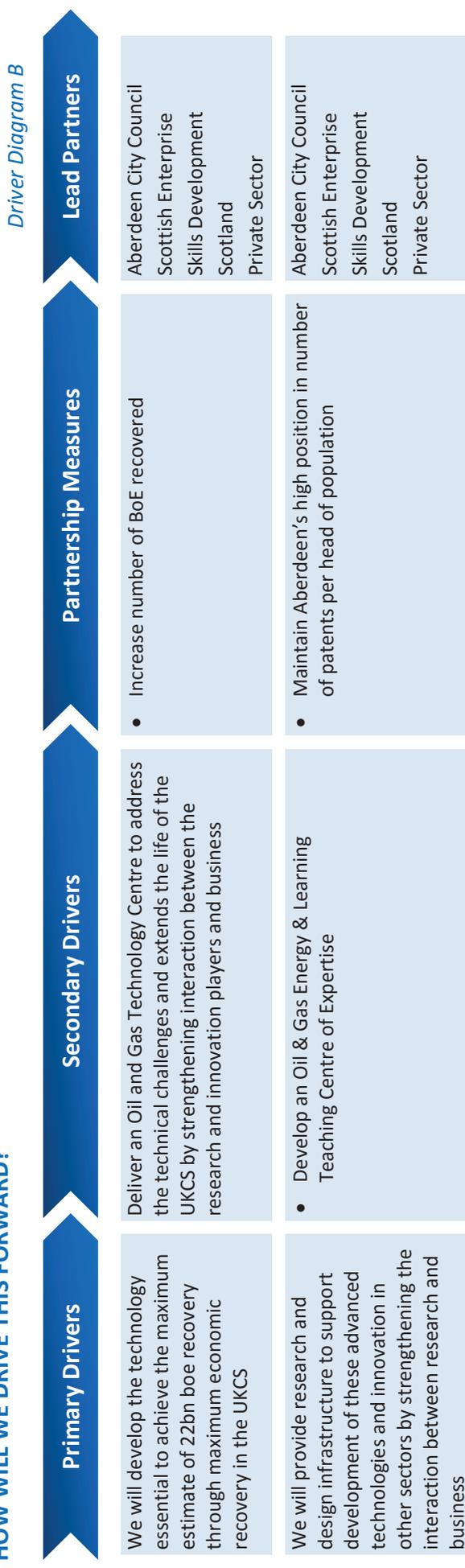
[Local Development Plan 2016](#)

[Nestrans Regional Transport Strategy 2013-2035](#)

2. Innovation - The North East of Scotland has a reputation for enterprise, innovation and world class solutions

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

HOW WILL WE DRIVE THIS FORWARD?



Primary Drivers	Secondary Drivers	Partnership Measures	Lead Partners
<p>We will accelerate the transition to a more balanced economy by maximising new technologies and growing clusters within oil and gas, the wider energy sector, and also food, drink and agriculture, health and life sciences.</p>	<p>Develop the existing Biopharmaceutical Hub that would provide R&D infrastructure for creation and commercialisation of products</p> <p>Develop an Agri Food & Innovation Hub that provides R&D infrastructure and expertise for regional primary producers, processors and manufacturers</p> <p>Develop a Big Data Science Lab devoted to complex research to support industrial and government decision making</p>	<ul style="list-style-type: none"> • Improve GVA and employment in growth sectors of food, drink and agriculture, health and life sciences 	<p>Aberdeen City Council Scottish Enterprise Skills Development Scotland Private Sector</p>
<p>We will maximise the potential of hydrogen, energy from waste and other renewables technologies to develop a medium-long terms demand for the transferable skills in the oil and gas sector</p>	<p>Deliver Aberdeen’s Sustainable Energy Action Plan (commitment to reduce emissions and promote alternative energy technologies through regional collaboration with and across all sectors)</p> <p>Deliver the supply chain development activities in the Renewables/Hydrogen Action Plan and its focus on developing these emerging fuel cell technologies</p>	<ul style="list-style-type: none"> • Increase energy production from waste • Increase energy production from other renewable technologies 	<p>Aberdeen City Council Scottish Enterprise Skills Development Scotland Private Sector</p>
<p>We will provide business and innovation support to entrepreneurs/ business start-ups increase the diversity of funding options through an increase in accessibility of international investment</p>	<p>Provide access to finance through the SE Innovation Support, Business Angel Venture Capital and/ or Scottish Local Authorities Loan Fund in Aberdeen City</p>	<ul style="list-style-type: none"> • Maintain business gateway start up numbers and growth rate • Increase funding from funding bodies • Increase NE international trade and investment measures (metric to be determined) 	<p>Aberdeen City Council Scottish Enterprise Skills Development Scotland Private Sector</p>

KEY RISKS IN DELIVERING THIS OUTCOME

The following key risk areas are considered significant to the delivery of this priority outcome and will be managed and monitored closely by the Partnership to control and mitigate any negative consequences of the risks materialising.

Key Risk	Effectiveness of current controls
Inadequate digital infrastructure and high cost of Connections	C
High cost of doing business in the city and beyond	B

- A Controls are working effectively
- B Controls require further development
- C Controls are not operating effectively
- D Controls do not exist or have broken down

SUPPORTING STRATEGIES

This strategic priority is underpinned by a number of supporting partnership and single system strategies.

[Economic Strategy 2015-2025](#)

[City Region Deal 2014-2025](#)

[North East Scotland College Outcome Agreement 2015-16](#)

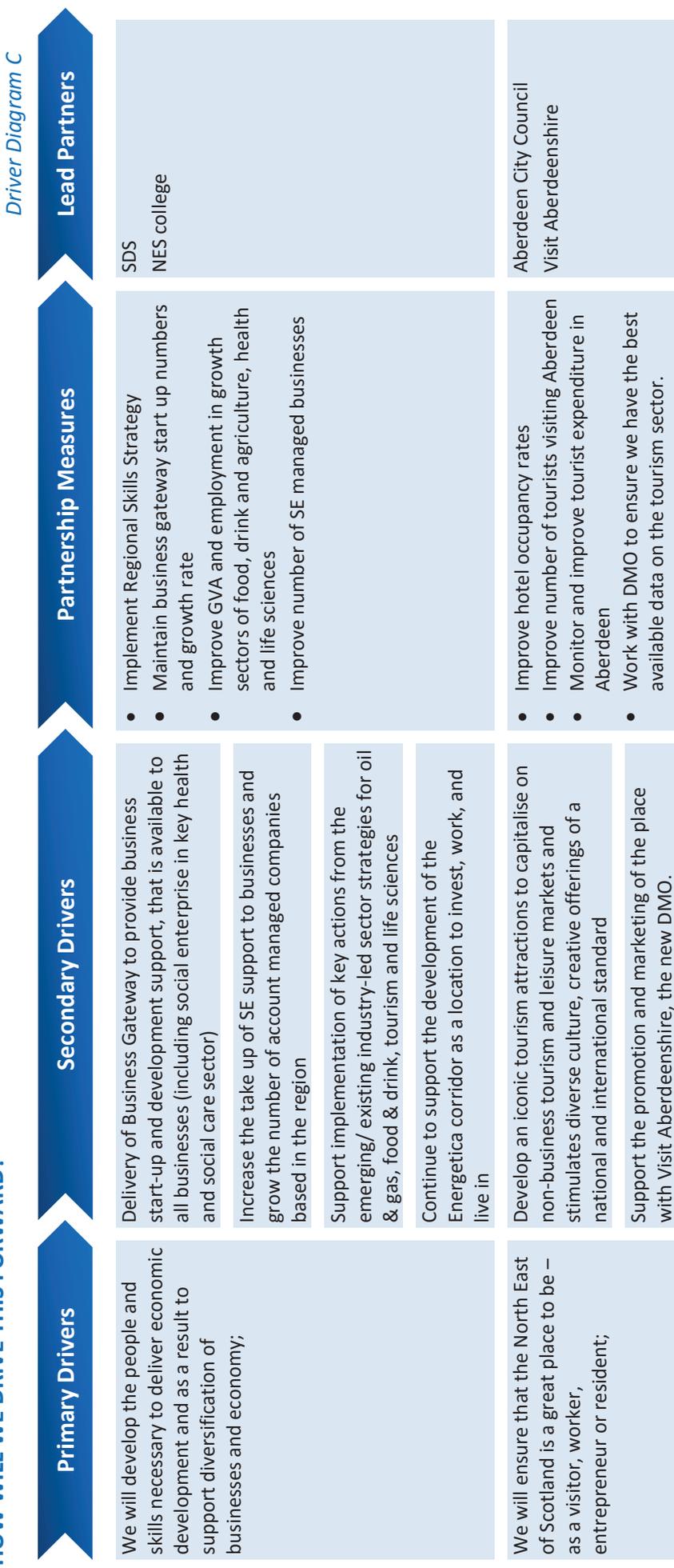
[North East Scotland College Curriculum Strategy 2015-16](#)

[Scottish Enterprise Business Plan 2015-2018](#)

3. *Inclusive economic growth* - A skilled workforce for the future that provides opportunities for all our people and a skills system that delivers the economic vision for the North East of Scotland. Barriers to employability and jobs are lowered

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

HOW WILL WE DRIVE THIS FORWARD?



Primary Drivers	Secondary Drivers	Partnership Measures	Lead Partners
<p>We will significantly improve the city centre and enhance leisure and recreation facilities and regenerate our towns and communities, ensuring a vibrant economy</p>	<p>Develop and implement the Regeneration Plans for Tillydrone, Middlefield, Northfield and Torry (in Aberdeen City to support inclusion, sustainability and entrepreneurship, building on the Sistema Programme</p>	<ul style="list-style-type: none"> • Improve neighbourhood local statistics on employment, educational outcomes and health in Aberdeen City areas. • Take up of Employment related services 	
<p>We will invest in our workforce, particularly young people, develop our future workforce and ensure all benefit from economic activity</p>	<p>Implement Developing the Young Workforce - working with training providers, schools, colleges, universities and business, strengthening vocational skills attainment levels and encouraging apprenticeships</p> <p>By investing in our schools, we are investing in the city's economic growth delivering high attainment levels and positive destinations for our young people and providing a future supply of skills for employers, inward investors and future entrepreneurs</p>	<ul style="list-style-type: none"> • Increase educational attainment at NVQ1, NVQ4 • Increase the number of apprenticeships being offered and successfully completed • Increase proportion of young people achieving successful destinations post-school 	
<p>We will ensure there is access for all employers to qualified labour</p>	<p>Address skills shortages in key sectors including public services and health sectors as identified in the Regional Skills Strategy</p> <p>Working with the Employers Training Forum, embed the use of targeted recruitment and training clauses in our procurement strategies to ensure those areas with higher levels of economic inactivity can access skills/training opportunities from public sector investments</p> <p>Deliver £2.2m ESF Employability Pipeline Project to increase economic activity through training and work experience placement</p>	<ul style="list-style-type: none"> • Reduce proportion of employers reporting skills shortages by occupation • Increase proportion of businesses that report investing in on-the-job training, technical or job-specific training • Monitor and improve success of ESF Employability Pipeline to increase economic activity 	
<p>We will ensure housing that is affordable, across markets, is widely available, and in particular to support vital key workers in the education, care and health sectors</p>	<p>Consider viability of expanding Places for People a joint venture model to deliver 'private rented sector' homes regionally</p> <p>Creation of Infrastructure Investment Fund</p>	<ul style="list-style-type: none"> • Number of affordable houses built against target 	

KEY RISKS IN DELIVERING THIS OUTCOME

The following key risk areas are considered significant to the delivery of this priority outcome and will be managed and monitored closely by the Partnership to control and mitigate any negative consequences of the risks materialising.

Key Risk	Effectiveness of current controls
Skills, expertise and employment leaving the region as UKCS production declines in longer term	B
Cost and availability of housing contributes to labour shortages	C
Prohibitively high cost of housing and lack of affordable housing	B

- A** Controls are working effectively
- B** Controls require further development
- C** Controls are not operating effectively
- D** Controls do not exist or have broken down

SUPPORTING STRATEGIES

This strategic priority is underpinned by a number of supporting partnership and single system strategies.

[Economic Strategy 2015-2025](#)

[City Region Deal 2014-2025](#)

[North East Scotland College Outcome Agreement 2015-16](#)

[North East Scotland College External Engagement Strategy 2014](#)

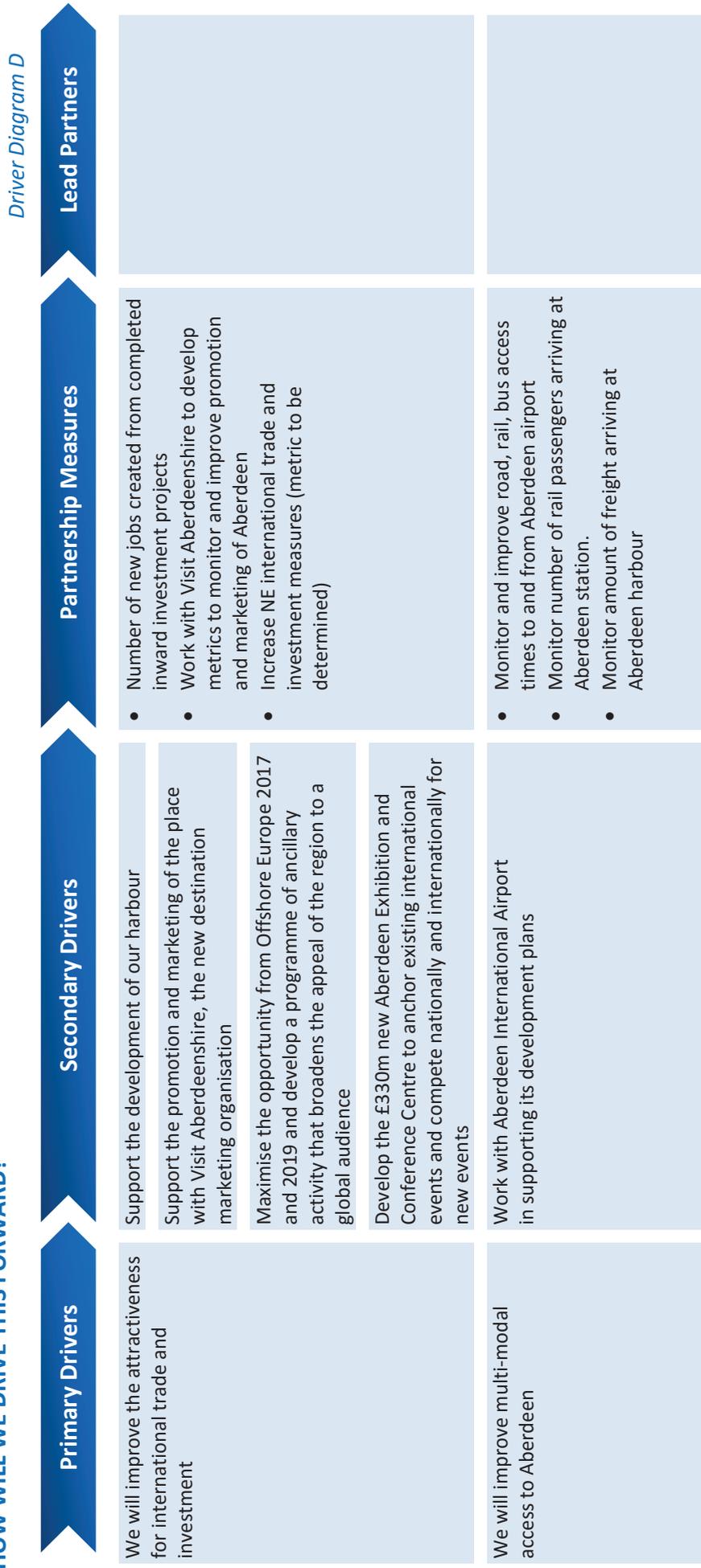
[North East Scotland College Curriculum Strategy 2015-16](#)

[Scottish Enterprise Business Plan 2015-2018](#)

4. Internationalisation - The North East of Scotland is a location of choice for investment, high value business activity and skills

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

HOW WILL WE DRIVE THIS FORWARD?



Primary Drivers	Secondary Drivers	Partnership Measures	Lead Partners
We will support companies in the oil and gas supply chain to internationalise in key global markets	Explore feasibility of securing a UKTI/ SDI Oil and Gas presence in the region	<ul style="list-style-type: none"> Monitor and improve oil and gas supply chain companies' international trade. 	
We will support companies in all key sectors to identify market opportunities and develop products and services to grow sales in international markets	Provide internationalisation support to businesses in existing priority and new markets linking existing innovation and R&D capability, in both the private sector and academia Develop an International Events Strategy for the region targeting international, UK and regional events and support	<ul style="list-style-type: none"> Number of inward trade delegations supported by ACC. 	
We will collaborate with UK and Scottish agencies and business in prioritising international business support ensuring that businesses benefit from international trade and investment opportunities	Support NESTG (North East of Scotland Trade Group) to develop and enhance international trade and investment support Promote the 'investor readiness' of the region to international institutional investors/ sovereign wealth funds	<ul style="list-style-type: none"> Monitor and improve attitudes of businesses from Aberdeen and of those wishing to do business here on readiness to do business in Aberdeen. 	
We will attract the best possible range of incoming exhibitions and showcase the city internationally recognised arts and culture offer	Deliver a £30m refurbishment of Aberdeen Art Gallery in 2017	<ul style="list-style-type: none"> Increase footfall at Aberdeen tourist attractions Monitor range and number of national and international events at AECC 	Aberdeen City Council Visit Aberdeenshire

KEY RISKS IN DELIVERING THIS OUTCOME

The following key risk areas are considered significant to the delivery of this priority outcome and will be managed and monitored closely by the Partnership to control and mitigate any negative consequences of the risks materialising.

Key Risk	Effectiveness of current controls
Poor connectivity to markets	C
Vibrancy and image of city make it harder to attract people to live and work here	B
Other locations innovating in new and growing sectors as we focus on oil and gas	B

- A** Controls are working effectively
- B** Controls require further development
- C** Controls are not operating effectively
- D** Controls do not exist or have broken down

SUPPORTING STRATEGIES

This strategic priority is underpinned by a number of supporting partnership and single system strategies.

[Economic Strategy 2015-2025](#)

[City Centre Masterplan 2015](#)

[City Region Deal 2014-2025](#)

[Tourism Partnership Strategy](#)

PROSPEROUS PEOPLE

CHILDREN ARE OUR FUTURE

VULNERABLE PEOPLE ARE SUPPORTED, PROTECTED AND INCLUDED

Section to be populated.

PROSPEROUS PLACE

EMPOWERED, RESILIENT AND SUSTAINABLE COMMUNITIES

Section to be populated.

ENABLING TECHNOLOGY

SMART CITY

Section to be populated.

HOW WE WILL DO OUR BUSINESS

Building our asset base

Our ambition is to support the achievement of better outcomes for all. Improvement is about people – their lives, aspirations, skills and talents – and we recognise people as our most valuable asset. In different communities across Aberdeen, assets range from skills and knowledge to local clubs, groups and informal community networks. Effective engagement with people and communities about how local services are planned and delivered is integral to how we will deliver this plan. We are committed to our workforce and will work with staff to develop their skills and capacity to nurture high performing teams.

Evaluation and performance management

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

Sharing and using data

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

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

Joint resourcing

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

Risk management

Our approach to risk management is crucial to gain the greatest possible benefits from any changes that we make in delivering the priorities and outcomes detailed in this plan. We will develop a risk strategy that sits alongside the Local Outcome Improvement Plan, setting out our key partnership risks and the controls and improvement actions in place to mitigate these.

Community Planning Aberdeen's Risk Matrix

5.Critical	5	10	15	20	25
4.Major	4	8	12	16	20
3.Moderate	3	6	9	12	15
2.Minor	2	4	6	8	10
1.Insignificant	1	2	3	4	5
	1.Rare	2.Unlikely	3.Possible	4.Likely	5.Certain

IMPACT

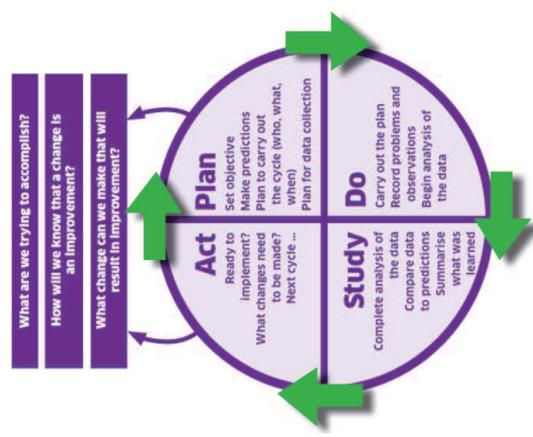
PROBABILITY

Technology

We will maximise the opportunities for transforming the delivery of public services and improving efficiency through technological advancements. This will be enabled through the digital place strategy that aims to deploy ultrafast connectivity across the City, make data available across partners and exploit new placed based technology applications.

Improvement and innovation

It is proposed that CPA will adopt the Model for Improvement for driving improvement activity across the Partnership. It is a structured approach to improvement which can be used for any area of business and is designed to break down change into manageable chunks. Each small part is then tested to make sure that the things we are aiming to improve are actually improving.



Adapted by the Institute of Health Improvement (IHI) for the Scottish Government, it has been widely used to deliver improvements in the NHS and is currently being rolled out across local government; specifically in the area of Early Years. Aberdeen's Integrated Children's Services Partnership has a number of improvement projects underway using this methodology.

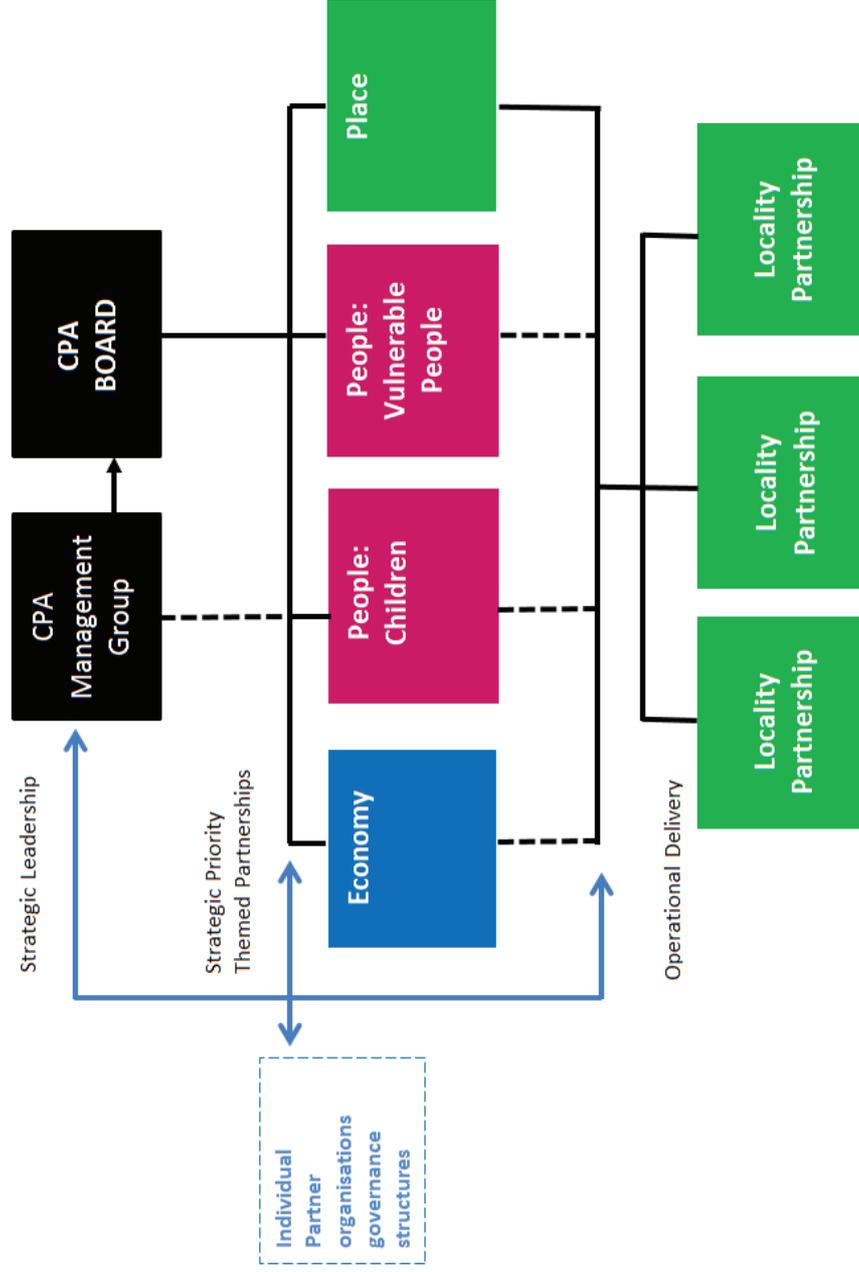
GOVERNANCE AND ACCOUNTABILITY

Community Planning Aberdeen is at a turning point in terms of structural change and is undertaking a comprehensive review of how we are organised to deliver.

The diagram to the right illustrates the Partnership's intention to demonstrate strong positive leadership through the Community Planning Aberdeen Board and Management Group.

Plans are in place to create four strategic level partnerships which will support the Board and Management Group by focussing on the priorities identified within this plan.

Locality Partnerships will also be established to ensure that critical outcomes are being achieved for our most disadvantaged communities in Aberdeen.

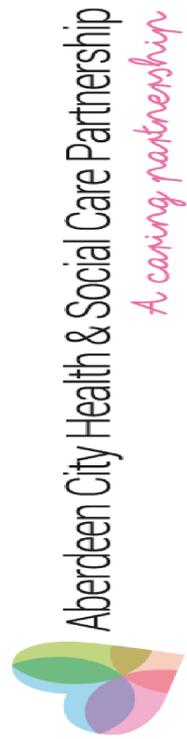


ENDORSEMENTS

This document has been endorsed by the following Community Planning Partners:



Aberdeen
Civic Forum





FOR FURTHER INFORMATION CONTACT:

Community Planning Team

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Community Planning Aberdeen

Progress Report	Locality Planning
Lead Officer	Neil Carnegie
Report Author	Neil Carnegie
Date of Report	20 June 2016
Governance Group	Community Planning Aberdeen Board

1:	Purpose of the Report
<p>The report proposes a framework for locality planning to improve outcomes in priority communities meeting statutory obligations in the Community Empowerment (Scotland) Act 2015. This report was supported by the Management Group at its meeting on 30 May 2016.</p>	

2:	Summary of Key Information
<p>Full detail of the proposal is attached.</p>	

3:	Recommendations for Action
<p>The Board is asked to:</p> <p>Agree implementation of the proposed locality planning framework for implementation.</p>	

4:	Opportunities and Risks
<p>An effective approach to locality planning is a critical step towards tackling inequality in our most socially deprived communities. It presents opportunities to identify and deliver innovative collaborative approaches to resolve community concerns applying preventative intervention to reduce long term resource demands. Locality Planning is a statutory requirement in the Community Empowerment (Scotland) Act 2015 and locality plans must be in place by 1 October 2017 for communities identified as experiencing relatively poor socio-economic outcomes.</p>	

Background

Aberdeen City Council has instructed its officers to engage partners to develop locality plans for priority regeneration neighbourhoods.

The proposed Locality Planning framework was supported by the Management Group at its meeting on 30 May 2016, having been initially discussed at its meeting on 18 April 2016. Between these two most recent management meetings, discussions have been held with various stakeholders to inform proposals.

The proposed approach to locality planning will enable CPA partners to meet requirements in the Community Empowerment (Scotland) Act 2015 and also gives appropriate consideration to the currently draft guidance and regulation. The anticipated implementation date for the act is 1 September 2016 and locality plans for communities experiencing poorest socio-economic outcomes are required to be in place and signed off by 1 October 2017.

Localities, neighbourhoods and natural communities!

There is some confusion around terminology with respect to localities, neighbourhoods and natural communities. Perhaps the simple solution is not to get too hung on the terminology and just consider that we're going to define geographic areas and deliver plans for each! The following however seeks to provide more detail on these terms.

The Aberdeen City Alliance (TACA), the predecessor to CPA divided the city into **37 neighbourhoods** following extensive analysis and community engagement. The neighbourhoods are intended to reflect community areas that people naturally associate themselves with. Examples of neighbourhoods are: Kincorth, Bucksburn, Ashgrove, Cummings Park and City Centre.

The community empowerment act guidance uses the terms **localities** and **natural communities** stating that it is for the CPP to map localities to conform to the regulation. In summary the draft regulation states a locality must be an electoral ward or geographic area which does not exceed 30,000 population. The guidance further states that a locality area should constitute a natural community. And a natural community will reflect a sense of local identity and promote social cohesion.

It seems clear that neighbourhoods would meet the definition of natural community, and therefore neighbourhood could also be defined as locality. However, it is possible to combine more than one neighbourhood and still meet the definition of natural community! So a number of neighbourhoods can be combined and be defined as a locality!

Health and Social Care Partnership

The Health and Social Care Partnership has defined four localities with the objective of providing an organisational mechanism for local leadership of service planning. A locality is defined within the Public Bodies (Joint Working) (Scotland) Act 2014 as a smaller area within the borders of an Integration authority. Clearly these localities (with city effectively divided in four) do not represent natural communities and would not meet the draft regulation within the community empowerment guidance.

Officers involved in developing the CPA approach to locality planning hold regular scheduled meetings with Health and Social Care Partnership colleagues. The intention being to ensure collaboration and effective links are developed between approaches including planning approaches and methodologies for community development. Eg Asset based community development, job design and deployment of community engagement staff, etc.

Priority Neighbourhoods

The CPA has long recognised eight neighbourhoods as 'regeneration' priorities – Torry, Tillydrone, Seaton, Woodside, Middlefield, Mastrick, Cummings Park and Northfield.

The Scottish Index of Multiple Deprivation (SIMD) is the Scottish Government's official tool for identifying small area concentrations of multiple deprivation across Scotland. The most recent publication of SIMD rankings was in 2012. The next publication of SIMD ranking is due in July 2016.

CPA's report 'Deprivation in Aberdeen – An Analysis of the Scottish Index Of Multiple Deprivation (SIMD) 2012' states that the most deprived data zones in Aberdeen are concentrated in the priority neighbourhoods with a further one in Stockethill. The following table shows the neighbourhoods and wards where all 22 data zones in the most deprived 15% of Scottish data zones are located.

Location of most deprived data zones, by Neighbourhood and Ward

No. of Data zones	By Neighbourhoods	By Wards
7	-	Tillydrone/Seaton/Old Aberdeen
6	-	Northfield
5	-	
4	Torry, Tillydrone	Torry/Ferryhill, Hilton/Stockethill
3	Middlefield, Woodside, Seaton	-
2	Mastrick	-
1	Northfield, Stockethill, Cummings Park	Kingswells/Sheddocksley

Note: where a data zone crosses two or more neighbourhood/ward boundaries, the neighbourhood/ward with the largest share of the data zone population is shown above.

Appendix A shows the locations of our most socially deprived data zones.

As would be expected, the priority neighbourhoods feature prominently in CPA’s 2016 strategic assessment as areas currently experiencing poorest socio-economic outcomes. In addition, the strategic assessment highlights George Street/Harbour ward as an area of concern. Analysis of the 2012 SIMD rankings shows that one data zone within the George Street neighbourhood is ranked within the 15 – 20% most deprived in Scotland, however this represents a very small part of the overall neighbourhood.

Further evidence in support of prioritising these neighbourhoods can be drawn from Aberdeen’s Community Planning outcomes profile recently produced by the Improvement Service. Profiles have been produced for all CPPs with their aim to provide better and more consistent measurement to help CP boards understand their own local area needs, target improvement activity and share learning on how to achieve better outcomes. Aberdeen’s profile identifies Seaton; Torry East and West; Heathryfold and Middlefield; and Cumming Park as experiencing comparatively poor outcomes.

Considering the concentrations of social deprivation it is recommended that the CPA develop locality plans to include Torry, Tillydrone, Seaton, Woodside, Middlefield, Mastrick, Cummings Park and Northfield. It is also recommended that Heathryfold is included given it has been identified as an area experiencing poorer outcomes in the Outcome Profile and it is currently included in Total Place Northfield.

Organising our Priority Neighbourhoods

An option for CPA is to develop a plan and form a partnership for each of our priority neighbourhoods. This may be desired by at least some neighbourhoods however resourcing this approach will put high additional demands on services and organisations.

Reviewing the locations of our eight priority neighbourhoods shows that they are concentrated in three parts of the city and therefore our recommended option is to work on the basis of three locality partnerships as set out in the following table.

Locality A	Locality B	Locality C
Torry	Middlefield Mastrick Cummings Park Northfield Heathryfold	Seaton Tillydrone Woodside
Population: 10,373	Population: 20,508	Population: 15,000

The proposed three localities would meet with population requirements of the relevant community empowerment regulation however this arrangement is not entirely in keeping with the draft guidance in respect of natural communities for all localities, of course this is (draft) guidance only.

Locality Boards

A strategic partnership will be required for each locality and where an appropriate partnership already exists, such as Total Place Northfield, it is intended that this can be developed to draw together community engagement, planning, delivery and performance management to improve priority outcomes for each locality.

In the spirit of community empowerment the terms of reference for Locality Boards shall be determined by localities and the following sets out the suggested objectives for them:

Primary objective: Provide leadership to locality planning activity to achieve improved short, medium and long term socio-economic and environmental outcomes for the locality.

- Collective ownership, leadership and strategic direction.
- Set ambitious vision for the locality and involve all stakeholders and resources that can deliver this vision.

- Develop, publish and keep under review a Locality Plan to deliver the locality vision and achieve priority outcomes.
- Establish and maintain effective relationships with other relevant bodies and partnerships including single systems and health and social care partnerships.
- Apply effective scrutiny to the achievement of set outcomes and delivery of the locality plan.
- Effective implementation of CPA participation, consultation and engagement strategy ensuring appropriate involvement of all bodies that can contribute to locality planning.
- Maintain a strong understanding of emerging needs, circumstances and opportunities relevant to the locality, building a robust evidence base drawing data, information and community perspectives to inform decisions and actions.
- Ensuring appropriate operational collaboration between respective partners. (eg local daily/weekly tasking and coordinating groups; neighbourhood networks, etc)
- Embed prevention and early intervention as core business of locality partners; assessing and evaluating to identify opportunities to invest in moderate future service/ resource demand.
- Being accountable to and referring relevant business to CPA Board/Management Group (and Place thematic group) and single systems with the objective of changing policy and strategy, and resourcing to deliver locality priority outcomes.
- Apply tests of change and support scale and spread as appropriate.

Detailed terms of reference would be developed and tailored by each Locality Board.

Locality Board Membership

Membership will be determined at a local level based on local needs and priorities. It is anticipated that 50% of board members will be community representatives. Boards shall have elected members and community representatives 'at their heart', with the Council's Locality Managers key to the effectiveness of Boards who will also ensure appropriate participation from public, private and voluntary sectors.

The process to identify community representatives shall be developed to ensure representation from the neighbourhoods within each locality and to take account of locality demographics and existing community structures. Membership should ensure that Aberdeen's Voices, including Pupil's Voices are heard. Community membership shall also be drawn from Community Centre committees, community projects and Community Council's.

Partners consulted have intimated willingness to provide senior management participation at board level.

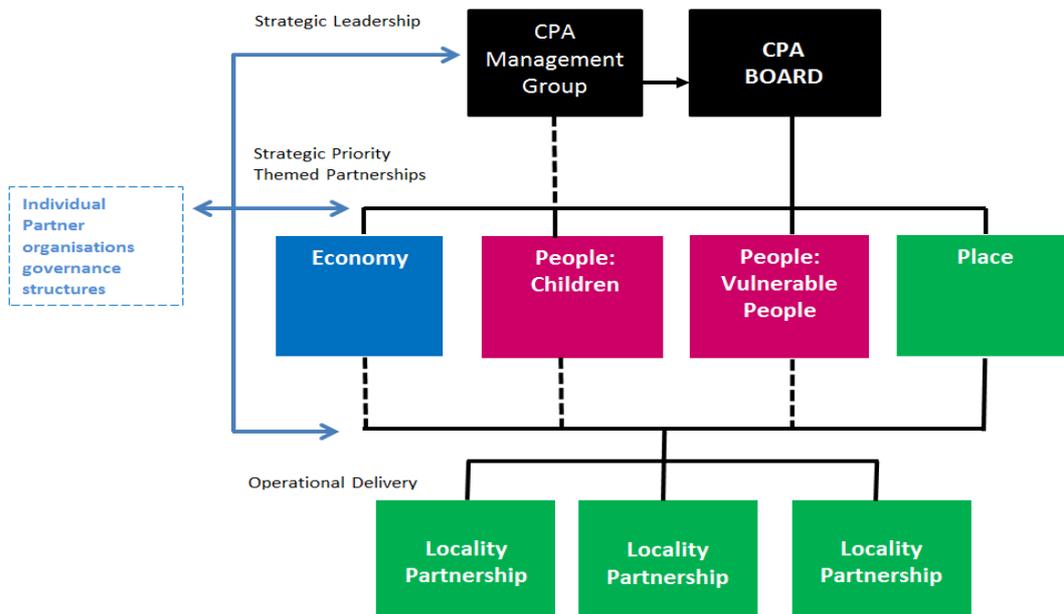
Reflecting the importance of effective communication and profiling, a communication officer should be assigned to each Locality Board and partners should share this resource responsibility.

Decision Making Powers

The extent of LPs decision making powers is determined by the powers already delegated to its members through the position that they hold in the organisation/body that each represents. Hence, participants should be of sufficient seniority to determine use of resources and also ensure that issues requiring decisions that they aren't empowered to make are progressed through the relevant decision making process/ single system.

Relationship to CPA and single system structures.

Community Planning Aberdeen is at a turning point in terms of structural change and is undertaking a comprehensive review of how we are organised to deliver. The diagram below illustrates the Partnership's intention to demonstrate strong positive leadership through the Community Planning Aberdeen Board and Management Group.



Plans are in place to create four strategic level partnerships which will support the Board and Management Group by focussing on the priorities identified within the new Local Outcome Improvement Plan.

Establishing effective links with 'single systems' will also be critical to the success of the approach because these single systems will continue to be responsible for major policy and finance decisions arising from locality planning. This following diagram further illustrates the relationship between region/city partnership planning, single systems and locality plans.



Locality Managers

The Council’s three Locality Managers will have a critical role in establishing Locality Boards and delivering locality planning. Locality Managers are senior managers recently recruited specifically to support delivery of locality planning in our priority areas. Each Locality Manager has responsibility for a geographic area of the city and each manager would have responsibility to support one Locality Board.

They are supported by teams of community development staff and these officers will have a key role in supporting community representative effectively participate on the Board and ensuring wider community participation in the process. These teams will help ensure there are strong links with other colleagues involved community development work.

Process to develop a Locality Plan

The process need not be complex and protracted, and should appropriately apply similar principles to the development of the CPA single outcome agreement.

A succinct 'strategic assessment' will be produced for each locality. The locality strategic assessment will be a brief document including information from Neighbourhood Profiles; CPA strategic assessment; Improvement Service Community Planning Outcome Profiles; and, recent community engagement activity. The Council research team has already completed neighbourhood profiles for each Tillydrone, Middlefield and Torry and is working on profiles for the other neighbourhoods to be complete by the end of July 2016.

A priority setting event involving a broad range of stakeholders will be held in each locality to inform the Locality Plan. The Locality Manager will be responsible for drafting the plan.

Work is on-going to add detail to the planning process.

Milestones

Approval of Locality Planning Framework – Community Planning Board – 20 June 2016

Priority setting/planning events – September 2016

Approval of Locality Plans – Community Planning Board – 12 December 2016

Approval of Locality Plans – Single systems – March 2017

A core locality group will be the local partnership group convened prior to establishment of the Locality Board. ie it is anticipated the Board is formed once local priorities are identified because the priorities will help determine who should be involved.

Performance Framework

A robust performance framework should be a central component to our approach to Locality Planning. A strong focus on evidence should be applied to ensure sufficient understanding of issues requiring action and to track progress towards short, medium and long term outcomes. Evaluation and systematic analysis should be proactively applied to measure impact of services and actions, this should be a key driver to continuous improvement with a particular focus on moving resource to preventative and early intervention solutions. Health Improvement methodology would be applied as relevant.

Non-priority Neighbourhoods

Tackling inequality in the city is the main business of CPA and it should ensure that relevant strategies are delivered to address inequality in the city whether or not in a priority locality. CPA will also monitor the city to identify 'at risk' localities with the objective of taking action to prevent further degeneration.

A toolkit shall be developed for local community groups wishing to develop its own LP with 'light touch' support potentially available via the Council's communities and partnerships service.

Neil Carnegie
Communities and Housing Area Manager

References

Community Planning Aberdeen – Strategic Assessment 2016
Community Empowerment (Scotland) Act 2015
Community Empowerment (Scotland) Act 2015 – DRAFT Consultation and Regulation
Community Planning Aberdeen – Deprivation in Aberdeen - An Analysis of the Scottish Index of Multiple Deprivation 2012
Improvement Service – Placed Based Approaches to Joint Planning, Resourcing and Delivery

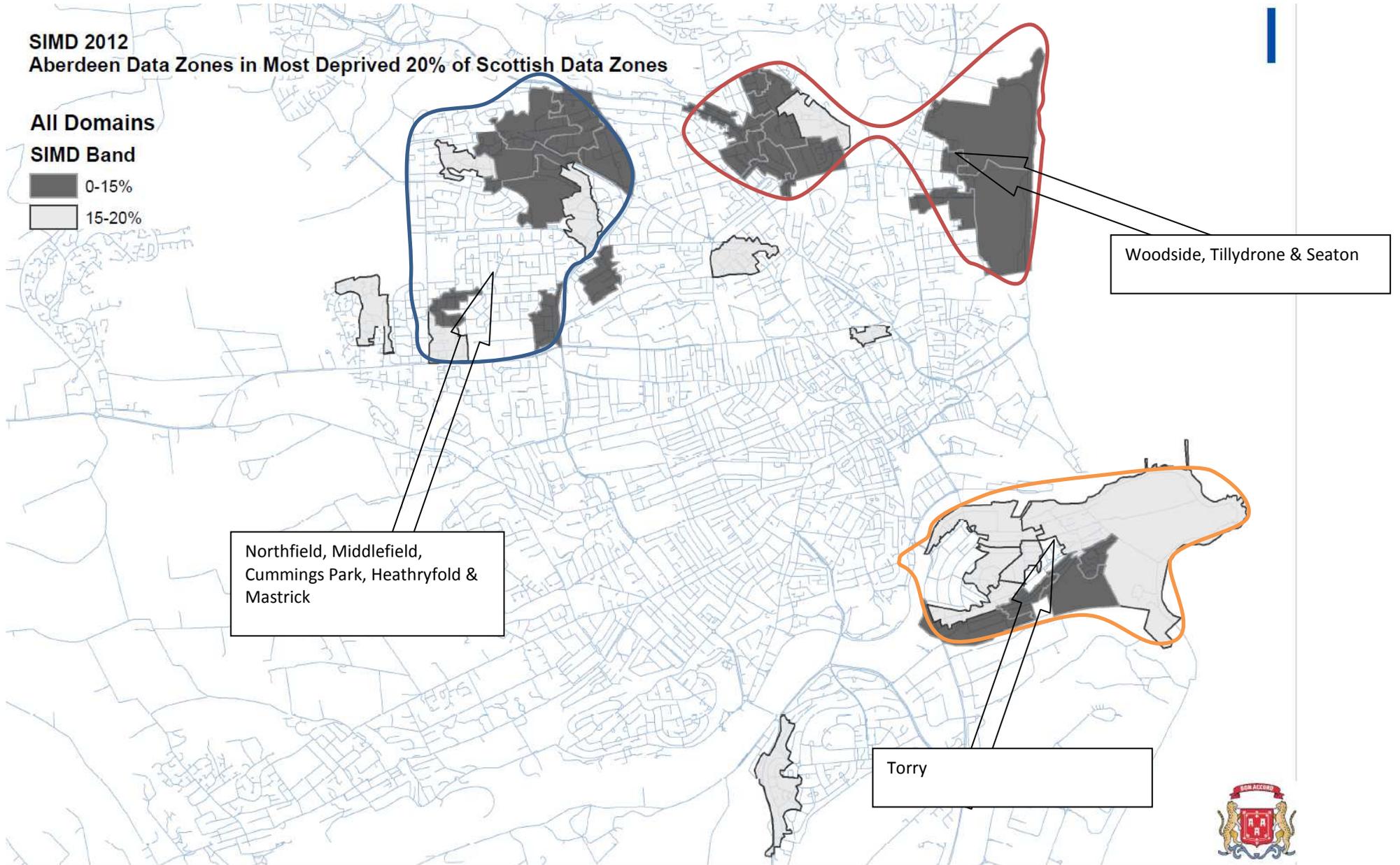
Consultation

- Health and Social Care Partnership
- Sport Aberdeen
- ACVO
- Aberdeen City Council
 - CMT
 - Community safety
 - Planning and Sustainable Development
 - Education and Childrens Service
- Police Scotland
- Scottish Fire and Rescue Service
- Job Centre Plus

**SIMD 2012
Aberdeen Data Zones in Most Deprived 20% of Scottish Data Zones**

All Domains

SIMD Band



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Community Planning Aberdeen

Progress Report	Draft CPA response to the consultation on Community Empowerment Act draft guidance and regulations
Lead Officer	Neil Carnegie
Report Author	Michelle Cochlan/ Lyndsay Johnstone
Date of Report	3 June 2016
Governance Group	Community Planning Aberdeen Board 20-06-16

1:	Purpose of the Report
1.1	This report presents Community Planning Aberdeen's response to the Scottish Government's consultation on the Community Empowerment (Scotland) Act 2015 draft guidance and regulations.

2:	Summary of Key Information
2.1	BACKGROUND
2.1.1	In March 2016 the Scottish Government published draft guidance and regulations for consultation on the three major parts of the Community Empowerment Act. This includes: community planning guidance and regulations; participation request regulations; and asset transfer regulations. Community Planning Aberdeen colleagues were invited to contribute to a joint response to this consultation being prepared on behalf of the Partnership. A wide range of detailed responses have been received and thanks is given to all partners for their contributions.
2.2	COMMUNITY PLANNING ABERDEEN'S RESPONSE
2.2.1	This paper presents the response of Community Planning Aberdeen as agreed by the CPA Management Group on 30 May 2016 (See Appendix 1). The response was developed on the premise that the guidance and regulations offer Community Planning Partnerships some key principles for effective local implementation of the Act. Scottish Government colleagues advise that the guidance is deliberately light to ensure that CPPs have the flexibility to interpret and implement the Act in a way which works best for local communities and allows for creativity and innovation. The CPA welcomes this flexibility and therefore our response is focussed on the areas of the guidance and regulations where the CPA does not agree with proposals, where clarification is sought or where there are significant omissions.

2.2.2 A number of comments received were in relation to how colleagues feel that the guidance and regulations should be implemented locally in Aberdeen. For example, comments relating to CPA priorities, ways in which the CPA should engage with local communities and how CPA will define localities. It is suggested that these comments are best considered by the CPA as part of the work which is ongoing to develop and strengthen community planning in Aberdeen, taking into account the requirements of the Act. Therefore, these comments have not been included but will be shared with the Community Empowerment Act work stream lead officers for further consideration with colleagues as local proposals develop.

Work stream	Lead Officer	Lead Group
Community Planning	Michelle Cochlan, Aberdeen City Council	CPA Management Group
Locality Planning	Neil Carnegie, Aberdeen City Council	CPA Management Group
Community Participation Requests	Chris Littlejohn, NHS Grampian	Community Engagement and Participation Group
Asset Transfer Requests	Stephen Booth, Aberdeen City Council	North East Property Group <i>et al</i>

2.2.3 Where the comments received from partner colleagues reaffirmed the principles set out in the guidance and regulations, this detail has not been included but is covered in general terms. Individual partners are reminded it is at their discretion whether they choose to make an individual response to the Scottish Government.

2.3 NEXT STEPS

2.3.1 The deadline for responses to the Scottish Government on the Community Empowerment Act guidance and regulations is 9 June (community planning), 15 June (participation requests), and 20 June (asset transfer requests).

2.3.2 Further secondary legislation on participation requests and asset transfer requests is being prepared to provide detailed guidance on technical issues. Scottish Government advises that this will be developed and consulted on for implementation by no later than October 2016.

3: Recommendations for Action

- 3.1 It is recommended that the CPA Board:
- i) note the response to the consultation on community planning at Appendix 1 which was agreed by the CPA Management Group on 30 May and submitted to the Scottish Government by the required deadline; and
 - ii) note that all other relevant comments for CPA collected as part of the consultation process will be considered as part of ongoing work to develop Community Planning Aberdeen.

4:	Opportunities and Risks
4.1	The Community Empowerment Act is being described as an absolute game changer in terms of the delivery of public services. It is the first time that the Scottish Government has legislated for improving outcomes. Over time our understanding of the opportunities presented by the Act will mature as CPA works with communities to unlock the potential of community planning in improving outcomes.

5:	Consultation
5.1	The following people were consulted in the preparation of this report: <ul style="list-style-type: none"> • CPA Board • CPA Management Group • Community Empowerment Working Group • Community Engagement and Participation Group • North East Property Group and Partner Asset Management Managers • ACC Legal and Democratic Services

6:	Background Papers
6.1	The following papers were used in the preparation of this report. <ul style="list-style-type: none"> • The Community Empowerment (Scotland) Act 2015 • Community Empowerment Act Update Report 9 May • Scottish Government Consultation on Community Planning Guidance and Regulations • Scottish Government Consultation on Participation Request Draft Regulations • Scottish Government Consultation on Asset Transfer Draft Regulations

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APPENDIX 1

COMMUNITY PLANNING ABERDEEN RESPONSE TO CONSULTATION ON COMMUNITY EMPOWERMENT ACT DRAFT GUIDANCE AND REGULATIONS

Contents

Part 2: Community Planning Guidance and Regulations – Page 5

Part 3: Participation Request Regulations – Page 7

Part 5: Asset Transfer Requests Regulations – Page 9

Part 2 Community Planning under the Community Empowerment (Scotland) Act 2015

Questions

Q1: The guidance identifies a series of principles for effective community planning. Do you agree with them? Should there be any others? Please explain why.

In general, we agree with the principles as set out in the guidance and welcome the flexibility they afford to CPPs for local implementation. There are two areas where we feel that the guidance could be strengthened to better support CPPs.

Linking spatial planning and community planning

We suggest that the guidance could go further in terms of the linkages between Community Planning (including LOIPs and Locality Plans) and Land Use Planning – particularly the preparation of a Local Development Plans (LDP) for an area. This is a topic which is being explored nationally with Community Planning Partnerships and it would be useful if the guidance could offer more support to CPPs on how that could look in practice.

Focus on communities experiencing socio economic disadvantage

We agree that there needs to be a focus on improving outcomes for those communities experiencing greater socio economic disadvantage. We also acknowledge that the guidance is clear that CPPs are free to apply locality planning beyond these communities. However, we feel that the guidance could do better to acknowledge the positive outcomes to be gained by working with more able communities also. For example, understanding and sharing best practice between strong communities and those experiencing greater challenges could have long term benefits.

Q2: The draft guidance sets out common long-term performance expectations for all CPPs and community planning partners. Each CPP will adopt its own approach towards meeting these expectations, reflecting local conditions and priorities. Even so, do you think there are common short- or medium-term performance expectations which every CPP and partner should be expected to meet? If so, what are they?

We do not agree that it would be helpful for common short term or medium term performance expectations to be set nationally. However, it would be useful for Scottish Government to offer support to local CPPs to help determine their own performance expectations. For example, by providing a suite of suggested outcome based measurements for CPPs to draw upon. It would be helpful if the SG could support CPPs to identify measures of the impact communities are having themselves rather, than focus solely service based interventions. Support could include facilitating workshops and sharing best practice between CPP areas.

Q3: The 2015 Act requires CPPs to keep under review the question of whether it is making progress in the achievement of each local outcome in their LOIP and locality plan(s). CPPs must from time to time review their LOIP and locality plan(s) under review, and to revise them where appropriate. Even with this, do you think the statutory guidance should require CPPs to review and if necessary revise their plans after a specific period of time in every case? If so, what should that specific period be?

Yes No

Please explain why

We believe that CPPs should have autonomy to set appropriate timescales for review and revision of LOIP and locality plans, based on a clear and transparent rationale.

Q4: What should the statutory guidance state as the latest date by which CPPs must publish progress reports on their local outcomes improvement plans and locality plans?

4 months 6 months Other

If other please provide timescale. Please explain why.

Our Public Performance reporting on the LOIP should be for us to set aligned to our own existing cycles of reporting. The frequency of update reporting again should be our decision.

Q5. Do you have any other comments about the draft Guidance?

We feel that the guidance is a useful reference document for CPA. It would however be useful if the Scottish Government publish an easy read version of the guidance for use by the CPP and communities we will be working with.

The examples of best practice provided throughout the guidance are very useful, for example the case studies on participatory budgeting. It would be useful if best practice could be shared on an ongoing basis to facilitate further learning between CPPs in this area.

Q6. We propose that the draft regulation for locality planning should set one criterion only, which is a maximum population permissible for a locality. Do you agree? What are your reasons?

We believe that CPPs should have autonomy to determine their own localities and unpersuaded about the relevance of any set criteria, particularly in relation to population.

Q7: The draft regulation sets a maximum population size for localities subject to locality planning of 30,000 residents. It also proposes an exception which allows a CPP to designate a local authority electoral ward as a locality even where its population exceeds 30,000 residents. Are there circumstances in which these criteria would prevent a CPP from applying a reasonable approach to locality planning? What difference would it make to how localities were identified for the purposes of locality planning in the CPP area(s) in which you have an interest, if the maximum population size were set at (a) 25,000 residents or (b) 20,000 residents?

Whilst we might question the usefulness of prescribing a maximum population, this presents no problem for CPA. We anticipate that the localities defined for Aberdeen will be fewer than 20,000 residents and range between 11,000 and 19,000.

Q8: Do you have any other comments about the draft Regulation?

No.

Q9: Are there any equality issues we should be aware of in respect of local outcomes improvement plans and locality plans?

We understand that this is a complex area and that we need to be mindful of possible unintended consequences of targeting individual communities in our planning and delivery approaches.

Part 3 Participation Requests under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Regulations

Questionnaire

Q1: Should the use of a statutory form be required in the regulations?

Please give reasons for your response.

Yes No

We believe there is a need for standardisation in terms of the nature of information that needs to be submitted to prevent unnecessary time being spent trying to get the information to support the request. A standard form would ensure easier administration of the process, and it would support communities to provide the information most relevant to ensure a successful application.

Q2: Should it be possible for a community body to put in a participation request without using a form?

Please give reasons for your response.

Yes No

We agree that submission of a form should not be the only way that a community body is able to make a participation request. CPPs should be free to explore other methods which would enable all community bodies to get more involved.

Q3: What else might a statutory form usefully cover beyond the example set out in Annex B?

We are supportive of the form which is currently set out. We feel it is suitably simple to complete, which would encourage a wide range of different community groups to participate, and is focussed on outcomes. We suggest that it might also be useful to seek an indication from the community body on any support requirements they have to be able to participate.

Q4: Is 14 days a reasonable amount of time for additional public service authorities to respond?

If not, please suggest an alternative timescale and explain.

Yes No

We recommend that the response time could be aligned with the FOISA or SPSO which are both within 20 working days.

Q5: What, if any, are the particular/specific ways that public service authorities should promote the use of participation request?

We suggest that public service authorities should consider making use of the full range of communication mechanisms available to them. For example, website, social media, newsletters, and any other effective communication and consultation tools.

Q6: What are the ways that public service authorities should support community participation bodies to make a participation request and participate in an outcome improvement process that should be set out in the regulations?

We believe that community participation bodies should be offered one to one support to make an application for participation and should receive the necessary support throughout the outcome improvement process. In doing so we believe there is an important role for elected member and all representatives.

Q7: What types of communities could the regulations specify that may need additional support? Please give reasons for your response.

We suggest that communities which have learning issues, language issues or disabilities which would necessitate alternative format materials e.g. deaf and blind would require additional support. This would have resource implications.

Q8: How long should the public service authority have to assess the participation request and give notice to the community participation body? Is 30 days a reasonable amount of time?

Yes No

If not, how long should the period for making a decision be? Please give reasons for your response.

We feel that 30 **working** days seems reasonable in principle, however there are some concerns around the number of requests that could potentially be submitted during the same time period. In addition, we need to accept the variation of quality we received so a 30 day time-scale could only start if there is sufficient quality in the first place. We also need to be mindful about the internal governance across all individual CPP partners to get agreement to support improvement areas that, for example are not the existing programmes.

On that basis we recommend that 60 days would be more practical

Q9: Are there any additional information requirements that should be included in connection with a decision notice? Please give reasons for your response.

We believe that it would be helpful to explain why a decision has been taken within a notice and detail the right to appeal.

Q10: What other information, if any, should the regulations specify should be published in relation to the proposed outcome improvement process? Please give reasons for your response.

We feel that the regulation needs to be much clearer on the definition of an outcome improvement process, what this constitutes and specific criteria.

Q11: What other information, if any, should the regulations specify should be published in relation to the modified outcome improvement process? Please give reasons for your response.

We are in agreement that the report should be simple and not time consuming to produce and read to reduce the bureaucracy of the process.

Q12: Section 31 sets out the aspects that the report of the outcome improvement process must contain. What other information, if any, should the regulations require the report include? Please give reasons for your response.

We would wish to explore and agree this locally as we become more familiar with the process.

Q13: Do you have any other comments on the draft Participation Request (Procedure)(Scotland) Regulations 2016?

It would be useful if the Scottish Government could produce a simple guidance document on participation requests which could be used locally for CPPs.

Part 5 Asset Transfer under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Regulations

Questionnaire

Q1: Do you agree that the types of land set out in the draft Community Empowerment (Registers of Land) (Scotland) Regulations 2016 need not be included in relevant authorities' registers?

Yes No

If not, please explain what you would change and why.

Q2: Are there any other types of land that relevant authorities should not have to include in their register? Please explain what should not be included and why.

Data centres or building that may contain chemicals, pharmaceuticals or other dangerous substances. Also, if there are specific assets sensitive to police operations (locations where surveillance teams are based).

Q3: Do you have any comments on the proposals for guidance on what information registers should contain and how they should be published?

In order to manage resources best the simplest response would be to publish on line the asset register. This should also include lease in assets. This could be made available through authority web-sites and it is our intention to publish this regardless. This is likely to be basic information highlighting property address, type, tenure and account (by Common Good/ HRA or General Services).

This would also meet common god requirements. Some consideration has been given to highlighting whether alienable and inalienable assets should be distinguished. The idea is rejected as all bodies may not hold this information and it may be subject to challenge.

It is not our intention to have a searchable list or a list capable of being edited. It is considered that there should be a de-minimus level and it should be acknowledged that small areas of open space land will not feature in the lists.

Q4: Is there any information you think a community transfer body should be able to request from a relevant authority, that it would not be able to obtain under FOISA or the EIRs?

No. We believe community organisations should have access to all reasonable information held by the authority and consideration should be given to what a 'sales pack' may look like and what information it may contain (asbestos reports and management plan, title reports, condition and suitability assessments, statutory compliance etc.)
Consideration will have to be given to the detail around any reports that the authority may have in relation to warranties and liabilities to 3rd parties. Information provided should not replace the requirement for 3rd parties to obtain their own professional advise or carry out due diligence.

Q5: Do you think the proposed additional requirements for making an asset transfer request are reasonable?

Yes No

If not, please explain what you would change and why.

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Q6: Is there any other information that should be required to make a valid request?

The information required may be best left to guidance notes and should be proportionate to the proposal.

Q7: Do you have any comments on the proposals for acknowledgement of requests?

No, the proposals sound reasonable. In the event that the information in the request is incomplete, it may also be helpful for the public body to direct the community transfer body to where assistance may be available.

Q8: Do you have any comments on the proposed requirements for notification and publication of information about a request?

The notification requirements appear logical. Press advertising has budgetary implications and it is probably not necessary in every case. The placing of the notice on the property should make the notice visible externally and not just to those using the property as this would give neighbours an awareness of the proposal.
There is no guidance in relation to what happens if as a result of the consultation another community organisation comes forward with a proposal. The legislation suggests that the first request should be taken through to conclusion before it can consider the second or third request. This seems unfair.
It was agreed that it would make sense to allow second or even third application to be considered as long as these were made early on in the process i.e. during the 28 day "publication" period.

Q9: Do you think 6 months is a reasonable length of time for the relevant authority to make a decision on an asset transfer request? (This time may be extended if agreed with the community transfer body.)

Yes No

If not, how long should the period for making a decision be?

We believe that CPPs should have autonomy to set appropriate timescales for decision making about asset transfer requests.

Q10: Do you agree with the proposals for additional information to be included in a decision notice?

Yes No

If not, please explain what you would change and why.

Consideration should be given to what level of information is released and what may be commercially sensitive.

Q11: Do you agree that the Scottish Ministers should be required to appoint a panel of 3 people to consider reviews of Ministers' own decisions?

Yes No

If not, how do you think these reviews should be carried out?

The interpretation of this is that this relates to requests made to the Scottish Government only in relation to their properties not to appeals.

Q12: Do you agree that a local authority should be required to make a decision on a review within 6 months?

Yes No

If not, how long should the period for making a decision be?

Our existing governance rules don't allow us to revisit a council decision in less than 6 months -. We would have to suspend Council standing orders to allow this to take place.

Q13: Do you have any other comments about the draft Asset Transfer Request (Review Procedure) (Scotland) Regulations 2016 or draft Asset Transfer Request (Appeals) (Scotland) Regulations 2016?

No

Q14: Do you agree that the Scottish Ministers should appoint a single person to consider an appeal where no contract has been concluded?

Yes No

If not, how do you think these reviews should be carried out?

This appears to reflect the planning process and appears logical. Consideration should be given in relation to how this process will work. Local authorities operate under the Local Government (Scotland) Act, which give them certain responsibilities in relation to their land and property. The conditionality of any asset transfer may act against this order indeed the advice of the council's monitoring officer and be in conflict with other responsibilities.

An example may relate to an asset transfer on the basis of a very long lease. The parties may not be able to agree the extent of a repairing obligation. A 3rd party could decide the outcome of this placing a revenue obligation on the agency over a number of years.

Q15: Do you agree that the documents should not be published in relation to appeals where no contract has been concluded?

Yes No

Please explain your reasons.

Documents are likely to include contractual information or business plan assumptions which may be commercially sensitive so some caution may be required. Same rules as FOI should apply.

Q16: Do you agree that no third party representations should be allowed in relation to appeals where no contract has been concluded?

Yes No

Please explain your reasons.

Process should be a review of factual information already submitted and as such little benefit is seen from presentations. This may also adversely impact on community group who may have less resource/ experience than the agency in making a case.

Q17: Do you have any comments on the proposed procedures for appeals where no contract is concluded?

No

Q18: Do you have any comments on the proposed procedures for applications to Ministers for Directions?

Could the proposed procedure confirm whether it will be the same Minister providing oversight of the proposed procedure for applications to ensure consistency within the process.

Community Planning Proposal for a multi-sector response to adverse weather conditions

“Community Action Day – Aberdeen in Action”

Context

A paper entitled ‘Winter preparedness and responses to the most vulnerable’ was prepared for the Community Planning Management Group in October 2015 (attached), in which an outline of some of the cross-sector challenges was presented. It was agreed by the CPMG that some further work was undertaken which explored whole-systems opportunities in relation to adverse weather conditions where normal service delivery is compromised.

As indicated within the attached report, there are many impacts resulting from adverse weather, including:

- 1 Individuals more isolated within communities than normal, and this includes those dependent upon services;
- 2 Individuals and Services unable to traverse across the city to support people due to the challenging travelling conditions. This can include personal services as well as community services;
- 3 Workers struggling to get out of their communities to get to work across the City/ Shire, whilst having the expectation that they do attend work reinforced by existing policies;
- 4 The already difficult travelling circumstances for essential services are compounded by people attempting to travel in what may be contextually unnecessary circumstances i.e. the regular role they undertake may be compromised by the conditions in any case.

These challenges currently exist in relative isolation, and of course the circumstances and organisational responses vary significantly. As indicated within the report, many of our agencies respond to bad weather by deploying resources and people into different areas of activity, e.g. environmental services into snow clearing/ gritting. Moreover, some other sectors do make ‘seasonal adjustments’ to manage anticipated demand, e.g. NHS bed-based provision, but overall many sectors – public as well as private – make only those adjustments which allow for the best possible business continuity for themselves, rather than from a co-ordinated city-wide perspective.

This paper attempts to explore the possibilities of a co-ordinated multi-sector response to adverse weather conditions, which would address the individual challenges outlined above.

The difficulties most commonly attributed to weather-affected days relate to snow, but recent experiences within the City of the effects of flooding mean that this must also be considered an equivalent circumstance.

Community Action Days

The possibilities presented by Community Action Days could be characterised by the following brief comparison between the now and the future possibility:

Joan 2016

Joan works as a Finance Assistant at Marischal College. She travels in every day, by car, from Bielside on the outskirts of the City. On the day she looks out of the window to see a blanket of snow, the radio has announced the police advice that 'no unnecessary journeys should be undertaken'. However, Joan knows that the Council policy dictates that she must come into work, or she may lose a day's leave. She is unhappy with that prospect so begins the difficult journey out of her side-street on to the main road and an hour-and-a-half later finally makes it to Marischal College to begin her day. On the road she passed many vehicles going the other way including, she presumes, people going to support those living in Bielside. By the time she parks her car she is exhausted and stressed – there were a few tricky moments during the journey.

Her day in Marischal is characterised by cancelled or postponed meetings because others didn't make it in, and although she kept busy there was nothing for her to undertake that couldn't otherwise have waited a few days. At five o'clock she begins the journey home. She doesn't know when she will get home, and knows her husband is facing similar difficulties, so has had to make arrangements for their kids to be looked after by a neighbour.

Joan 2017

Joan works as a Finance Assistant at Marischal College. She also undertook the Community Action Days (CAD) training in the summer and, having volunteered for the programme, she was given a role as a CAD Visitor. This means that this morning, when the snow is on the ground and the police are advising that 'no unnecessary journeys should be undertaken', Aberdeen City Community Planning Partnership has announced that today is to be designated a CAD. Instead of getting into her car Joan will dress up warm, walk to her appointed 'Co-ordination Point', meet with her team and the 'Co-ordinator' and be given her rota of visits to undertake in Bielside. She will check in on a number of older adults in the area who require 'low-level support' to see if they are okay, need any small tasks to be carried out like shopping for the day, and if they intend to go out need their path cleared. If they are going out Joan will notify the 'CAD Clearing Team' who will send round another worker (perhaps Alfie, her husband, who normally works in the OilPro Office in the city centre as an HR Team Leader) to clear the snow. If their circumstances are more complicated – they have to attend an urgent medical appointment, or need some personal care – she will notify the CAD Co-ordinator who will take the necessary steps to get the right response as quickly as possible.

Today Joan fulfilled an important role in difficult circumstances. She didn't add to the congestion on the roads, nor feel the stress of the journey, and she knows that resources which would otherwise have been attempting to travel to Bielside can be used elsewhere today because she and her Bielside CAD team have got things covered. She and Alfie also got home to the kids.

CAD Opportunities

The latter of these two examples is intended to describe a new opportunity for many of our workers in which the concerns outlined in the 'Context' above can be meaningfully addressed. In the first example, even if the consequences of not travelling to work had been less of a concern, i.e. you could be allowed to 'work from home' or take annual leave/ TOIL, this would only have alleviated the concerns of a limited number of people – for example those who are able to undertake work at home and/ or have annual leave available to them or access to TOIL – but would have done nothing to meet the wider challenges.

Community Action Days would have the following characteristics:

- Community-based CAD 'teams' would come into existence once a determination has been made that the specific adverse conditions merited a CAD. These teams – made up of organisations and individuals – would implement a co-ordinated rehearsed response to supporting communities;
- Individuals would volunteer for participation. No one would be compelled to participate. Participation would be at the discretion of the organisation and would be determined by suitability for the programme and acceptance of the normal role being deferred in these circumstances;
- Volunteers would be paid as normal by their employing organisation. Costs incurred in undertaking the new roles would be accommodated by the employing organisation;
- Checks of suitability would be undertaken with those who wish to work directly with people. This would include PVG checks if necessary;
- Volunteers would undergo training days on the CAD roles they have chosen, and would be expected to participate in 'practice days'. These practice days would rehearse and model the organisation and community response arrangements;
- On the announcement of a CAD, individuals would be expected to register their availability for participation (e.g. indicating that they are fit and able to participate). If not, they should notify their employer of their unavailability for work in the normal manner and then report to the designated 'co-ordination point';
- CAD Locality Co-ordinators would keep a record of participants in their jurisdiction and liaise with services to identify activity for the area. They would hold periodic team meetings of local volunteers to help build a team ethos, gauge the potential delivery of the team and make adjustments to the balance of activity based on experience and availability. They would also keep the Community Planning CAD lead notified of any 'gaps' in potential provision which would have to be taken account of in a CAD. These gaps could be roles then undertaken by links into the third sector participant organisations and/ or Faith Communities;

- Roles within the CAD would include:
 - Snow clearing in neighbourhoods. There would be a particular focus on clearing for those most vulnerable, but it's also conceivable that clearing can be supported for those working in essential services who are required to make it to a specific service e.g. GPs, Surgeons;
 - Home visiting in neighbourhoods. These would be 'low –level' check visits to individuals. This might include seeing if the person has heating, needs any minor local shopping (thereby preventing unnecessary travel for those who would struggle with the conditions);
 - Transporting. With access to four-wheel-drive vehicles, some volunteers could transport or accompany people to make essential hospital/clinic/GP appointments, or take individuals home from hospital;
 - School support. In the event of teaching staff not being able to make it to their school, individuals could support the school to manage the day with whichever pupils have arrived – assuming the school has not been closed:
 - Co-ordinators. These individuals will be responsible for arranging specific duties, the allocation of work and the support to participants on the day. They will also be responsible for reporting on activity levels and outcomes;
 - ...and what cannot be underestimated is the legitimate role some individuals could play in supporting their own vulnerable relatives – who otherwise would not have care if the provider cannot make it into the area. This could be seen as a legitimate role for some in the CAD;
- All public, independent and third sector organisations would be encouraged to participate in the scheme. Each would identify its essential services e.g. front-line health and social care, infrastructure professionals involved in heating, lighting, water, roads etc. which CAD teams will support to ensure these individuals and their essential services are supported to continue as close to normal as possible;
- Third sector organisations and faith communities may not only have individuals involved in CAD but have specific organisational duties as part of the CAD. These could include shopping and transport services (in areas where there are not enough CAD workers for example), warm food deliveries etc.;
- Local community groups and/or volunteers would be participating partners. At the moment these exist in localised circumstances but have no strategic co-ordination. This capacity could be galvanised by this initiative;
- Co-ordination is key to the success of CAD. This would include:

- A co-ordinated determination of how such circumstances are defined and agreed upon;
- An agreement about boundary participation. How does this work with colleagues living outwith the local authority area but wishing to participate. This programme would work best across the City and Shire;
- Ensuring that individuals are well prepared for CAD roles and the co-ordination of their activity is well managed;
- Ensuring that the participating organisations have a clear understanding of their roles and that these are coherent and complementary;
- A lead Community Planning role in ensuring participating organisations are supported and well engaged in the process.

Impact of Community Action Days

As outlined, there are a number of benefits to participants of this programme, as well as reduced strain on the travel infrastructure and benefits for recipients through the support of CAD. There are also wider impact opportunities with such an initiative:

- **Community cohesion:** a collective participant community could bring wider social benefits within our communities – individuals more connected to their own community, better awareness of the capacity and challenges within communities, and local social networks being developed as a result of individuals’ participation in community teams with local communities;
- **Collaboration:** this initiative provides the bench-test for organisational and community collaboration. Use of resources, including buildings and people, will support the wider Community Empowerment agenda as well as how organisations learn and function in relation to each other;
- **Inclusion:** the single biggest life-limiting factor is the isolation and disconnection people experience as a result of ageing, long-term conditions and disabilities. CAD is aimed at specific circumstances, but the impact may be in how it contributes to a sense of individuals not being lost and forgotten within a community.
- **Savings:** we may be able – albeit limited to affected days – to reduce our opening of buildings and lower the extra winter costs of the current model which attempts to manage exceptional circumstances.

Challenges

In introducing an initiative such as CAD, there are undoubtedly organisational and logistic challenges to take account of:

- Training and development of CAD teams;

- Identification of those suitable for participation;
- Employee considerations: H&S of those involved in alternative duties, weekend cover etc.;
- Organisational attitude to activity 'diverted' for those days – loss of normal productivity;
- Cultural challenges – including perceptions within organisations and the wider community;
- Scale of co-ordination required across the public sector, the third and independent sectors, community groups and faith communities needed to make this work.

...but the benefits could be considerable if we can make it work.

Measuring Success

However good an idea seems, and whatever anecdotal impressions it creates, there is a need to provide empirical evidence that the 'good impressions' add up to a 'genuine measurable positive impact'. This proposed initiative outlines many potential impacts: on individual employee/volunteer participants; on recipients within communities who will receive the support in challenging circumstances; on the strain on infrastructure; on the possibilities of wider social benefits. The challenge will be in measuring the reality of the individual constituent parts of this, as well as the wider impact.

Measuring positive impacts may fall into distinctive categories:

Impact on individual recipients of the service

This might include:

- Increasing the number of appointments for clinics and hospital which are kept, which might otherwise have been cancelled;
- A reduction in the number of people admitted to hospital as a result of falls outside their home;
- The ability to get people discharged from hospital who might otherwise be delayed, and the resultant 'bed-blocking' situation;
- The number of 'crises' averted as a result of the visiting schedule picking up an immediate problem (i.e no heating, electricity, water etc.)

Impact on participating workers

This might include:

- Measurable reduction on strain on roads. This could be measured akin to existing 'in-service' days at schools where the roads are noticeably quieter;
- Reduction of staff absences. This could be as a result of staff being under less pressure to attend their normal work – especially the case where there may be issues with child care if schools are closed;

Impact on Organisations

Some impacts may be sector-specific, but in more general terms this might include:

- Enhanced reputation as a flexible employer and one which takes its social responsibility seriously. This could measurably be a factor in recruitment & retention;
- Measurably better arrangements for the sharing of resources which may create some savings to the organisation.

Impact on the wider community

This might include:

- Enhanced reputation of the City as a place to live and work – given its commitment to creating a 'citizen response' to challenging situations.

As yet, some of the above may not be captured across the whole system, but it is conceivable that data could be generated to meet these metrics.

Conclusion

Aberdeen City and Shire share an enviable reputation as places to live and work. However, like many places, the roads infrastructure and the support to vulnerable people are placed under considerable strain when we have adverse weather conditions. At present for the most part we have single system responses to managing the organisational impact, with some variations on delivery apparent, but nothing which coherently creates a single community response to such circumstances.

This proposal attempts to describe a new adverse weather delivery paradigm – shared and owned across all aspects of the public, private, community and third sectors.

Tom Cowan

Head of Operations

Health & Social Care Partnership

5th April 2016

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Community Planning Partnership

Winter Preparedness and Responses to the most vulnerable

Discussion Paper

24th September 2015

Context

There are a range of circumstances in which normal routine life is disrupted, and with that our ability to connect with our regular networks and support systems. These include Major Incidents which may happen in the vicinity and cause disruption, the outbreak of a virus or pandemic flu, which can seriously impact on individuals as well as compromise support networks, and of course the challenges of adverse weather conditions in the region.

Whilst there is no room for complacency with regards to the challenges of major incidents and/ or major health-related outbreaks, these are significantly covered within the levels of preparedness under the Civil Emergency planning processes, including Silver Swan.

To this end the Community Planning Management Team have tasked a group to examine the potential for whole-system responses to winter preparedness – with particular emphasis on addressing the particular challenges faced by the most vulnerable within our communities.

Who are we talking about?

- Older adults
- Adults with disabilities
- Adults with long term conditions
- Vulnerable families with children (including those with disabilities/ long term conditions)

The circumstances?

- Those in the above categories without immediate support networks i.e. living alone or isolated from family support (perhaps acutely when travel is compromised);
- Those dependent upon daily care support;
- Those reliant upon hospital/ clinic appointments;
- Those reliant upon medication;

What do we think happens just now?

Organisations

Individual sectors within the Community Planning Partnership sphere have sector specific business continuity plans designed to cover circumstances in which normal service delivery is compromised. These plans are not ordinarily designed to take account of the whole-systems impact of exceptional conditions, nor to contribute to a whole-systems design to respond to these circumstances.

These sector-orientated plans have several components in common:

- They address the question of general expectations with regards to staff attending work during adverse weather conditions;
- They indicate the plans for business continuity in maintaining service levels as close to normal as possible;

Some, as is the case with those relating to roads and infrastructure, outline how the business adjusts to meet the changing circumstances (e.g. some environmental operatives move into road gritting), and in some resources are shifted to meet an anticipated increased demand (NHS bed-based provision). However, these shifts are predominately sector-specific and do not connect with the wider range of challenges and opportunities which are available.

That is not to say that there are not good instances of collaboration, as there are many known examples of this, but it is not routinely factored into winter preparedness planning – and so many more opportunities are missed.

In reality, the impending arrival of adverse weather tends to result in a very generic narrative that concentrates on how do we keep the roads clear to ensure everyone gets to work – irrespective of role – rather than how do we collectively adjust to the circumstances and prioritise what needs to be done (business critical), what can wait (non-business critical) and where we might redeploy our resources and activity to the best effect.

As a small illustration of this; with the onset of adverse weather, and whilst the media will convey messages advising you not to travel unless absolutely necessary, our organisations generally expect colleagues to make their way to work, through difficult conditions on roads we would wish to keep as clear as possible for essential passage, to tasks which may not be essential in the circumstances – or have been cancelled because of the adverse weather.

Often these same individuals are leaving areas where there are vulnerable members of the community, indeed often within their own families, including children. It is regularly

reported that as individuals crisscross the City and move to and from Aberdeenshire, that care and support is unable to get to those areas that colleagues have come from.

Individuals

Whilst organisations concentrate on their delivery responsibilities, the extent to which individuals themselves prepare for managing adverse situations would appear to be inconsistent. The most recent British Red Cross Survey identified a number of challenges (NB: This was a Scottish Survey, not a specific local one):

- The proportion stating that they felt personally responsible for ensuring that their family was prepared for an emergency: **62%**
- Levels of preparedness for extreme weather: **41%**
- Expectations that the local council and UK Government is responsible: **46%** (up from 39% in 2013) and **22%** (from 11%), whereas perceptions that the Scottish Government is responsible have remained stable at **30%** in 2013 and 2014.
- Access to alternative Heating: **51%** (note: drops to **47%** for those in the DE economic groups)
- **42%** of the small minority who had experienced an extreme weather emergency in the last 12 months claimed to have got together with neighbours to help everyone cope.
- The level of awareness of neighbours who would most need help in an emergency: **74%**
- Levels of awareness of which neighbours they could call on for help in an emergency: **80%**

NB: abridged version of this survey in Appendix 1

Consequently, whilst there are some positive indications in relation to awareness levels of those most vulnerable in the neighbourhood, as well as who might be of assistance in the event of individuals or families themselves needing assistance, there are some concerning areas in relation to the overall levels of awareness and acceptance levels of personal responsibility to prepare for adverse weather conditions.

There was also a generally held contention across Partnership Representatives that individuals are often reluctant to alter their travel methods in adverse weather conditions. For example, the main arterial roads are often quickly cleared (at least after the initial snow fall) and with that public transport is available. However, many individuals do not adjust their expectations of using their own car (sometimes of course this may be necessary, but many other times not so) and find themselves unable to get out of un-gritted side roads.

This can result in staff not making the journey, or adding to the already challenging road conditions.

What are the consequences?

Whilst there is an understandable economic imperatives in maintaining businesses and services as close to normal as possible, there can undoubtedly be an impact in relation to the support of vulnerable individuals and families, and with that the potential of serious consequences to those individuals, but also a serious 'knock-on' effect across already stressed public and voluntary sector provision.

There are a variety of potential impacts upon individuals as a consequence of reduced levels of support:

- increased levels of illness requiring medical intervention and/ or hospitalisation - sometimes as a result of compromised heating and/ or access to warm food;
- the increased number of falls and injuries to older adults often trying to cope on their own in tricky conditions;
- essential clinic/ surgery/ hospital appointments not being kept which can lead to a worsening of the condition and therefore escalation of the situation to more complex care;
- essential medication not being accessible - again potentially worsening the situation;
- levels of personal care not being maintained which results in a greater risk of hospitalisation/ reception into care (which can in turn result in longer-term care which might have been avoided);
- Individuals remaining in hospital beyond that which is necessary, resulting in discharge delays and 'flow' pressures – at a point when they are hardest to manage;
- Without doubt the increased likelihood of social isolation during these periods can have a profound impact on individuals in terms of physical and mental wellbeing - both likely to result in greater dependency upon health and social care provision.

Moreover, from an organisational point of view, the challenge can be that service delivery is compromised by not having enough staff available in roles and/ or sectors that are required in the circumstances, and in many instances without having developed the organisational flexibility to adjust to the challenge.

What is already out there?

There is undoubtedly good examples of local community/ faith-based/ NGO support networks which 'kick-in' and do their best. This would include local lunch clubs, good

neighbour schemes, the local Scout and Guide groups, as well as the innumerable extent of goodwill by individual citizens and families to 'help out'.

However, whilst providing very valuable support to those who 'connect' with them, many such schemes are ad-hoc and not always well known to those who might use them or participate with them. Moreover, the extent to which formal and statutory organisations are themselves aligned to this community activity will be patchy at best.

Moreover, whilst concentrating on the activity of the formal public and voluntary sectors, the extent to which the private sector is involved is not well known. It would be disingenuous to imply that the private sector does not support those who are vulnerable in the winter months, as there will undoubtedly be examples produced where they do, but at this stage what can be reasonably inferred is that there appears no co-ordinated activity across that sector, and in turn connected to the public, voluntary and community sectors.

Conclusions

In the context of a very challenging economic environment, it would appear illogical that we do not adjust our responses, individually as well as collectively, to circumstances which are likely to aggravate the demand placed upon us. This is particularly true in circumstances where adverse weather places an additional strain upon our collective ability to maintain normal service levels.

Levels of preparedness for individuals is a concern, but so also is the extent of co-ordination of responses across the CPP. No-one is suggesting that there is no service-specific activity, and that in some instances delivery is adjusted to accommodate the changing circumstances, but there is an absence of a coherent approach across the city involving the private sectors, public sectors and the wider range of community and individual activity.

Within the limited time this working group has looked at this issue, we have drawn up a list of potential considerations:

- How we encourage wider preparedness? This is both at an individual and organisational level – a concerted media campaign linked to national awareness programmes: AgeUK etc.?
- How do we address the question of our current generic responses to 'staff availability in adverse conditions'? How is this linked to the necessity and immediacy of the tasks required?
- How do we encourage those who do have to travel to consider alternative travel arrangements: "I may not get my car out of my drive, but I could walk to the bus stop"/ seasonal transport-sharing arrangements?

- Do we consider our collective use of staff separated from normal functions – relocated when they cannot get to normal duties/ place of work? How is this linked to 'what is needed' in local communities rather than a notional 'nearest office' situation?
- Do we consider engaging staff in developmental programmes which would allow for some non-business critical staff to be redeployed into other sectors to assist the most vulnerable – shut down some non-essential activity and relocate resources?
- How do we co-ordinate and prioritise weather responses across the sector – gritting to vulnerable people/ use of 4x4 vehicles to support staff to access service users/ patients?
- How do we support and assist in the co-ordination of non-statutory services, including charities, churches and community groups?
- How do we engage with the private sector - for example the home delivery options of the large supermarkets - to connect and co-ordinate activity?

Emergency Preparedness in Scotland 2014

British Red Cross Survey

Worries

Being without adequate food and water again emerged as the 'top' worry: **29%**.

Being stranded while on a journey was again least likely to be selected.

Females were more concerned about enforced separation from family (**26%** vs. **22%** males), while males were slightly more concerned about 'being without adequate food and water' (**31%** vs. **28%** females).

Those aged 65+ were the least likely to be concerned about being separated from family: **14%** but the most likely to be concerned about being without adequate heating: **10%**

Preparedness

Levels of preparedness continue to be highest for power cuts/cut off from water supply/disruption to fuel supplies: **48%**). Moreover, preparedness for this emergency measured **60%** in rural areas (vs. **42%** urban) and **66%** amongst those who had experienced a weather emergency in the past 12 months (vs. **46%** those who had not).

Levels of preparedness for extreme weather, the emergency which causes the most concern, were marginally lower in 2014 (**41%** compared to **44%** in 2013). Moreover even lower levels of preparedness for this emergency were evident among younger respondents (**34%** of under 35s vs. **43%** of over 34s) and those in urban areas (**35%** vs. **54%** rural).

preparedness for health emergencies has slowly declined to **28%**. Groups with higher levels of perceived preparedness for this emergency included those aged 55+ (**32%** vs. **26%** among those aged under 55), DE respondents (**33%** vs. **26%** ABC1C2s) and those with a disability (**32%** vs. **27%** no disability). There were no major differences measured between those who live in rural or urban areas.

levels of perceived preparedness for emergencies caused by terrorism: **10%** and for major transport incidents: **14%**.

Overall, **37%** of respondents claimed that they were not prepared (either very or at all) for any of the emergencies, those living in urban areas remain significantly more likely to feel

unprepared for all emergencies (**42%** vs. **24%** of those in rural areas). However, there were no differences by gender or SEG.

Heating

Those in rural areas were much more likely to have access (**58%** vs. **51%**). ABC1C2s were also more likely to have access (**56%** vs. **47%** DEs), as were those who were prepared for an emergency (**59%** vs. **44%** not prepared). There was no difference for those with or without children in the household.

Responsibility

The dominance of 'me/myself' as a top of mind response (first mention) decreased significantly, from **60%** in 2013 to **51%** in 2014.

One in ten mentioned the Scottish Government as their first response

First mentions of local council have increased significantly to **13%** from **10%** in 2013.

First mentions of the UK government have also risen to **5%**.

At a total level, when first and other mentions are combined, **62%** saw themselves as responsible; a significant decrease from 2013 (**67%**). However, 16-24s (**52%**), those aged 65+ (**50%**) and DEs (**51%**) were significantly less likely than other sub-groups to give this response. Compared to 2013, when there had been a fall in the total percentages claiming emergency services and UK Government were responsible, the latest percentages for these bodies are significantly higher, at **21%** and **22%** respectively.

30% mentioned Scottish Government as the body responsible for household preparedness. Likewise total mentions of the police remained consistent with the previous waves of research, although at a much lower level **12%**.

Helping Others

42% of those who had experienced an emergency caused by extreme weather in the last 12 months claimed that they got together with neighbours to help everyone cope.

The low base size notwithstanding, the evidence suggests those in rural areas (**44%** vs. **35%** in urban) and those without a disability (**45%** vs. **33%** with a disability) were more likely to demonstrate community resilience by getting together with neighbour.

All respondents were asked whether or not they knew which neighbours they could call on for help in an emergency. Some **80%** responded positively, although the figure was

considerably lower among younger age groups (ranging from **66%** of under 24s to **88%** among over 65s). It was also lower in urban compared to rural areas (**75%** and **91%** respectively). ABs were the most likely to respond positively (**84%**) and C2s (**75%** least likely).

The level of awareness of neighbours who would most need help in an emergency was also obtained, with **74%** agreeing that they would know this. Those living in rural areas were also significantly more likely to know which neighbours would need help compared to those living in urban areas (**81%** compared to **70%**).

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Community Planning Aberdeen

Progress Report	Priority Families Update
Lead Officer	Neil Carnegie
Report Author	Neil Carnegie
Date of Report	20 June 2016
Governance Group	Community Planning Aberdeen Board

1:	Purpose of the Report
<p>The purpose of this paper is to provide a brief update on implementation of our priority families service.</p>	

2:	Summary of Key Information
<p>Community Planning Aberdeen Board approved implementation of the new service in December 2015, also requesting that a soft market test be undertaken to assess potential of third sector delivery. A soft market test exercise was undertaken in January 2016 to ascertain the interest, capability and capacity of the 3rd sector to provide the Delivery Unit. Interested organisations were invited to attend a Presentation and Information Event and submit detailed responses to a questionnaire. Analysis of the responses demonstrated the sector's capacity and interest in potentially providing the Delivery Unit.</p> <p>The necessary approval to undertake an external tendering process to appoint a service provider for the Delivery Unit was requested and received from the Council's Communities, Housing and Infrastructure committee on 17 May 2016. The tender was due to be published on 30 May 2016 and we anticipate appointing the successful service provider on 5 September 2016, with the service due to go live on 10 January 2016.</p> <p>The project plan is being followed and various tasks on-going such as developing performance/outcome framework and ICT/systems.</p>	

3:	Recommendations for Action
<p>The Board is asked to note the update.</p>	

4:	Opportunities and Risks
<p>None emerging from this update.</p>	

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