



Community Planning Aberdeen Board

Meeting on **MONDAY, 27 FEBRUARY 2017 at 3.00 pm**

Committee Room 2 - Town House, Aberdeen

BUSINESS

APOLOGIES AND INTRODUCTIONS

DECLARATIONS OF INTEREST

- 1.1 Partners are requested to intimate any declarations of interest

MINUTES AND FORWARD BUSINESS PLANNER

- 2.1 Minute of Previous Meeting of 12 December 2016 - for approval (Pages 3 - 14)
- 2.2 Minute of the Meeting of the CPA Management Group of 30 January 2017 - for information (Pages 15 - 24)
- 2.3 CPA Board Forward Business Planner (Pages 25 - 26)
- 2.4 National Update, Scottish Government

DEVELOPMENT SESSION

- 3.1 Prevention and Early Intervention Facilitated by Professor James Mitchell, Professor of Public Policy Academy of Government, The University of Edinburgh

LOCAL OUTCOME IMPROVEMENT PLAN 2016-2026

- 4.1 Draft Locality Plans - to follow
- 4.2 Community Planning Aberdeen Outcome Management and Improvement Framework (Pages 27 - 42)

GENERAL BUSINESS

5.1 CPA Budget 2017/18 (Pages 43 - 46)

5.2 Letter from Aberdeen Community Council Forum (Pages 47 - 50)

FOR YOUR INFORMATION

6.1 Date of Next Meeting - 24 April 2017 at 2pm

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

**COMMUNITY PLANNING ABERDEEN BOARD
12 DECEMBER 2016
ABERDEEN TOWN HOUSE**

Present:- Campbell Thomson, Vice Chair, (in the Chair) Police Scotland,
Councillors Allan, Flynn, Graham and Young,
Councillor Ironside, Chair of the Integration Joint Board,
Joe Griffin, Scottish Government,
Angela Scott, Aberdeen City Council (ACC)
Ally Birkett, Scottish Fire and Rescue Service,
Jonathan Smith, Civic Forum, and
Susan Webb, Public Health.

Also Present:- Michelle Cochlan, Claire Robertson, Iain Robertson and Reyna Stewart (all ACC); Judith Proctor and Gail Woodcock (for item 3.1) and Val Vertigans (Aberdeen City Health and Social Care Partnership (ACHSCP)); Chris Littlejohn (NHS Grampian); and Ruth Christie (Scottish Government).

Apologies:- Councillor Laing, Kenneth Simpson and Richard Sweetnam.

Topic	Discussion/Decision	Action By
1. Welcome	The Vice Chair (hereafter referred to as the Chair) welcomed all to today's meeting and advised that he would chair today's meeting in the absence of Councillor Laing. Thereafter partners introduced themselves.	
2. Declarations of Interest	No declarations were intimated.	
3. Minute of Previous Meeting of 22 August 2016	The Board had before it the minute of its previous meeting of 22 August 2016, for approval. <u>The Board resolved:-</u> To approve the minute as a correct record.	
4. Minute of the CPA Management	The Board had before it the minute of the CPA Management Group meeting of 12 September 2016, for information.	

Topic	Discussion/Decision	Action By
Group of 12 September 2016	<u>The Board resolved:-</u> To note the minute.	
5. Minute of the CPA Management Group of 24 October 2016	The Board had before it the minute of the CPA Management Group meeting of 24 October 2016, for information. <u>The Board resolved:-</u> To note the minute.	
6. Minute of the CPA Management Group of 28 November 2016	The Board had before it the minute of the CPA Management Group meeting of 28 November 2016, for information. <u>The Board resolved:-</u> To note the minute.	
7. CPA Board Forward Business Planner	With reference to item 5 of the minute of its meeting of 22 August 2016, the Board had before it a report which presented a forward business planner for the Community Planning Aberdeen Board during 2016/17. <u>The Board resolved:-</u> To note the forward business planner.	
8. National Update from Joe Griffin, Scottish Government	With reference to item 6 of the minute of its meeting of 22 August 2016, the Board heard from Mr Joe Griffin (Scottish Government). Within his update Mr Griffin focused on the following areas:- <ul style="list-style-type: none"> - the drafting of the Scottish Government's budget for 2017-18 and the Parliamentary process in relation to its proposition, consideration and approval; - the ongoing response of the Scottish Government to the UK's decision to leave the European Union (EU) and the meetings of the Joint Ministerial Committee; - the publication and analysis of the Programme for International Student Assessments 	

Topic	Discussion/Decision	Action By
	<p>(PISA) statistics;</p> <ul style="list-style-type: none"> - the development of a Local Democracy Bill; - the ongoing work in relation to the Enterprise and Skills Review and its geographical and collaborative focus; and - the establishment of an Independent Commission by the Presiding Officer to review Parliamentary proceedings to ensure they continued to be fit for purpose and could incorporate the new powers devolved to the Scottish Parliament through the Scotland Act 2016. <p>Thereafter there were questions on powers that may be delegated to Scotland after the UK has left the EU; the allocation of additional Early Learning and Childcare practitioners (ELC) to the most deprived areas of the city; and the consultation process in relation to the ongoing Education Governance Review.</p> <p><u>The Board resolved:-</u> To note the update.</p>	
<p>9. Aberdeen City Local Outcome Improvement Plan – Update on people are Resilient, Included and Supported When Needed</p>	<p>With reference to item 8 of the minute of its meeting of 22 August 2016, the Board had before it a report by Gail Woodcock (Integrated Localities Programme Manager, ACHSCP) which brought to the Board’s attention the development of the Resilient section of the Local Outcome Improvement Plan (LOIP) and a recommendation that this section be included within the overall LOIP for Aberdeen.</p> <p>The report recommended:- that the Board –</p> <ul style="list-style-type: none"> (a) Endorse the draft People are Resilient, Included and Supported section of the LOIP as per Appendix A, for incorporation into the overall Aberdeen City LOIP; and (b) Note their appreciation of the work of all partners who have been involved in developing this section of the LOIP. <p>Gail Woodcock spoke to the report and advised that a Resilient People section had been developed and it was recommended that this be endorsed and incorporated within the overall LOIP. Ms Woodcock explained that a short life working group involving multiple partners had been</p>	

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	<p>convened and helped to support the development of this section.</p> <p>The Chair noted that the development of the Resilient People section was challenging work and that this section of the LOIP would remain dynamic as aspects related to performance management required further refinement.</p> <p>The Board resolved:-</p> <ul style="list-style-type: none"> (i) to endorse the draft People are Resilient, Included and Supported section of the LOIP as per Appendix A, for incorporation into the overall Aberdeen City LOIP; and (ii) to note their appreciation of the work of all partners who have been involved in developing this section of the LOIP. 	Gail Woodcock
10. Review of CPA Infrastructure	<p>With reference to item 8 of the minute of its meeting of 22 August 2016, the Board had before it a report by Michelle Cochlan which presented the final report on the review of CPA infrastructure carried out following the endorsement of the LOIP 2016-26 in August 2016.</p> <p>The report recommended – that the Board -</p> <ul style="list-style-type: none"> (a) Agree the proposal to establish five Outcome Improvement Groups accountable to the CPA Board, via the Management Group, for delivery of the LOIP and enabling the delivery of locality outcomes; (b) Agree the proposal to establish a Community Justice Group accountable to the CPA Board for the delivery of the statutory duties relevant to the CPA in relation to community justice; (c) Agree the proposal to create a direct reporting line between the Alcohol and Drugs Partnership and CPA Board, via the Management Group, for delivery of Scottish Government policy relevant to the CPA in relation to alcohol and drugs; (d) Agree the proposal to establish a Community Engagement Group which will oversee community engagement at a city wide and locality level; (e) Agree that the three Locality Partnerships will be accountable to the CPA Board, via the Management Group and will clearly link to all other CPA groups to ensure priority outcomes are delivered within localities; (f) Agree the proposed core roles and remits of these groups as detailed at Appendix 4 to this report; 	

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	<p>(g) Agree that the existing formal members of Community Planning Aberdeen will continue to be represented on the CPA Board and Management Group;</p> <p>(h) Agree that statutory community planning partners not currently represented on the CPA structure will be invited to enter into discussions about formal membership to CPA;</p> <p>(i) Agree to keep under review the membership of the CPA to ensure appropriate representation from statutory and local non-statutory community planning partners in delivering the LOIP and Locality Plans;</p> <p>(j) Agree the proposed Chairs of the new groups as listed at para 3.1.9 and that these Chairs will also be members of the CPA Management Group;</p> <p>(k) Agree to nominate a Chair of the Community Justice Group;</p> <p>(l) Consider the nominations made for group membership by existing community planning partners as included at Appendix 7;</p> <p>(m) Consider the proposed makeup of the Locality Partnerships as detailed at Appendix 8; and</p> <p>(n) Note the next steps.</p> <p>Michelle Cochlan advised that CPA's infrastructure had been reviewed in light of the requirements of the Community Empowerment (Scotland) Act 2015. She explained that the number of CPA groups had been streamlined and the new groups would provide greater accountability to partners and service users. She noted that the groups' core roles, remits and terms of reference had been outlined within the report and its appendices. Ms Cochlan added that the new structure aimed to prevent a duplication of effort and would enable CPA to efficiently mobilise its resources to provide added value. She highlighted that the new structure would establish Locality Partnerships and a Community Justice Group; and the report recommended that CPA enter into discussions with statutory and key non-statutory partners about formal membership and representation on the new structure as an acknowledgement of the essential roles they played in the planning and delivery of services related to CPA.</p> <p>Thereafter there were questions on how tackling poverty and inequality had been embedded within the CPA structure; and how the development of a performance management framework could enhance CPA's intelligence capacity. Partners also discussed how under the new structure, communities would be on an equal footing with public partners through the formation and membership of Locality Partnerships which would have a direct link to the CPA Board and Management Group.</p>	

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	<p>The Board resolved:-</p> <ul style="list-style-type: none"> (i) to agree recommendations (a) – (j); (ii) to agree that partners would discuss possible nominations for the Chairmanship of the Community Justice Group out with the meeting; (iii) to approve the nominations made for group membership by existing community planning partners as included at Appendix 7; (iv) to approve the proposed makeup of the Locality Partnerships as detailed at Appendix 8; (v) to note the next steps; (vi) to request that Michelle Cochlan meet with Councillor Ironside to provide a briefing on how tackling poverty and inequality is captured within the new CPA infrastructure; and (vii) to thank Michelle Cochlan for her work during the review of CPA's infrastructure. 	<p>Michelle Cochlan/All Partners</p> <p>Michelle Cochlan</p>
11. Locality Strategic Assessments	<p>With reference to item 8 of the minute of its meeting of 22 August 2016, the Board had before it a report by Claire Robertson (Senior Analyst, Aberdeen Community Safety Partnership) which presented the draft strategic assessments for the three localities identified by CPA. The strategic assessments have been used to engage communities in discussions about the key local priorities for their area and provide the evidence base for Locality Plans.</p> <p>The report recommended: –</p> <p>That the Board approve the publication of the strategic assessments for the three CPA localities included in Appendix 1-3, and the easy read versions included in Appendix 4 – 6.</p> <p>Claire Robertson advised that the assessments informed the development of the LOIP and they provided a demographic profile of the three CPA localities and data on the life chances of residents who lived in the city's most deprived communities. She added that three easy read versions of the assessment had been compiled and these had been used at community engagement events.</p> <p>Thereafter there were questions on the three CPA localities and how they compared with areas defined as deprived within the Scottish Index of Multiple Deprivation. Angela Scott (Chief Executive, ACC) advised that CPA's locality models had followed Scottish Government guidance and there would be an additional opportunity to shape the planning and delivery of services at a</p>	

Topic	Discussion/Decision	Action By
	<p>locality level during the development of the Locality Plans. Partners also discussed how the assessments could be best presented and how a positive message could be articulated.</p> <p><u>The Board resolved:</u></p> <ul style="list-style-type: none"> (i) to approve the publication of the strategic assessments for the three CPA localities included in Appendix 1-3, and the easy read versions included in Appendix 4 – 6; and (ii) to commend officers for drafting multiple user friendly versions of the assessment in order to support the community engagement process. 	Claire Robertson
<p>12. Update on Community Planning Development Plan and Community Empowerment Scotland Act 2015</p>	<p>With reference to item 9 of the minute of its meeting of 20 June 2016, the Board had before it a report by Michelle Cochlan which provided an update on progress made by CPA in addressing the key areas of improvement identified by Audit Scotland as part of the Community Planning Audit in 2013. It also provided an update on progress made by CPA in meeting the community planning requirements of the Community Empowerment (Scotland) Act 2015.</p> <p><u>The report recommended: –</u> that the Board -</p> <ul style="list-style-type: none"> (a) Note the report; and (b) Agree the next steps. <p>Angela Scott explained that CPA had been one of three Community Planning Partnerships to undergo an audit of community planning conducted by Audit Scotland and she advised that the report outlined the significant progress that had been made by the CPA Management Group on behalf of the Board.</p> <p>The Chair thanked all partners for their work in this area and requested that a report be brought to the Board upon completion. Mrs Scott confirmed that she would do so as further work was needed on performance management and resourcing.</p> <p><u>The Board resolved:</u></p> <ul style="list-style-type: none"> (i) to note the report; (ii) to request that an update be brought to the Board on performance management and resourcing in relation to the CPA audit; and 	Michelle Cochlan

Topic	Discussion/Decision	Action By
	(iii) to agree the next steps.	
13. Engagement, Participation and Empowerment Strategy	<p>With reference to item 9 of the minute of its meeting of 20 June 2016, the Board had before it a report by Christopher Littlejohn (NHS Grampian) which described the development of an Engagement, Participation and Empowerment Strategy for CPA in preparation for Part 3 (participation requests) of the Community Empowerment (Scotland) Act 2015 coming into force. And to outline the Scottish Community Development Centre's proposed involvement in supporting the implementation of the strategy through CPA processes of locality planning.</p> <p>The report recommended: – that the Board -</p> <ul style="list-style-type: none"> (a) Endorse the Engagement, Participation and Empowerment Strategy; (b) Endorse SCDC involvement via locality planning; and (c) Require engagement, participation and empowerment to be addressed as a routine part of all CPA committee reporting. <p>Christopher Littlejohn explained that a short life working group had been formed to focus on the participation aspects of the Community Empowerment Act, with particular attention paid to a community's legal right to submit a participation request to a public authority which allowed them to become involved in the decision making process. He advised that the Strategy was consulted upon and drafted in a participative way in line with the spirit of the legislation and to ensure that a wide range of stakeholders were involved at an early stage of the process.</p> <p>Mr Littlejohn noted that the Scottish Community Development Centre (SCDC) had supported the working group and suggested that their Strengthening Communities Programme could assist CPA with the implementation of the Strategy and highlighted that SCDC would provide direct resource to support locality planning in Torry. He explained that the next steps would include:-</p> <ul style="list-style-type: none"> (1) the introduction of a capacity building programme at locality level; (2) the development of an implementation plan; (3) the embedment of participation principles across CPA Outcome Groups; and (4) the development of a communication plan to ensure that a shared message was delivered by all CPA partners and that this may involve drafting different versions of the plan for different 	

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	<p>audiences.</p> <p>The Board resolved:</p> <ul style="list-style-type: none"> (i) to endorse the Engagement, Participation and Empowerment Strategy; (ii) to endorse SCDC involvement via locality planning; and (iii) to require engagement, participation and empowerment to be addressed as a routine part of all CPA committee reporting. 	<p>Chris Littlejohn</p> <p>All Partners</p>
<p>14. Community Justice Redesign</p>	<p>With reference to item 14 of the minute of its meeting of 1 February 2016, the Board had before it a report by Val Vertigans (Policy Coordinator, CJ Redesign) which provided an update on the Community Justice Redesign, and to provide background information to a brief presentation to take place at the meeting.</p> <p>The report recommended – that the Board –</p> <ul style="list-style-type: none"> (a) Note the current position with regards to Community Justice Redesign and the implications for Aberdeen; and (b) Endorse the next steps that are planned. <p>Val Vertigans advised that community justice had been undergoing a redesign from a regional model to a local model as per the requirements of the Community Justice (Scotland) Act 2016. She explained that a new national body, Community Justice Scotland had been established to oversee the process and provide assurance to Scottish Ministers. Ms Vertigans noted that complying with the Act required the CJ Redesign team to undertake an assessment of need and initiate a mapping exercise of existing services that were in place across Aberdeen City. She further advised that a draft plan would be prepared by the end of January 2017 which would be strategic and high level; and thereafter a final plan would be presented to the CPA Board at its meeting on 13 April 2017.</p> <p>Thereafter there were questions on transitional funding arrangements for community justice and the delegation of budgets to the Integration Joint Board in relation to community justice. Councillor Ironside informed the Board that on his recent visit to Aberdeen, the Cabinet Secretary for Justice had been impressed by the city's approach to community justice and its good track record of</p>	

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	<p>delivering outcomes. He added that the Cabinet Secretary had particularly highlighted the city's problem solving courts as an example of good practice. Angela Scott added that it was important that CPA partners helped support the integration and consolidation of the Community Justice LOIP into the overall the LOIP and the CPA framework.</p> <p><u>The Board resolved:</u></p> <p>(i) to note the current position with regards to Community Justice Redesign and the implications for Aberdeen; and</p> <p>(ii) to endorse the next steps that are planned.</p>	Val Vertigans
15. Meeting Dates 2017	<p>With reference to item 22 of the minute of its meeting of 26 October 2015, the Board had before it proposed meeting dates for the CPA Board and Management Group for 2017:-</p> <p>CPA Board – all meetings commence at 2pm 27 February 2017 24 April 2017 3 July 2017 22 August 2017 11 September 2017 4 December 2017</p> <p>CPA Management Group – all meetings commence at 2pm 30 January 2017 27 March 2017 29 May 2017 7 August 2017 30 October 2017</p> <p><u>The Board resolved:-</u> To approve the above meeting dates and times for 2017.</p>	Allison Swanson
16. Date of Next Meeting	The Board noted that its next meeting was scheduled to be held on 27 February 2017 at 2pm.	

Topic	Discussion/Decision	Action By
17. Valedictory	The Chair explained that Duncan Smith had recently retired after 30 years of service with the Scottish Fire and Rescue Service. He thanked Mr Smith for his significant contribution towards community planning in Aberdeen and wished him well on his retirement. The Chair also thanked partners and officers for their efforts throughout 2016 and noted that he was very positive about what CPA had achieved during the year and what they could achieve together in the future. Thereafter he wished all in attendance a Merry Christmas and brought the meeting to a close.	

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COMMUNITY PLANNING ABERDEEN MANAGEMENT GROUP

30 JANUARY 2017

Present:- Angela Scott (Aberdeen City Council) (Chair), Kate Stephen (Police Scotland) (Vice Chair), Jamie Bell (Scottish Enterprise), Ally Birkett (Scottish Fire and Rescue Service), Neil Cowie (North East College), Jillian Evans (NHS Grampian), Sandy Kelman (as a substitute for Helen Shanks) (Alcohol and Drugs Partnership), Chris Littlejohn (Community Engagement – Public Health), Gordon MacDougall (Skills Development Scotland), Lavina Massie (Civic Forum), Derek McGowan (Sustainable City), Judith Proctor (Resilient, Included and Supported - Health and Social Care Partnership) and Reyna Stewart (as a substitute for Gayle Gorman) (Integrated Children’s Services).

Also Present:- Neil Carnegie, Michelle Cochlan, Sinclair Laing, Jo Mackie and Paul Tyler (all Aberdeen City Council)

Apologies:- Joyce Duncan (ACVO), Gayle Gorman (Integrated Children’s Services), Simon Haston (Digital City), Helen Shanks (Alcohol and Drugs Partnership) and Richard Sweetnam (Aberdeen Prospers).

Topic	Discussion/Decision	Action By
1. Welcome	The Chair welcomed all Partners to the first meeting of 2017.	
2. Minute of Previous Meeting of 28 November 2016	<p>The Management Group had before it the minute of its previous meeting of 28 November 2016, for approval.</p> <p>In relation to item 1 (Minute - Locality Strategic Assessments – Improvement Service), the Management Group noted that Michelle Cochlan continued to have discussion with the Improvement Service regarding what a benchmarking exercise with comparator authorities might involve.</p> <p>With regards to item 1 (Minute – Total Place), the Management Group noted that a report on Total Place would be submitted to its next meeting on 27 March 2017.</p> <p>In relation to item 2 (Local Outcome Improvement Plan (LOIP)), the Management Group noted that the new Outcome Groups would be examine the existing content for their respective priority sections within the LOIP to ensure that there was a sufficient focus on prevention, and if there was not, proposed amendments would be submitted to the Management Group and Board as per the Group’s previous decision.</p>	<p>Michelle Cochlan</p> <p>Gail Woodcock</p> <p>Outcome Improvement Groups</p>

Topic	Discussion/Decision	Action By
	<p>through February 2017 and plans would continue develop; and</p> <p>(c) note the current draft Locality Plans and agree to submit them to the Community Planning Aberdeen Board on 27 February 2017 for endorsement as living documents which would continue to be shaped by communities.</p> <p>Within their presentation the Locality Managers advised that The Draft Locality Plans 2017-27 set out the priorities for improvement which Community Planning Aberdeen (CPA) was committed to achieving by working together and with communities living in the locality areas over the next ten years. The priorities identified within the Locality Plans were based on engagement with local communities and local staff in each area. This included three community engagement events which were held during September and October 2016 to ascertain the views of local people in relation to the themes of People, Place, Economy and Technology.</p> <p>The priorities within each plan also took into account the results of the strategic assessments conducted for each locality area last year. The Locality Plans broke down each priority identified for the area using driver diagrams, in the same way as used for the city wide Local Outcome Improvement Plan (LOIP). These illustrated how CPA would directly affect the outcomes it had prioritised for improvement.</p> <p>The driver diagrams identified a number of improvement measures that Locality Partnerships would monitor to track progress in delivery of outcomes and ensure success.</p> <p>The Locality Plans were to be considered as living documents that would continue to evolve as our approach to locality planning, working with communities and using improvement methodology developed and matured. Further work would ensue over the following weeks to progress the Locality Plans in terms of refining improvement measures (including to deliver appropriate consistency across the three plans), populating with baseline data, where this was available a locality level, and setting improvement aims where feasible to do so.</p> <p>Thereafter, Partners discussed the draft plans extensively, during which Partners welcomed the current draft and thanked the Locality Managers for the development to</p>	

Topic	Discussion/Decision	Action By
	<p>date. In respect of the current draft plans, Partners felt that there was a clear line of connect to the LOIP and accepted that they were living documents, however agreed that further refinement of the content, in consultation with Partners, was required prior to the draft plans being presented to the CPA Board. Specifically, the Management Group requested that the content of the plans be reviewed to in line with the following points:</p> <ul style="list-style-type: none"> • did the plans demonstrate what the Partnership was doing collectively to secure better outcomes through prevention in the localities?; • were the driver diagrams partnership focussed rather than all single system projects? did they tell the collective story of what the Partnership was doing? • did the plans make clear what the Partnership was doing differently and together. • What new projects were being delivered by the Partnership which Partners wouldn't be doing in their own and that were adding value? • did the Partnership have the right interventions in the plans? Did they work? Were they new? What were communities doing to help themselves? • did the timeline for the delivery of the improvement aims give a realistic expectation of what would be delivered and when? • what were the resource requirements attached to these improvement? What were the areas the Partnership needed to focus on to help channel resources which would make a difference? • was there a sufficient connection to community justice? • did the plans communicate the importance of community empowerment and resilience and the role of the community? and • each should include a "you said, we did" section. <p>The Management Group agreed that whilst all Partners would review the content of the draft Plans, that Public Health would provide a real critical challenge of to determine whether they included the right interventions to improve outcomes. It was requested that Public Health identify new interventions which had proven potential to deliver the best outcomes for the community in line with the priorities identified.</p>	

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	<p>The Management Group resolved:</p> <ul style="list-style-type: none"> (i) to thank all involved in the development of the draft locality plans to date for their efforts; (ii) to request Michelle Cochlan to provide Lavina Massie, Civic Forum, with an induction to Community Planning; (iii) to request that all Partners review the existing content of the draft plans and amend as detailed above and that the revised plans be submitted to an additional meeting of the Management Group in advance of them being submitted to the CPA Board meeting on 27 February 2017; (iv) to request Chris Littlejohn and Jillian Evans to review each of the plans to identify (a) new interventions which the Partnership could deliver to achieve the priorities; (b) projects currently delivered which could be delivered differently; and (c) projects currently delivered which should be removed; (v) to request the Chair to provide Chris Littlejohn and Jillian Evans with information on the work on interventions undertaken by Public Health for the NHS England Board; and (vi) to request Partners to feedback comments from their respective organisations directly to the Locality Managers as soon as possible in order for the draft plans to be submitted to the CPA Board meeting on 27 February 2017. 	<p>Michelle Cochlan</p> <p>Locality Managers</p> <p>Chris Littlejohn/Jillian Evans</p> <p>Angela Scott</p> <p>All Partners</p>
<p>5. Community Planning Aberdeen Performance Management and Improvement Framework</p>	<p>With reference to item 5 of the minute of its meeting of 28 November 2016, the Management Group had before it a report which presents the proposed performance management and improvement framework for Community Planning Aberdeen. The framework ensured that the Partnership had arrangements in place for the effective, systematic and collaborative scrutiny of community planning performance improvement at a city wide and locality level.</p> <p>The report recommended – that the Management Group</p> <ul style="list-style-type: none"> (a) agree the proposed CPA performance management and improvement framework; and (b) note next steps as detailed in the report. <p>The Management Group resolved:</p>	

Topic	Discussion/Decision	Action By
	to approve the recommendations.	Michelle Cochlan
6. Community Bond Presentation and Discussion	<p>The Management Group received a presentation from Sinclair Laing, Founder Director and Chair Aberdeen Community Energy who provided a presentation on Aberdeen Community Energy (ACE) which was established by Donside Community Association to build, own and operate a Hydro Community fund.</p> <p>ACE and the Donside Hydro scheme was Aberdeen's first community driven renewable energy initiative, supporting the creation of Aberdeen's first sustainable community – Donside Village. The scheme was projected to generate 520,000kWh of clean, renewable energy to help meet the nation's energy needs, mitigate climate change and provide a community fund to help transform the community.</p> <p>Sinclair provided an overview of the Donside Hydro project, in particular the financing of the project, challenges and opportunities faced. With regards to the financing he advised that the facility was financed by a combination of shares, bonds and loans. The Share Offer was launched on 9 August and, due to overwhelming demand, closed ten days early on 5 September. The Bond Offer remained open to individuals and organisations and he would email all Partners with information on the bond offer.</p> <p>Partners welcomed the presentation and emphasised that the project was a brilliant example of community empowerment and asked various Sinclair questions on the process for developing the facility; the facility's capacity to provide electricity; flood prevention measures, measures for sustaining the landscape and potential for employment.</p> <p><u>The Management Group resolved:</u></p> <ul style="list-style-type: none"> (i) to thank Sinclair Laing for his informative presentation and to request that a copy of the presentation and bond offer be circulated to all Partners; (ii) to welcome the invitation to Partners to visit the facility and to note that Partners should contact Sinclair directly to arrange a visit; and (iii) to recommend that Sinclair Laing present to the Council's Communities, Housing and Infrastructure Senior Management Team and that Partners contact 	<p>Sinclair Laing</p> <p>All Partners</p> <p>All Partners</p>

Topic	Discussion/Decision	Action By
	Sinclair directly should they wish for his to present to their respective organisations.	
7. Digital City Presentation and Discussion	The Management Group agreed to defer consideration of this item to a future meeting.	
8. Community Planning Budget 2016/2017 – Quarter 3 Budget Monitoring	<p>The Management Group had before it a report which provided an update on the 2016/17 Community Planning Budget's financial performance for the period 1 October to 31 December 2016.</p> <p>The report recommended – that the Management Group Note Community Planning Aberdeen Budget's performance during quarter 3 of 2016/17.</p> <p><u>The Management Group resolved:</u> to approve the recommendation.</p>	
9. Community Planning Budget 2017/2018	<p>The Management Group had before it a report which presented the proposed contributions from Community Planning Aberdeen Partners to the Community Planning Budget 2017/18 and detailed proposals for how this money would be spent.</p> <p>The report recommended – that the Management Group agree to submit the proposals within the report to the CPA Board on 27 February 2017 for approval.</p> <p>Partners discussed budget allocation for the CPA, during which the position of national organisations was noted and it was agreed that a review of the partnership's approach to joint resourcing should be undertaken during 2017/2018 to ensure the Partnership had sustainable resources to deliver the Local Outcome Improvement Plan and locality plans.</p> <p><u>The Management Group resolved:</u> to approve the recommendation.</p>	Michelle Cochlan

Topic	Discussion/Decision	Action By
10. Planning Review	<p>The Management Group had before it a briefing paper on the on the Scottish Government’s consultation document entitled “Places, People and Planning”. The consultation document set out 20 proposals for change which aimed to strengthen the planning system and support sustainable economic growth across the country. Consultation responses required to be submitted by 4 April 2017.</p> <p>Partners discussed the consultation and the proposals contained therein, during which it was noted that various partners were submitting single organisation responses. Partners agreed that in addition to the single system responses a collective CPA response should be submitted.</p> <p><u>The Management Group resolved:</u> to request Jillian Evans, in consultation with all Partners, to draft a collective CPA response to the Scottish Government’s consultation document entitled “Places, People and Planning” and that the proposed response be submitted to its next meeting for consideration prior to the submission deadline of 4 April 2017.</p>	Jillian Evans
11. CPA Management Group Forward Business Planner	<p>With reference to item 9 of the minute of its meeting of 28 November 2016, the Management Group had before it the Management Group 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 intended on submitting to future meetings for inclusion on the forward business planner.</p>	All Partners/Michelle Cochlan
12. CPA Board Forward Business Planner	<p>With reference to item 10 of the minute of its meeting of 28 November 2016, the Management Group had before it the CPA Board 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 intended on submitting to future meetings for inclusion on the forward business planner.</p>	

Topic	Discussion/Decision	Action By
13. Date of Next Meeting	The Management Group noted that its next meeting would be held on Monday 27 March 2017 at 2pm in the Corporate Business Hub, Level 2, Marischal College, Aberdeen.	
14. AOCB	<p>(A) Local Policing Plan</p> <p>The Vice Chair advised that the draft Local Policing Plan would be published in April 2017 for consultation and that Partners would receive this electronically. Following the consultation period, the final Plan would be reported to a future meeting of the Management Group and/or Board.</p> <p><u>The Management Group resolved:</u> to note the information.</p> <p>(B) Prevention and Early Intervention Event</p> <p>Jamie Bell highlighted that the Prevention and Early Intervention event being led by Professor James Mitchell on 27 February 2017 in Aberdeen clashed with the National Standards for Community Engagement: dissemination event.</p> <p><u>The Management Group resolved:</u> to agree that Chris Littlejohn attend the National Standards for Community Engagement: dissemination event on behalf of the Partnership and report back to a future meeting on the key highlights of the event and that all other Partners would attend the Prevention and Early Intervention event where possible.</p> <p>(C) Draft Integrated Children’s Services Plan</p> <p>Reyna Stewart advised that the draft Integrated Children’s Services Plan would be issued for consultation in February 2017.</p> <p><u>The Management Group resolved:</u> to note the information.</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
27 February 2017	
CPA Performance and Improvement Framework (Ref 16/3/15, item 7)	Michelle Cochlan, ACC
Draft Locality Plans	Neil Carnegie, ACC
CPA Budget 2017/18	Michelle Cochlan, ACC
24 April 2017	
SE/SDS Phase 2 Review	Jamie Bell, SE/Gordon MacDougall, SDS
Place Standard Tool Follow Up	Irene Beautyman, IS
CPA Development Programme	Michelle Cochlan, ACC
CPA Infrastructure Review Follow Up	Michelle Cochlan, ACC
Community Safety Hub Review Report	Kevin Wallace, PS
Sistema	Fiona Clark, ACC
Big Noise Torry Evaluation Report and Presentation	Fiona Clark, ACC
3 July 2017	
Update on Community Planning Development Plan and Community Empowerment Scotland Act 2015	Michelle Cochlan, ACC
11 September 2017	
Annual Performance Report 2016/2017	Michelle Cochlan, ACC

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)
IS	Improvement Service
NHSG	National Health Service Grampian
PS	Police Scotland

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

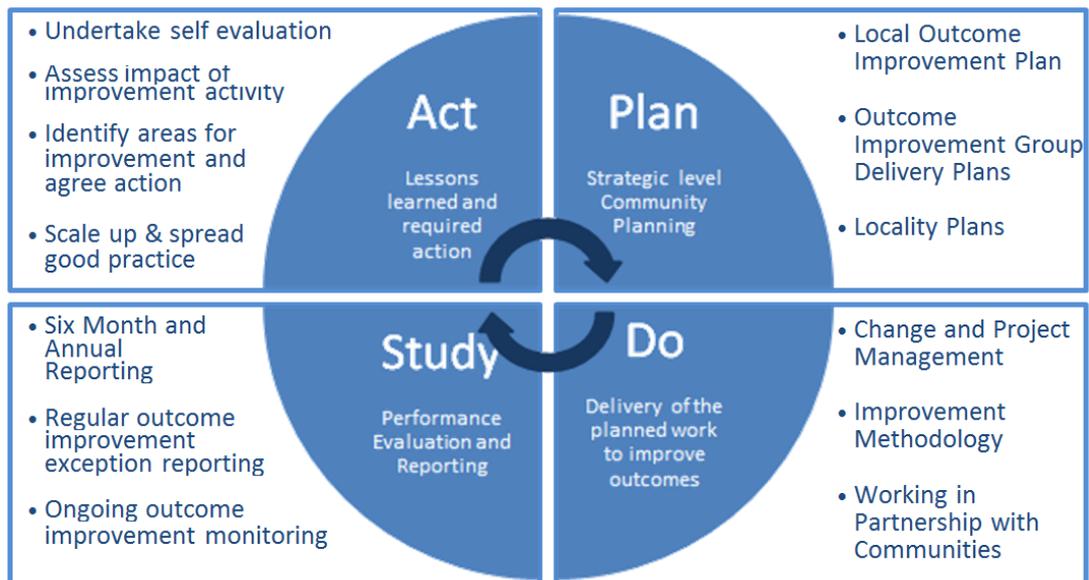
Progress Report	Community Planning Aberdeen Outcome Management and Improvement Framework
Lead Officer	Angela Scott, Chief Executive of Aberdeen City Council and Chair of CPA Management Group
Report Author	Michelle Cochlan, Community Planning Manager
Date of Report	16 February 2017
Governance Group	CPA Board – 27 February 2017

Purpose of the Report
This report presents the proposed Outcome Management and Improvement Framework for Community Planning Aberdeen. It ensures that the Partnership has arrangements in place for the effective, systematic and collaborative scrutiny of community planning outcome improvement at a city wide and locality level.

Summary of Key Information
<p>1 BACKGROUND</p> <p>1.1 The Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 was endorsed by Community Planning Aberdeen on 22 August 16. It identifies the key priorities for partnership working to secure improved outcomes for the City of Aberdeen and its communities over the next ten years.</p> <p>1.2 A review of Community Planning Aberdeen’s (CPA) governance and accountability structure was conducted following publication of the LOIP to ensure the Partnership is effectively organised to deliver the city wide plan and emerging Locality Plans. The final recommendations of the review were approved by the CPA Board on 12 December 2016. The new structure includes five Outcome Improvement Groups, a Community Justice Group, a Community Engagement Group and three new Locality Partnerships. The relationship between CPA and the existing Alcohol and Drugs Partnership is also clarified by the new structure (See Appendix 1). These groups are accountable to the CPA Board, via the Management Group, for delivery of the Local Outcome Improvement Pan and Locality Plans. Implementation of the new structure is now underway.</p> <p>1.3 This report details proposals for the implementation of an Outcome Management and Improvement Framework to further strengthen CPA’s governance and accountability arrangements and to ensure effective, systematic and collaborative scrutiny of outcome improvement.</p>

2 OUTCOME MANAGEMENT AND IMPROVEMENT FRAMEWORK

2.1 The Outcome Management and Improvement Framework illustrated in the diagram below (See also Appendix 2) is based on the Plan-Do-Study-Act (PDSA) cycle. This cycle of continuous improvement is common to all quality improvement methodology and provides a robust foundation for CPA's outcome management and improvement arrangements. It is core to the Model for Improvement which is the methodology which has been adopted by Community Planning Aberdeen as stated in the Aberdeen City Local Outcome Improvement Plan 2016-26.



2.2 The following sections of this report explain each component part of the Outcome Management and Improvement Framework and key proposals for monitoring and reporting.

3 PLAN: STRATEGIC LEVEL COMMUNITY PLANNING

3.1 Local Outcome Improvement Plan and Locality Plans

3.1.1 The Aberdeen City Local Outcome Improvement Plan 2016-26 provides the shared vision and focus for partnership working between public services and communities in Aberdeen. Underpinning the city wide LOIP, are three Locality Plans which are currently in development for:

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

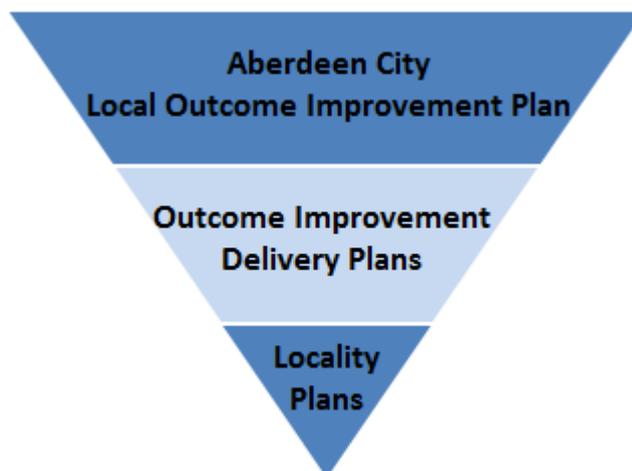
3.1.2 These plans are targeted at some of the most disadvantaged communities in Aberdeen to tackle inequalities of outcome in ways which are most effective and relevant to the lives and circumstances of people living in these areas.

3.1.3 The LOIP and Locality Plans provide the focal point for the issues on which CPA and partners account publicly to local communities for community planning in their area, as required by the Community Empowerment Scotland Act 2015. They state clearly and specifically what will be different for communities as long-term outcomes in 10 years; and the contributory outcomes, indicators and targets by which progress towards these will be demonstrated over the short and medium terms.

3.2 Outcome Improvement Delivery Plans

3.2.1 Sitting in between the city wide LOIP and targeted Locality Plans are a range of partnership and single system plans. These plans focus on specific subject areas. For example, crime, affordable housing, delayed discharges, school attainment etc. The groups established as part of the new CPA Infrastructure approved in December 2016 (See Appendix 1) have a critical role in making the links between these different areas to achieve improved outcomes. The groups will develop an Outcome Improvement Delivery Plan which details the key actions required at this middle tier to ensure successful delivery of the high level LOIP and targeted Locality Plans.

3.2.2 This creates a three tier community planning system in Aberdeen City which ensures a golden thread runs through the plans at all levels of the Partnership (See Appendix 3 for Aberdeen's golden pyramid).



3.2.3 The LOIP and Locality Plans are formally approved by the CPA Board. Locality Plans are also approved at a local level by three new Locality Partnerships. Outcome Improvement Delivery Plans are submitted to the CPA Management Group to provide assurance that partners are effectively mobilising resources to ensure delivery of the LOIP and Locality Plans.

3.2.4 Individual partner's strategic plans also form part of the middle tier of community planning. To further strengthen the golden thread, partner plans should clearly articulate how they link to the Aberdeen City Local Outcome Improvement Plan and Locality Plans.

3.2.5 Aberdeen City Council has redesigned its internal strategic planning framework so that it can clearly demonstrate the contribution it is making to the delivery of the LOIP and Locality Plans. Service plans are now structured around the four strategic partnership themes of:

- **People**
- **Place**
- **Economy**
- **Technology**

3.2.6 The new format service plans use driver diagrams, in the same way as the LOIP and locality plans, to break down high level aspirations into tangible improvement actions and measures. Council service plans are monitored and reported through the Council's Committee structure to provide assurance to the Council that it is playing its part effectively in the work of the Partnership to achieve better outcomes. Other Community Planning Partners in Aberdeen have also begun to integrate the LOIP and Locality Plans within their own strategic planning frameworks. Individual partner's plans will continue to be approved by the relevant governance body of the organisation.

4 DO: DELIVERY OF PLANNED WORK

4.1 New CPA Structure

4.1.1 Delivery of the Local Outcome Improvement Plan and Locality Plans will be taken forward by the groups established as part of the new CPA structure (See Appendix 1). This includes five Outcome Improvement Groups, responsible for overseeing delivery of the five priorities within the LOIP; and three Locality Partnerships responsible for overseeing delivery of the three Locality Plans. The other three groups in the structure ensure that the Partnership is delivering its duties in relation to community justice, drugs and alcohol; and is effectively engaging with communities in the progression of community planning. Implementation of the new structure commenced following approval by the CPA Board on 12 December 2016. Starter packs have been prepared for each of the new groups in the structure, with a request to hold first meetings by March 2017.

4.1.2 The task for the new groups in the structure will be to break down the primary and secondary drivers detailed in the LOIP, into the tertiary drivers that the groups will progress. Tertiary drivers are the more detailed actions and interventions that are required to achieve the improvement aims. Some of this work may already be taking place by the Partnership and demonstrating a positive impact, in which case the group will manage delivery of these activities using standard programme/ project and business management principles.

4.1.3 Other areas of the LOIP, where improvement aims are particularly ambitious, are likely to require a significant change to how services are currently being delivered. It is some of these areas which will benefit most from the application of a more robust quality improvement methodology.

4.2 Quality Improvement Methodology

- 4.2.1 There are many different models of quality improvement. Well known examples, predominantly used in the private sector, include Six-Sigma, Lean Improvement, and Kaizen Blitz. Community Planning Aberdeen has committed to using the Institute of Health Improvement Model. This is the model which has been adopted by the Scottish Government for public service reform and is widely used across Scotland to make improvements in health and early years services.
- 4.2.2 The methodology uses the PDSA cycle, referred to at para 3.1, to test whether a change is resulting in improvement before it is implemented on a larger scale or made permanent, thereby saving precious time and money. The model supports rapid improvement by moving through multiple PDSA cycles in quick succession, over a strictly defined period of time. It ensures that decisions made about investing in new ways of working are based on robust evidence of impact and improvement data. These improvement projects have become commonly known as 'Tests of Change'. See Appendix 4 for further information on the Model for Improvement.
- 4.2.3 Application of this or any improvement methodology should only be carried out where improvement aims cannot be achieved by hard work alone and where significant innovation and change is needed. The methodology can be resource intensive and requires a particular skill set, including strong data analytical skills. So it should only be used where it is relevant to do so. It is important to prioritise improvement activity for the areas which need it most, rather than attempt to improve everything at once.
- 4.2.4 In recognition of the potential that improvement methodology has to identify changes that can transform and regenerate Council services, Aberdeen City Council has made a significant investment in training staff in the use of the model. NHS Grampian has also dedicated significant resources to supporting staff to utilise the model to bring about long and lasting improvements in health services.
- 4.2.5 Aberdeen City Council and NHS Grampian have staff with improvement experience and expertise gained through involvement with the Scottish Government's Early Years Collaborative and Scottish Patient Safety Programme. Aberdeen Council of Voluntary Organisations (ACVO) also has a team of improvement coaches trained in the Model for Improvement, available to support improvement project teams across the Partnership. The Scottish Community Development Centre (SCDC) is currently supporting work in the Torry Locality to build the community's capacity to engage with improvement methodology.
- 4.2.6 A development programme is currently being prepared for Community Planning Aberdeen which will seek to capitalise on these and other national resources. The programme will provide a range of development opportunities on an ongoing basis to help build improvement capacity across the entire partnership; including the communities themselves.

4.3 Working in Partnership with Communities

4.3.1 Community Planning Aberdeen has developed an Engagement, Participation and Empowerment Strategy which cements the Partnership's commitment to doing business in a way which involves local communities. A new Community Engagement Group is being established to drive forward delivery of the strategy at a city wide and locality level. It will advise and support the CPP Board, Management Group and Outcome Improvement Groups on effective approaches to engage and involve communities in public service planning, delivery, monitoring and reporting. It will be an important link between the strategic perspective of the CPA Board and the priorities and perspectives of communities across Aberdeen.

5 STUDY: OUTCOME MANAGEMENT AND REPORTING

5.1 Effective scrutiny and challenge by Community Planning Aberdeen requires a clear reporting framework. The difference between management of outcome improvement and reporting is set out in the table below.

	Outcome Management	Outcome Reporting
Purpose	Supports continuous improvement activity	Provide public assurance on progress, service quality and good use of public resources
Timescale	Ongoing – proposals within this report are for updates to every meeting of the Management Group	Regular – proposals within this report are in line with the Community Empowerment Act which requires Annual public outcome reporting
Audience	Partner staff, Outcome Improvement Groups	CPA Board members, Communities, Public
Tools Used	Detailed actions plans, operational improvement measures, internal management reports	High level action plans, outcome related improvement measures, published reports

5.2 Outcome Improvement Reporting

5.2.1 The CPA Board and Management Group require regular reports to be able to monitor progress against the priorities within the Local Outcome Improvement Plan and Locality Plans. The CPA Board and Management Group will take appropriate action to address barriers to progress and will also hold partners to account for their contribution. Community Planning Aberdeen also needs to meet its statutory duties in relation to public outcome reporting. It is proposed that the CPA outcome improvement reporting framework includes the reports set out below.

5.2.2 Annual Outcome Improvement Reports

The Community Empowerment Act (CEA) 2015 requires Community Planning Aberdeen to report progress against the Local Outcome and Improvement Plan and Locality Plans annually for the period 1 April to 31 March. Reporting must focus on improvement in the achievement of outcomes and how CPA has participated with community groups during the reporting year. It is proposed that the first Annual Outcome Improvement Report against the Local Outcome Improvement Plan 2016-2026 is produced in August 2017. This report will also include key outcome highlights against the new Locality Plans 2017-27, with the first full Annual Outcome Improvement Reports against each Locality Plan being produced in August 2018.

5.2.3 Six Month Outcome Improvement Reports

A Six Month Outcome Improvement Report against the LOIP and Locality Plans will be produced for the Management Group to provide an interim update on progress delivery. It is proposed that the first Six Month Outcome Improvement Reports against the LOIP and Locality Plans is produced in January 2018.

5.2.4 Interim Outcome Improvement Exception Reports

In between annual and six month reports, the Management Group will receive exception reports. Whilst the six month and annual outcome improvement reports look at all areas of the LOIP and Locality Plans, the intervening exception reports will report only on the areas where there is a significant update in terms of improvement activity or availability of improvement data. The exception reports may also provide an update on an area where this has been specifically requested by the CPA Management Group/ Board. It is proposed that the first exception report is produced in May 2017. Whilst improvement data may be limited at this point, it will enable the Partnership to test the format of the report.

5.2.5 The introduction of these reports will enable whole system monitoring to take place at every meeting of the CPA Management Group and annually to the CPA Board to support robust scrutiny and challenge. It is proposed that whole system reporting is more effective than taking a themed approach to outcome improvement reporting which would see each priority being considered by the CPA Management Group only once a year. All reports will be publicly available on the Community Planning Website.

5.2.6 These reports will not prevent the CPA Board or Management Group from requesting a progress report directly from a Partner, Outcome Improvement Group or Locality Partnership on a particular aspect of their work. For example, Community Engagement or Community Justice. Similarly, Partners, Outcome Improvement Groups and Locality Partnerships could request to put items on a CPA Board or Management Group agenda at any point during the year.

5.3 Content, Format and Production

- 5.3.1 The content of the outcome improvement reports will be tailored to the audience to meet their different requirements. For example, reports to the Management group will provide an update on improvement activity and performance against improvement measures and aims. The focus of the reports to CPA Board will be on the impact of these improvement efforts on our longer term outcomes, measured by the place based indicators within the LOIP. We will also ensure that information is produced in an easy to understand format for members of the public to ensure we meet our public performance reporting duties.
- 5.3.2 Production of the outcome improvement reports will be coordinated centrally by the Community Planning Team, which will undertake quality assurance of the information coming through from the Outcome Improvement Groups and Locality Partnerships. The Community Planning Manager will Chair a regular meeting of the lead contacts from each Outcome Improvement Group and Locality Partnership to ensure that they are supported in meeting their reporting requirements.
- 5.3.3 A first task for the Lead Contacts Group will be to collaborate on a proposed format for the outcome improvement reports. The intention is to keep the format of the outcome reports as clear and concise as possible.

Members of Lead Contacts Group	
Michelle Cochlan (Chair)	CPA Board/ Management Group
Matt Lockley	Aberdeen Prospers Group
James Simpson	Integrated Children's Services Board
Gail Woodcock	Resilient, Included and Supported Group
Wendy Robertson	Digital City Group
TBC	Sustainable City Group
Sandy Kelman	Alcohol and Drugs Partnership
Val Vertigans	Community Justice Group
Jo Mackie	Torry Locality Partnership/ Community Engagement Group
Paul Tytler	Tillydrone Locality Partnership
Kay Diack	Northfield Locality Partnerships

- 5.3.4 The group will take into account how individual partners currently report on performance within their own organisations to streamline processes as far as possible. For example, Aberdeen City Council uses the outcome reporting system Covalent to capture and generate data reports which could be used by the Partnership.
- 5.3.5 The format for each outcome improvement report will differ slightly to meet the needs of the audience. Over the course of the year the information reported will be a combination of [run charts](#), qualitative information, benchmarking and improvement case studies.

5.4 Outcome Improvement Reporting Calendar

5.4.1 The table below sets out the dates for reporting to the CPA Management Group and Board for the remainder of 2016/17 and for 2017/18. For an overview of the full annual reporting calendar, see Appendix 3.

	Management Group	Board
2016/17		
Outcome Management and Improvement Framework	30 January 17	27 February 17
Minute of first meetings of Outcome Improvement Groups	27 March 17	
2017/18		
Minute of first meetings of Outcome Improvement Groups	29 May 17	
Annual Outcome Improvement Report 2016/17	7 August 17	11 Sep 17
Outcome Exception Report	30 October 17	
Six Month Outcome Improvement Report	January 18	
Outcome Exception Report	March 18	

5.4.2 A review of the effectiveness of the new outcome improvement reporting framework will be conducted at the end of 2017/18 to inform arrangements for 2018/19.

6 ACT: EVALUATION AND ACTION

6.1 The final component of the outcome improvement cycle is to undertake self-evaluation. The outcome improvement reports being introduced will enable CPA to make judgements about whether the Partnership is making sufficient progress in the delivery of the LOIP and Locality Plans. Where improvement initiatives are not evidencing the desired impact, the Partnership will adjust its delivery plans to ensure we deliver agreed improvement aims. This may involve taking a different approach or redirecting resources elsewhere. Where results evidence improvement, the Partnership will consider whether the work can be scaled up and/ or spread.

6.2 As well as evaluating performance in delivering the Local Outcome Improvement Plan and Locality Plans, CPA would benefit from using a broader range of quality indicators to understand how effectively it is operating as a Partnership in the round. For example, in fulfilling its statutory duties in terms of community planning, scrutiny and challenge, deployment of joint resources, engaging customers, developing staff etc. Introducing a self-evaluation model such as How Good is Our Partnership or the Public Service Improvement Framework will ensure that the Partnership is self-aware in terms of strengths and weaknesses and is never reliant on external auditors to judge how the Partnership is performing. This is an area which will be explored further as part of the CPA development programme referred to at para 4.2.6.

7 NEXT STEPS

7.1 The table below includes the key milestones and indicative timescales for the implementation of the outcome management and improvement framework.

Key Milestone	Timescale
CPA Development Programme considered by CPA Board	24 April 2017
First meetings of the new Outcome Improvement Groups and Locality Partnerships	Mar 2017
First Annual Outcome Report against the Local Outcome Improvement Plan 2016-26	Aug 2017
First Annual Outcome Report against the Locality Plans 2017-27	Aug 2018

Recommendations for Action

It is recommended that members of the CPA Board:

- i) Agree the proposed overall CPA Outcome Management and Improvement Framework explained at para 2.1;
- ii) Note how the Model for Improvement, the Partnership's chosen improvement methodology, is embedded within this overall framework at para 2.1 and 4.2;
- iii) Note that a development programme will be presented to a future meeting of the CPA Board to support staff across the Partnership in the implementation of this Outcome Management and Improvement framework, see para 4.2.6;
- iv) Agree the introduction of the three Outcome Improvement Reports and reporting calendar detailed at para 5.2 and 5.4;
- v) Note that the content of the Outcome Improvement Reports will be appropriately tailored for the audience receiving them: CPA Board, Management Group and members of the public; and
- vii) Note next steps.

Opportunities and Risks

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

Consultation

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

Members of the CPA Management Group
James Simpson, Development Officer, ACC
Martin Murchie, Policy Outcome and Parliamentary Liaison Manager, ACC
Sacha Will, Improvement Manager, ACC

Background Papers

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

[Final Report on the Review of Community Planning Aberdeen Infrastructure – CPA Board, 12 December 2016](#)

[Locality Planning Report – CPA Board, 20 June 2016](#)

[Local Outcome Improvement Plan 2016-26](#)

[Community Empowerment Act 2015](#)

[Improving Community Planning in Scotland, Audit Scotland 2013](#)

[Managing outcome: are you getting it right? Audit Scotland 2012](#)

Contact details:

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Community Planning Manager
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Tel: 01224 522791
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APPENDIX 1

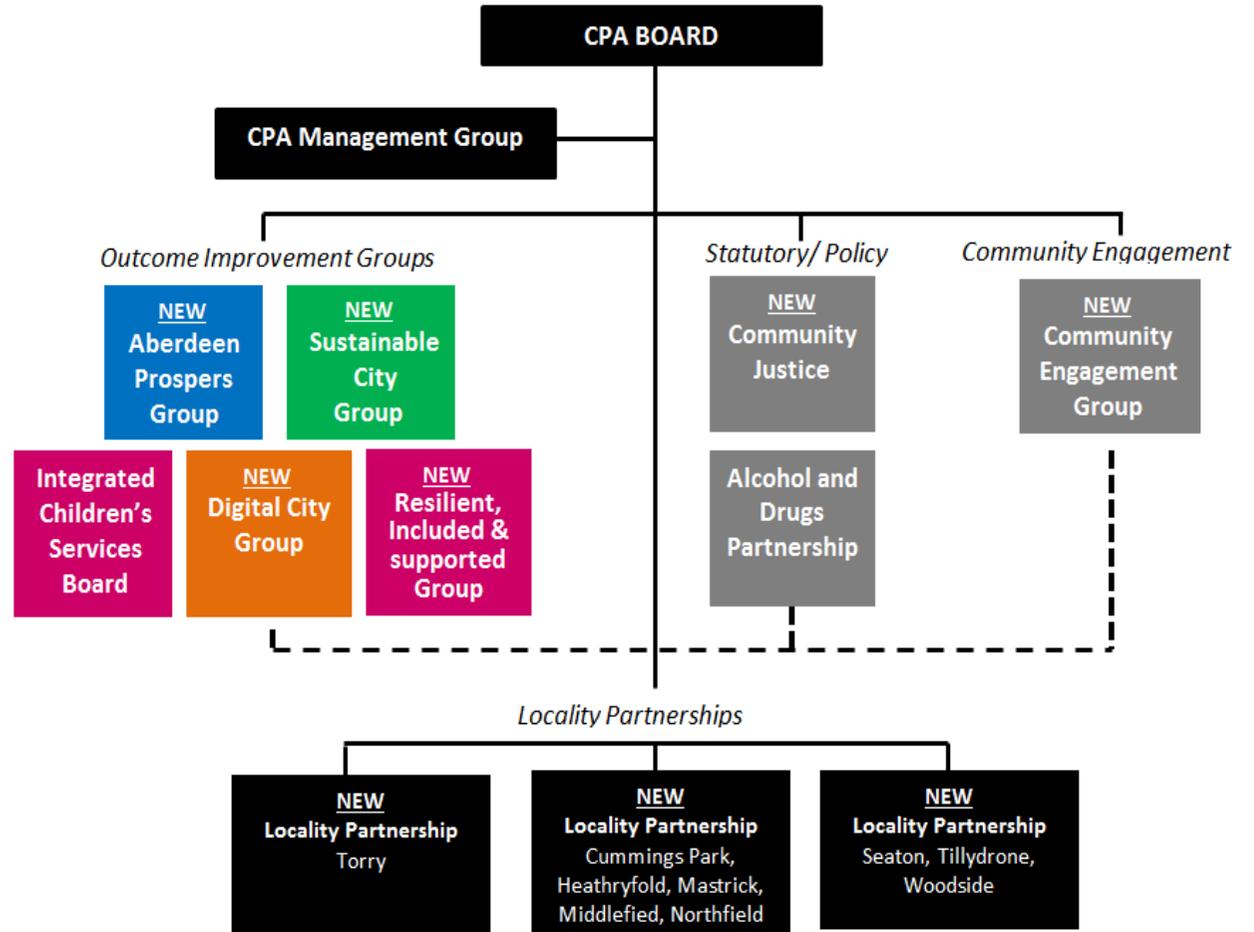
GOVERNANCE AND ACCOUNTABILITY STRUCTURE

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

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

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

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



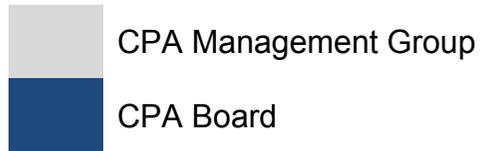
OUTCOME MANAGEMENT AND IMPROVEMENT CYCLE



APPENDIX 2

ANNUAL REPORTING CALENDAR

Report Title	Governance Group	Lead	Mar	May	Aug	Sep	Oct	Dec	Jan
Outcome improvement Exception report	Management Group	Community Planning Team							
CPA Six Month Outcome Improvement Report	Management Group	Community Planning Team							
Outcome Delivery Plans reported to Management Group	Management Group	Outcome Improvement Groups							
CPA Annual Outcome Improvement Report	Management Group and Board	Community Planning Team							
Locality Annual Outcome Improvement Reports	Management Group and Board	Locality Partnerships							
Annual Public Outcome Improvement Summary	Management Group and Board	Community Planning Team							



APPENDIX 3

COMMUNITY PLANNING ABERDEEN'S GOLDEN PYRAMID

The golden pyramid illustrates the links between the layers of planning which exist to ensure that public services across the City are working in partnership at every level of our organisations to deliver better outcome for our communities. See page 8 of the [Aberdeen City Local Outcome Improvement Plan](#).



APPENDIX 4

INSTITUTE OF HEALTH IMPROVEMENT (IHI)

MODEL FOR IMPROVEMENT

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

What are we trying to accomplish?
How will we know that a change is an improvement?
What change can we make that will result in improvement?



[For further information, see link to free online courses below:](#)



Open School



Use these passcodes for free access:

81EF0DFB NHS

986EB003 Scottish Government and Public Sector

Online courses in
quality improvement.

ihi.org/OneScotland

Questions? Contact the Leading Improvement Team,
Scottish Government at LIT@gov.scot



Community Planning Aberdeen

Progress Report	Community Planning Budget 2017/18
Lead Officer	Derek McGowan, Head of Communities and Housing
Report Author	Michelle Cochlan, Community Planning Manager
Date of Report	16 February 2017
Governance Group	CPA Board – 27 February 2017

Purpose of the Report

This report sets out the proposed contributions from Community Planning Aberdeen Partners to the Community Planning Budget 2017/18 and details proposals for how this money will be spent.

Summary of Key Information

1 COMMUNITY PLANNING BUDGET 2017/18

1.1 Proposed contributions to the 2017/18 Community Planning Budget are detailed below. These are presented alongside the contributions received from Partners last year.

	2016/17 Budget £	2017/18 Budget £	Variance from 2016/17 £
Aberdeen City Council	1,664,251	1,647,422	-16,564
NHS Grampian	18,032	18,032	0
Scottish Fire and Rescue Service	8,832	0	-8,832
Police Scotland	8,832	5,000	-3,832
NESTRANS	1,472	5,000	+3,528
Total	1,701,419	1,675,719	-25,700

1.2 Aberdeen City Council's contribution to the CPA budget is made up of the following:

- 100% of the Fairer Aberdeen Fund, which in previous budget setting reports has been presented as external funding
- 49.5% of the remaining CPA budget commitments, which is historical. On the basis of the budget saving proposals within this report, this is a reduction from £36,432 in 2016/17 to £20,790 for 2017/18
- In 2016/17, ACC's contribution also included an additional £2,000 to subsidise the full cost of City Voice (See para 2.2)

- 1.3 SFRS will not be making a contribution to the CPA budget for 2017/18, which is a reduction of £8,832 from last year. Nationally, SFRS has conducted a review of funding to CPPs and the decision has been made that generic financial support to CPP's in Scotland will no longer continue.
- 1.4 Police Scotland is reducing its contribution to the CPA budget from £8,832 in 2016/17 to £5,000 for 2017/18. Nationally, Police Scotland has decided to contribute only £4,000 to each CPP. Chief Superintendent Campbell Thomson is contributing a further £1,000 locally.
- 1.5 NESTRANS has reviewed its financial contributions to community planning in the North East and, further to the review of Community Planning Aberdeen infrastructure, has decided to make an equal contribution to both Aberdeen CPP and Aberdeenshire CPP going forward. This means an increase of £3,528 from NESTRANS.

2 BUDGET COMMITMENTS 2017/18

- 2.1 Proposed budget commitments for 2017/18 are detailed below. These are presented alongside the commitments for last year.

	2016/17 Commitments £	2017/18 Commitments £	Variance from 2016/17 £
Fairer Aberdeen Fund	1,625,819	1,626,897	+1,078
City Voice	37,000	37,000	0
Community Planning Website	15,000	0	-15,000
Civic Forum	23,600	5,000	-18,600
Miscellaneous	0	6,822	6,822
Total	1,701,419	1,675,719	-25,700

- 2.2 The Fairer Aberdeen Fund was created by the Scottish Government in December 2008. The first two years of the fund was ringfenced within the Council's budget for the Community Planning Partnership to support partners to work together to tackle area-based and individual poverty; and to help more people access and sustain employment opportunities. In 2010/11, the Scottish Government removed this ringfencing and the Fairer Aberdeen Fund allocation is now paid to Aberdeen City Council as part of its block allocation. Aberdeen City Council has continued to commit this money to the Community Planning Partnership for the Fairer Aberdeen Fund to tackle poverty and deprivation. It is therefore presented within this report as part of the Council's overall contribution to the CPA budget.
- 2.3 City Voice costs £37,000 pa. This has not been fully accounted for in previous budget setting reports which have wrongly stated that City Voice costs £35,000. To date, Aberdeen City Council has been paying the £2,000 shortfall.

- 2.4 The Community Planning Website is currently managed by ACVO at a cost of £15,000 pa, which is mainly for the upload of CPA Board papers. Following key developments which have taken place in community planning this year, including the development of the Local Outcome Improvement Plan 2016-26 and restructure, the website is in need of redevelopment. It is proposed that a new website could be developed and maintained by the Council at no additional cost. This proposal would result in a reduction to ACVO's SLA of £15,000 pa. ACVO is supportive of this proposal.
- 2.5 Civic Forum support and development was previously provided by a full time development officer employed by ACVO. This post has been vacant for several months which has resulted in a projected underspend of £21,947 in the 2016/17 budget. Arrangements have been reviewed following discussions which have taken place between the Council, ACVO and the Civic Forum over the past several months. It is proposed that current support requirements can be met by a reduced number of hours of officer time which would cost £5,000 pa, which is a reduction of £18,600 pa.
- 2.6 Taking into account partner contributions against current commitments, there is a budget surplus of £6,882 in the planned budget for 2017/18 to be used for unplanned spend.

3 GRANT FUNDING 2017/18

- 3.1 The Partnership also receives income from a number of external funding sources. To date, the CPA has been awarded a total of £50,000 funding for 2017/18.

	Funding (secured to date) 2017/18
Community Justice Transition Fund	50,000
Total	50,000

- 3.2 The Scottish Government has confirmed that Community Justice Transition funding of £50k will be made available for 2017/18 and it is proposed that this will fund the continuation of the fixed term Policy Coordinator post for another year. The underspend of £12,352 from 2016/17 will carry into 2017/18 to cover the full costs of the Policy Coordinator post.

4 NEXT STEPS

- 4.1 A comprehensive review of CPA's approach to joint resourcing will be undertaken during 2017/18 to ensure the Partnership has sustainable resources to deliver the LOIP and locality plans.

Recommendations for Action

It is recommended that the CPA Board:

- i) Agree the proposed Community Planning Budget 2017/18;
- ii) Agree the proposed spend on budget commitments 2017/18;
- iii) Note the grant funding secured for 2017/18 to date;
- iv) Agree that the Community Justice Transition Fund is used to fund the continuation of the fixed term Policy Coordinator post for 2017/18; and
- iv) Note that a comprehensive review of CPA's approach to joint resourcing will be carried out during 2017/18 to ensure the Partnership has sustainable resources to deliver the LOIP and Locality Plans.

Opportunities and Risks

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

Consultation

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

Members of CPA Management Group

Background Papers

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

[2016/2017 Community Planning Budget Proposal to CPA Board on 26 October 2015](#)

[2016/2017 Community Planning Budget: Income and Expenditure to CPA Board on 21 April 2016](#)

Contact details:

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Letter and Recommendations to Community Planning Aberdeen

Dear all,

At the most recent meeting of the Community Council Forum, there was consideration and discussion given to the latest developments in Aberdeen as part of the ongoing implementation of the Community Empowerment Act and Public Bodies (Joint Working) Act.

From this meeting a number of priorities, suggestions and recommendations were brought forward described here for consideration of Aberdeen's Community Planning Partnership, and in particular as it reviews the infrastructure, governance and channels of communication between Partners and with the wider community.

Community Planning Structure and Membership:

- Based on the most recent drafts of the proposed structure and ways of working for Aberdeen's Community Planning Partnership, it is our recommendation the Community Council Forum have access to all relevant information so that its members and Aberdeen's Community Councils can remain as aware and informed as possible of the conversations and decisions taking place.

This could be best served by the Community Council Forum being included as a 'Virtual Members' to each of the Outcome Improvement Groups, Thematic Groups, Board and Management Group and in particular the 'Engagement' and 'Locality Groups'. This would mean that all documentation such as agendas and minutes of the groups could be brought to meetings and sub-groups of the Community Council Forum and enable representations to be made on areas of concern or shared interest.

- We also recommend that there be consideration given to membership of Representatives of the Community Council Forum of those most appropriate groups where Community Councils feel that the decisions made and outcomes achieved could be strengthened and enhanced by their attendance.

This could be best served by meeting with the Office Bearers and sub-group members of the Community Council Forum over the months ahead to discuss where this membership could achieve the most if it is felt that such Representative membership is required, in addition to the 'Virtual Membership' described.

Communicating with Community Councils:

- As the closest and most local source of elected representation, Community Councils will have a key role to play in raising awareness within their communities of the changes taking places with services in the city, and empowering and enhancing the confidence of their communities in having a greater say over the future of their city.

In order to perform this role in addition to their other duties, such as those Statutory duties of Planning and Licensing it will be absolutely essential for Community Councils to remain as

informed as possible so that they in turn can help their communities to remain as informed as possible.

In addition to the support described by the Engagement, Empowerment and Participation Strategy, Virtual Membership and Representative Membership of the Community Planning Groups, this could also be achieved by liaising with the city's Community Council Liaison Officer to ensure that all community councils are contacted when and where appropriate such as those within certain localities to prepare for Priority Setting Events as the Local Outcome Improvement Plan continues to be drafted.

Engagement, Empowerment and Participation Strategy:

- Although the views of certain Community Councils in Aberdeen influenced the creation of the strategy, it is important that the final form of the Strategy is brought to the Community Council Forum for consideration before the Forum can be in a position to extend approval or adoption.

This could be best served by Community Planning colleagues attending a future meeting of the Community Council Forum to present the Strategy, and to discuss with members of the Community Council Forum how it will be implemented and how communities, community groups and Community Councils will be further supported and empowered by it.

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These recommendations have been prepared after discussion with colleagues and fellow community representative of the Civic Forum which is currently the only the designated 'Community Partner' of the Community Planning Partnership in Aberdeen.

From these discussions, we feel that including the Community Council Forum in the ways described would not and does not duplicate efforts, but rather brings added value to the process of Community Planning and increasing and enhancing the role that communities can play in achieving as great a success as possible from its outcomes.

An example of this would be with the City Centre Masterplan Reference Group, which continues to benefit from having Representation from both the Civic Forum and Community Council Forum, allowing a much greater breadth of views and priorities to be brought forward and pursued on behalf of communities.

It is also the view of the Community Council Forum that these efforts would not lead to a saturation of community representation, but rather a fairer balance of community participation at all levels of Community Planning and that this is supported by both the spirit and practical implementation of the Community Empowerment Act.

It is toward this effort that the Community Council Forum believes that Community Planning in Aberdeen and the outcomes achieved with the city's communities will be rendered all the stronger, sustainable, inclusive and can be all the more ambitious with greater community participation which is a role that the Community Council Forum can provenly and effectively perform.

Yours sincerely,

Dustin Macdonald [Chairperson] and Jonathan Smith [Vice-Chairperson]

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