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| **Progress Report** | Final Report on the Review of Community Planning Aberdeen Infrastructure |
| **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** | 2 December 2016 |
| **Governance Group** | CPA Board – 12 December 2016 |

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| **Purpose of the Report** |
| This report presents the Final Report on the review of Community Planning Aberdeen infrastructure carried out following endorsement of the Local Outcome Improvement Plan 2016-26 in August 2016. |

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| **Summary of Key Information** |
| **1 BACKGROUND**  1.1 The Aberdeen City Local Outcome Improvement Plan 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.  1.2 The need for new CPP governance arrangements was agreed as part of the LOIP endorsed in August. The plan confirms that strong leadership will continue to be provided by the Community Planning Aberdeen Board and Management Group. It also sets out the Partnership’s intention to create five new strategic level partnerships which will support and be accountable to the Board and Management Group for delivery of the five priorities identified within the LOIP. It states that Locality Partnerships will also be established to ensure that critical outcomes are being achieved for our most disadvantaged communities in Aberdeen.  1.3 Following endorsement of the LOIP, a review of CPA infrastructure has been conducted (See Appendix 1 for Terms of Reference). This report presents the draft findings of the review and proposes a number of structural changes to the Partnership to ensure it is effectively organised to deliver on the new commitments within the LOIP. The report makes 14 recommendations for improvement which are expected to significantly strengthen Community Planning Aberdeen’s governance and accountability structure.  **2 PROPOSED CPA STRUCTURE**  2.1 The current CPA infrastructure was established in 2013 to support the delivery of the Aberdeen City Single Outcome Agreement 2013-2022. Since then there have been significant external changes and influences, not least the introduction of the Community Empowerment Scotland Act 2015. The Act requires all statutory Community Planning Partners to demonstrate that they are making a significant impact in the achievement of outcomes as a result of working together to deliver a Local Outcome Improvement Plan (LOIP) and Locality Plans.  2.2 The review examined the strategic relevance of the current CPA infrastructure against the Aberdeen Local Outcome Improvement Plan (LOIP) 2016-26 approved in August 2016. Specifically, the review considered the status of the 17 groups established in 2013 (See Appendix 2) and how these could serve the Partnership to ensure that it has effective governance and accountability arrangements in place for the delivery of the five new priorities within the LOIP and emerging locality plans.  2.3 This report proposes that of the 17 groups, three will remain standing as part of the new CPA structure: CPA Board; CPA Management Group; and the Integrated Children’s Services Board. The diagram below illustrates the new groups proposed to be established to ensure the Partnership is effectively organised to deliver on the LOIP and locality planning (See Appendix 3 also).  ***Diagram 1: Proposed CPA Structure***    2.4 **CPA Board and Management Group**  2.4.1 The CPA Board will continue to provide strategic leadership and direction for Community Planning across Aberdeen and will scrutinise overall delivery of progress against the Local Outcome Improvement Plan (LOIP); and Locality Plans to ensure improved outcomes in areas experiencing socio economic disadvantage through.  2.4.2 The CPA Management Group is accountable to the CPA Board and will oversee the delivery of progress by the five new Outcome Improvement Groups, Community Justice Group, Alcohol and Drugs Partnership, and Community Engagement Group. As the ‘engine room’ of the CPA, the Management Group facilitates effective joint working across Community Planning partners 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.  2.5 **Outcome Improvement Groups**  2.5.1 It is proposed that five Outcome Improvement Groups will be established to lead and be responsible for actions which support delivery of the Local Outcome Improvement Plan. They will be responsible for ensuring progress against the primary and secondary drivers and improvement aims set for the priority areas it leads on at a city wide and locality level – See Appendix 6.  2.5.2 The five proposed Outcome Improvement Groups are:   * + Aberdeen Prospers Group - New   + Integrated Children’s Services Board   + Resilient, Included and Supported Group – New   + Digital City Group - New   + Sustainable City Group – New   2.5.3 The first task of each OIG will be to develop and agree an Outcome Improvement Delivery Plan which defines how priority actions and key milestones against local outcomes will be achieved. In the case of the Integrated Children’s Service Board, this will be the Integrated Children’s Service Plan. Progress against the OIG Improvement Plans will be reported on a 6 monthly basis to the CPA Board, via the CPA Management Group. The core remit of the Outcome Improvement Groups is at Appendix 4.  2.6 **Alcohol and Drugs Partnership and Community Justice**  2.6.1 The review considered the relationship between the existing Alcohol and Drugs Partnership (ADP) and Community Justice Authority. There is currently no reporting line between these groups and CPA, other than through officer attendance at the Management Group. The regional Community Justice Authority will disband from April 2017, with new community justice functions being given to statutory Community Justice Partners.  2.6.2 Given the policy and legislative basis for the ADP and Community Justice, it is felt that the link to the Community Planning Partnership needs to be clearer. Therefore, it is proposed that a Community Justice Group is constituted and that both this and the ADP have a direct line to the CPA Board via the Management Group through which they will report on any matters relating to the performance of the Partnership in meeting its statutory duties or requirements of Government policy. The core remit of the Community Justice Group is at Appendix 4.  2.7 **Community Engagement Group**  2.7.1 It is proposed that a new Community Engagement Group will be established to oversee community engagement across Aberdeen City and at a locality level via the three Locality Partnerships being established. The group will drive the delivery of the developing Engagement, Participation and Empowerment Strategy and participation requests, as required by the Community Empowerment Scotland Act 2015. 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. The core remit of the Community Engagement Group is at Appendix 4.  2.8 **Locality Partnerships**  2.8.1 A Locality Partnership will be established for each of the Localities to provide local leadership and direction for community planning across the area and scrutinise overall delivery of progress against the Locality Plans. The Locality Partnerships will have a critical role in facilitating effective joint working between local staff and communities to ensure that delivery of the Locality Plans remain on track and any barriers to effective partnership working are removed. The terms of reference for the Locality Partnerships will be determined by the Locality Partnerships once established, building on the proposed core role and remit included in Appendix 4.  2.9 **Sub Groups**  2.9.1 It is proposed that the groups detailed above will identify any sub groups needed to support the delivery of their role and remit. For example, short life working groups to execute a particular task. In doing so, the Chairs of the newly constituted CPA groups will be asked to consider how they connect to the groups which formerly reported to the CPA Management Group. These groups are:   * + Community Safety Partnership   + Culture Network   + Learning and Workforce Partnership   + Priority Families Steering Group   + Health and Wellbeing Group   + Welfare Reform Board   + Fairer Aberdeen Board   2.9.2 As a general principle, to avoid unnecessary bureaucracy and duplication of effort, CPA will ensure that sub groups are limited. Partners are asked to ensure appropriate membership on the formal groups constituted as part of the new structure; and prioritise these groups over any sub groups/ networks/ forums which may sit beneath.  **3 RESOURCING THE NEW STRUCTURE**  3.1 **Membership of Community Planning Aberdeen**  3.1.1 The current membership of CPA has evolved over the last decade in response to the emergent national and local context. The review of CPA structures has provided an opportunity to revisit membership of the Partnership, taking into account new legislation and the Local Outcome Improvement Plan 2016-26.  3.1.2 It is proposed that the existing formal members of Community Planning Aberdeen will continue to be represented on the CPA Board and Management Group. These include:   * + ACVO   + Aberdeen City Council   + Civic Forum   + Health and Social Care Integrated Joint Board   + North East College   + NHS Grampian/ Public Health   + Police Scotland   + Scottish Enterprise   + Scottish Fire and Rescue Service   + Skills Development Scotland     3.1.3 The Community Empowerment Scotland Act 2015 stipulates a number of statutory community planning partners. The Community Justice Act also sets out Community Justice Partners. Current membership of Community Planning Aberdeen has been cross referenced with these partners and there are a number of organisations which are not currently represented – See Appendix 6. It is proposed that these organisations are invited to enter into discussions about formal membership to CPA and at what level that would be welcome and appropriate.  3.1.4 These organisations include:   * + Historic Environment Scotland   + The Scottish Environment Protection Agency   + Scottish Natural Heritage   + The Scottish Sports Council   + North East of Scotland Transport Partnership (Nestrans)   + Visit Scotland   + Scottish Courts & Tribunals Service (Community Justice Partner)   + Crown Office & Procurator Fiscal Service (Community Justice Partner)   + Scottish Prison Service (Community Justice Partner)   3.1.5 It is proposed that, in recognition of the critical role they have to play in the delivery of the Local Outcome Improvement Plan and Locality Plans, the non-statutory organisations listed below are also invited to enter into discussions about formal membership to CPA at an appropriate level.   * + Active Aberdeen Partnership   + Aberdeen University   + Robert Gordons University   3.1.6 It is proposed that there is no requirement or expectation that all Community Planning Partners, statutory and non-statutory, will sit on the Board. The Board is asked to consider where in the structure organisations can best add value to the work of the Partnership and ensure that the Board is focussed on strategic issues around the delivery of the LOIP, locality planning and statutory duties.  3.1.7 For the Board to be effective, regular attendance from senior decision makers from each partner organisation will be needed. Ideally, for the purpose of good governance, this would be a non-executive member. However, it is accepted that this is challenging for national organisations which have 32 community planning partnerships to serve. Therefore it is proposed that the Board will continue to be a mixture of non-executive and executive members.  3.1.8 The Management Group provides executive support to the Board in its governance function. It is intended that where a partner organisation is represented on the Board in an executive or non-executive capacity, it will also be represented on the Management Group to ensure delivery of business. It is proposed that the Chairs of the new groups within the CPA structure will also be members of the CPA Management Group.  3.1.9 The table below identifies the existing and proposed Chairs of the groups within the new structure. To provide continuity from the development of the LOIP, the Chairs of the new Outcome Improvement Groups are the same strategic lead officers that were responsible for the development of the LOIP. This is subject to review at a later date.   |  |  | | --- | --- | | **CPA Board** | Councillor Jenny Laing, Leader of Aberdeen City Council | | **CPA Management Group** | Angela Scott, Chief Executive of Aberdeen City Council | | **Aberdeen Prospers Group** | Richard Sweetnam, Head of Economic Development, ACC ***(proposed)*** | | **Integrated Children’s Services Board** | Gayle Gorman, Director of Education and Children’s Services, ACC | | **Resilient, Included and Supported Group** | Judith Proctor, Chief Officer, Health and Social Care Partnership ***(proposed)*** | | **Digital City Group** | Simon Haston, Head of IT and Transformation, ACC ***(proposed)*** | | **Sustainable City Group** | Derek McGowan, Head of Communities and Housing, ACC ***(proposed)*** | | **Alcohol and Drugs Partnership** | Alan Gray, Finance Director/ Deputy Chief Executive, NHS Grampian ***(proposed)*** | | **Community Justice Group** | TBC | | **Community Engagement Group** | Chris Littlejohn, Interim Deputy Director of Public Health, NHS Grampian ***(proposed)*** |   3.2 **Nominations for Group Membership**  3.2.1 Subject to approval of the revised structure by CPA Board, existing Community Planning Partners (see para 3.1.2) were invited to nominate appropriate representation on both the CPA Board and Management Group. Partners were advised that, where practicable, representation on the CPA Board should be a Non-Executive Board Member and representation on the CPA Management Group should be a Senior Executive Member (i.e. Head of Service or above). See Appendix 7 for nominations from existing partners.  3.2.2 Existing partners were also invited to nominate representation on the five new Outcome Improvement Groups, the Community Justice Group, Alcohol and Drugs Partnership and the Community Engagement Group. In doing so, partners were asked to consider where they can best add value to partnership working and contribute to transformational change and improving outcomes. There is no expectation that all Community Planning Partners will sit on all groups. See Appendix 7 for nominations from existing partners.  3.2.3 Nominations from new community planning partners will be sought formally via the Chair of Community Planning Aberdeen on agreement of the proposals within this report.  3.2.4 In establishing, the new groups may seek representation from organisations wider than the Community Planning Partners identified within this report.  3.3 **Membership of the Locality Partnerships**  3.3.1 It is proposed that membership of the Locality Partnerships will be determined at a local level based on local needs and priorities. It is anticipated that at least 50% of the partnerships will be community representatives and that public service representation will be capped to ensure the balance remains with communities. All ward elected members in the locality will be invited to join the Locality Partnerships.  3.3.2 Whilst all community planning partners will have a vested interest in what is being delivered locally, it is expected that representation on the Locality Partnerships will be from those staff who are best placed to connect with local communities. For example, local G.P, local head teacher, local police. It is expected that these key individuals will represent wider public service interests. For example, the Head Teacher will act as the link to the College and Universities. It is not necessary, and would be counterproductive, for all partners to be represented as standing members on the Locality Partnerships.  3.3.3 Locality Managers will be key to the effectiveness of the Partnerships and will ensure appropriate participation from communities, public, private and voluntary sectors. See Appendix 8 for proposed makeup of the Locality Partnerships.  3.4 **Virtual Members, Experts and Advisers**  3.4.1 Some community planning partners have opted to be represented ‘virtually’ on the CPA groups. Virtual members will have access to information about the CPA Groups and Locality Partnerships, including minutes of meetings, improvement plans and progress reports etc. but will not attend meetings unless it is relevant to do so. For example, there may be times when a partner attends a meeting of an Outcome Improvement Group it is a virtual member of to offer expert advice on a specific topic. Or perhaps a partner is invited to attend a meeting of a Locality Partnership to discuss a particular issue affecting the local community.  3.4.2 Community Planning partners will mobilise their resources to ensure attendance at meetings, events and input is made as appropriate and relevant to the delivery of improved outcomes. This approach will help support effective links between the new community planning groups and wider community planning discussions taking place at both a strategic and operational level.  3.4.3 At all levels of our organisations, staff have an important role in supporting effective partnership working. It may be relevant for staff of certain disciplines, whom may not usually get involved in ‘community planning’, to become involved in our improvement. Aberdeen University has suggested that students in Aberdeen could have a key role in taking forward important research projects or undertake voluntary work within our localities and gain invaluable practical experience in the process. There are many opportunities to think more innovatively about how we mobilise our joint resources. This will be key area of development for the Partnership over the next year.  **4 NEXT STEPS**  4.1 The table below includes the key milestones and indicative timescales for the implementation of the recommendations made within this report.   |  |  | | --- | --- | | **Key Milestone** | **Timescale** | | Final Report and recommendations approved by CPA Board | Dec 2016 | | Implementation of new structure | Jan 2017 | | First meetings of the new groups held by end February 2017 | Feb 2017 | | Initial meetings to progress Locality Partnerships held by end of March 2017 | Mar 2017 | |

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| **Recommendations for Action** |
| It is recommended that members of the CPA Board:  CPA Structure  i) 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;  ii) 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;  iii) 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;  iv) agree the proposal to establish a Community Engagement Group which will oversee community engagement at a city wide and locality level;  v) 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;  vi) agree the proposed core roles and remits of these groups as detailed at Appendix 4 to this report;  CPA Membership  vii) agree that the existing formal members of Community Planning Aberdeen will continue to be represented on the CPA Board and Management Group;  viii) 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;  ix) 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;  x) 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;  xi) agree to nominate a Chair of the Community Justice Group;  xii) consider the nominations made for group membership by existing community planning partners as included at Appendix 7;  xiii) consider the proposed makeup of the Locality Partnerships as detailed at Appendix 8; and  xiv) note next steps. |

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| **Opportunities and Risks** |
| Successful implementation of the Local Outcome Improvement Plan 2016-26 is reliant on strong partnership governance arrangements. The proposals within this report will ensure that CPA is effectively organised to deliver the Aberdeen City Local Outcome Improvement Plan (LOIP) 2016-26 and meet its various statutory duties. The approved structure will be evaluated on an ongoing and systematic basis to ensure that the governance and accountability arrangements of CPA continue to be relevant and effective. |

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| **Consultation** |
| The following people were consulted in the preparation of this report:    Members of the Review Team (See Appendix 1)  Members of the CPA Management Group  Neil Carnegie, Acting Head of Communities and Housing  Richard Sweetnam, Head of Economic Development, ACC  Gayle Gorman, Director of Education and Children’s Services, ACC  Judith Proctor, Chief Officer, Health and Social Care Partnership  Simon Haston, Head of IT and Transformation, ACC  Helen Shanks, Head of Inclusion, ACC  Johnathan Smith, Civic Forum  Val Vertigans, Community Justice, Aberdeen City Council  Chris Littlejohn, Interim Deputy Director of Public Health, NHS Grampian  Paul Tytler, Locality Manager  Jo Mackie, Locality Manager  Kay Diack, Locality Manager |

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| **Background Papers** |
| The following papers were used in the preparation of this report.  [Review of CPA Infrastructure: Nominations for Group Membership – CPA Management Group, 28 November 2016](mailto:communityplanning@aberdeencity.gov.uk?subject=Email%20me%20the%20Review%20of%20CPA%20Infrastructure:%20Nominations%20for%20Group%20Membership%20-%20CPA%20Management%20Group,%2028%20November%2016)  [Draft Final Report on the Review of Community Planning Aberdeen Infrastructure – CPA Management Group, 24 October 2016](mailto:communityplanning@aberdeencity.gov.uk)  [Consultation Report on the Review of CPA Infrastructure – 16 Sep 2016](mailto:mcochlan@aberdeencity.gov.uk?subject=Please%20send%20consultation%20report%20on%20Review%20of%20CPA%2016%20Sep%2016)  [Scoping Report for the Review of CPA Infrastructure – CPA Management Group, 25 July 2016.](mailto:communityplanning@aberdeencity.gov.uk?subject=Please%20send%20me%20a%20copy%20of%20Scoping%20Report%20for%20the%20Review%20of%20CPA%20Infrastructure%20–%20CPA%20Management%20Group,%2025%20July%202016.)  [Locality Planning Report – CPA Board, 20 June 2016](http://communityplanningaberdeen.org.uk/wp-content/uploads/2014/04/CPA-Board-Agenda-200616.pdf)  [Local Outcome Improvement Plan 2016-26](http://communityplanningaberdeen.org.uk/aberdeen-city-local-outcome-improvement-plan-2016-26/) |

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**APPENDIX 1: TERMS OF REFERENCE**

**Remit**

To review the current delivery infrastructure of Community Planning Aberdeen to ensure that the Partnership is organised to deliver on the new Local Outcome Improvement Plan 2016-26 at a city wide and locality level.

**Scope**

The review will consider the strategic level groups accountable to the CPA Board and Management Group for delivery of the Local Outcome Improvement Plan (See Appendix 2 for existing structure); and their relationship with the new Locality Partnerships. The review will not consider in any detail the sub/ working groups beneath these strategic level groups.

**Objectives**

* + Ensure that Community Planning Aberdeen is organised to deliver the strategic priorities set out in the Local Outcome Improvement Plan
  + Strengthen accountability for delivery of the priorities set within the LOIP at a locality level
  + Streamline and rationalise existing structures, taking into account all statutory requirements
  + Review membership of Community Planning Aberdeen Board, Management Group and strategic level outcome delivery groups to meet statutory requirements

**Timescale**

This review will be carried out between July to November 2016, with the final report being submitted to CPA Management Group on 28 November and CPA Board on 12 December 2016. Implementation of recommendations will commence at the beginning of 2017.

**Review Team**

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| Project Sponsor | CPA Board |
| Project Board | CPA Management Group |
| Project Manager | Michelle Cochlan, Community Planning Manager |
| Project Team | Ally Birkett, Scottish Fire and Rescue Services  Neil Carnegie, Aberdeen City Council  Neil Cowie, North East College  Joyce Duncan, ACVO  Jo Larsen, Aberdeen City Council  James Simpson, Aberdeen City Council  Richard Sweetnam, Aberdeen City Council  Linda Smith, Public Health/ Health and Social Care  Kate Stephen, Police Scotland |

**Consultees**

* + CPA Board
  + CPA Management Group
  + Current Partnership Groups
  + Existing Community Planning Aberdeen organisations
  + Statutory Community Planning Partners
  + Scottish Government Location Director
  + NESTRANS
  + Sports Aberdeen
  + Community Justice Authority
  + Locality Managers – Aberdeen City Council
  + Democratic Services – Aberdeen City Council
  + Legal Services – Aberdeen City Council

**Methodology**

* + Desk top review of all existing information
  + Engagement with CPA Board, Management Group, current Partnership groups and statutory Community Planning Partners
  + Benchmarking with other Community Planning Partnerships

**Evidence Required**

* + Existing structures
  + Draft Local Outcome Improvement Plan
  + Locality Planning framework
  + Legislation setting out statutory requirements
  + Feedback from Partnership colleagues
  + Benchmarking information

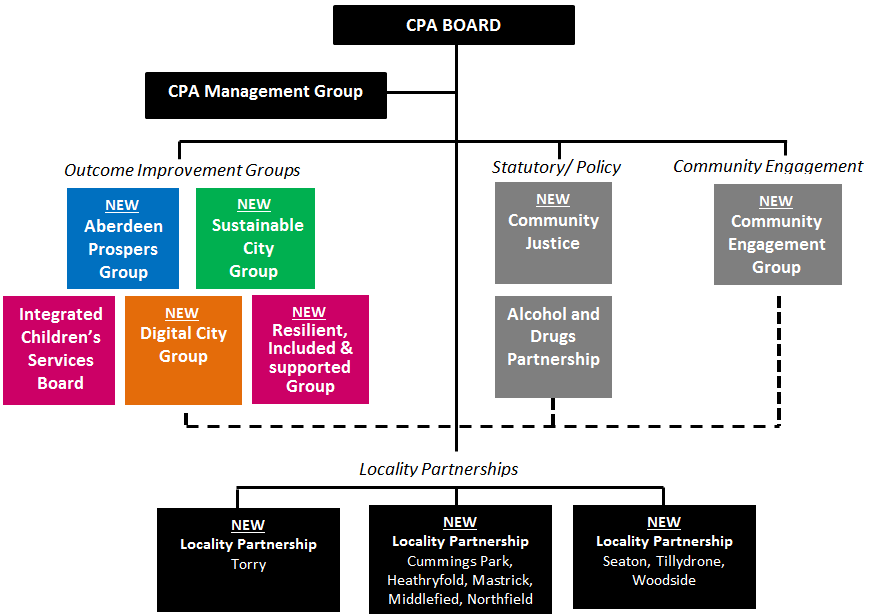
**Key Deliverables and Timescales**

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| Scoping report approved by CPA Management Group | 25 July 16 |
| Complete desk top review | 31 Aug 16 |
| Complete consultation and benchmarking | 30 Sep 16 |
| Present review findings to CPA Management Group | 24 Oct 16 |
| Draft final report to Management Group | 28 Nov 16 |
| Final report to CPA Board | 12 Dec 16 |
| Implementation of recommendations | From Jan 17 |

**APPENDIX 2: EXISTING COMMUNITY PLANNING PARTNERSHIP GROUPS *(As established 2013)***

| Theme | Partnership Group | Current Status | Date of Last Meeting | Frequency | Strategy | Contact Officer |
| --- | --- | --- | --- | --- | --- | --- |
| Strategic Group |  |  |  |  |  |  |
| Governance | CPA Board | Active | 22 August | Quarterly | LOIP | Michelle Cochlan |
| CPA Management Group | Active | 22 August | Six weekly | LOIP | Michelle Cochlan |
| Reference Group | *Disbanded* | | | | |
| Themed groups |  |  |  |  |  |  |
| Economic Growth | - | *Disbanded* | | | | |
| Children and Young People | Integrated Children’s Services Board | Active | 5 September | Six weekly | Integrated Children’s Services Plan | James Simpson |
| Safer Communities | Community Safety Partnership | Active | 24 August | Quarterly | Action Plan | Joanne Larsen |
| Learning & Workforce | Learning and Workforce Group | Active | 25 August | Bi Monthly | Action Plan | Linda Clark |
| Health and Wellbeing | Health and Wellbeing Group | Active | 14 September | Quarterly | Action Plan | Linda Smith |
| Older People | Older People Group | *Disbanded* | | | | |
| Multilateral groups | |  |  |  |  |  |
| Year of culture | Culture Network | Active | June | Quarterly | Culture Plan | Neil Bruce |
| Integrated transport | - | *Disbanded* | | | | |
| Priority families | Steering Group | Active | August | Quarterly | Action Plan | Gill Strachan |
| Digital cities | - | *Disbanded* | | | | |
| Short term groups | |  |  |  |  |  |
| Communication and engagement | - | *Disbanded* | | | | |
| Welfare reform | Welfare Reform Board | Active | 22 August | TBC | TBC | Graeme Gardner |
| Fairer Aberdeen Board | Fairer Aberdeen Board | Active | 19 March | As required | Fairer Aberdeen Fund Programme | Susan Thom |
| Regeneration Board | - | *Disbanded* | | | | |

**APPENDIX 3 PROPOSED GOVERNANCE STRUCTURE**

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**APPENDIX 4 PROPOSED CORE ROLE AND REMITS**

**Outcome Improvement Groups**

Role: The Groups will lead and be responsible for actions which support delivery of the Local Outcome Improvement Plan. They will be responsible for ensuring progress against the primary and secondary drivers and improvement aims set for the priority area it leads on (See Appendix 7)

Remit of Outcome Improvement Groups:

* Plan, oversee and be accountable for delivery of outcome improvement by Community Planning partners for the relevant priority within the Local Outcome Improvement Plan (See Appendix 7) and developing Locality Plans
* Agree and implement an Outcome Improvement Delivery Plan which details the actions required to ensure primary and secondary drivers will be achieved at a strategic and locality level (In the case of the Integrated Children’s Services Board, this will be the Integrated Children’s Service Plan)
* Advise on, and be accountable for, how resources are aligned and allocated across Community Planning partners to support delivery of key actions
* Ensure communities are engaged in the planning and delivery of CPA’s priorities through implementation of the Engagement, Participation and Empowerment Strategy and by liaising effectively with the Community Engagement Group and Locality Partnerships
* Ensure the effective management of performance and risk in relation to delivery of the priorities and improvement outcomes for which the Outcome Improvement Group has oversight and report progress to the CPA Board on a six monthly basis via the Management Group
* Identify risks and barriers to effective delivery, and advise the CPP Management Group on mitigating action required at CPP Board level

**Community Justice Group**

Role: To bring partners and stakeholders together, including statutory ‘Community Justice Partners’, to oversee ‘community justice’ in Aberdeen with the overall aim of fulfilling statutory requirements and achieving the agreed vision.

Remit of Community Justice Group:

* Prepare a ‘community justice outcomes improvement plan’ for Aberdeen in accordance with timings set by Scottish Ministers, having regard to the national Community Justice Strategy and Performance Framework (see below), and Aberdeen’s local Outcomes Improvement Plan, and to review such plan in the event of the national strategy or performance framework, or the local Outcomes Improvement Plan being revised
* Prepare a ‘participation statement’ regarding the participation of third sector and community bodies in the development of the ‘community justice outcomes improvement plan’, and to publish this
* Prepare an ‘annual report’ on the extent of achievement of local and national outcomes
* Have regard to guidance issued by Scottish Ministers on any of the above
* Secure the participation of relevant third sector organisations and community bodies
* Consult as necessary/appropriate with Community Justice Scotland, community bodies, and any other persons considered appropriate (which is likely to include local and national partners, stakeholders, and service users and their families)

**Community Engagement Group**

Role: The Prosperous Communities Group will oversee the new locality working arrangements to ensure they operate effectively in Aberdeen. The group will also maintain an overview of the delivery of the developing Engagement, Participation and Empowerment Strategy and participation requests and 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.

Remit of the Prosperous Communities Group:

* Plan, oversee and be accountable for the development and delivery by Community Planning partners of the Engagement, Participation and Empowerment Strategy and community aspects of the Locality Plans
* Agree and implement an implementation plan which details the actions required to deliver the Engagement, Participation and Empowerment Strategy
* Ensure Community Planning Aberdeen is meeting its statutory duties in relation to community engagement and participation, as prescribed by the Community Empowerment Scotland Act 2015
* Advise on effective practice on how to involve and engage with communities and promote consistency and cohesion of approach across Outcome Improvement Groups
* Oversee, understand and share best practice in terms of community development and engagement initiatives, for example volunteering, recruitment and training
* Oversee delivery of Community Learning and Development Plan

**Locality Partnership**

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

Remit of Locality Partnerships:

* Collective ownership, leadership and strategic direction
* Set an 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 decision and actions
* Ensuring appropriate operational collaboration between respective partners (e.g. 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, Community Engagement Group and Outcome Improvement Groups with the objective of changing policy and strategy, and resourcing to deliver locality priority outcomes
* Apply test of change and support scale and spread as appropriate

Detailed terms of reference will be developed and tailored by each Locality Partnership.

**APPENDIX 5**

**LOIP PRIORITIES, DRIVERS AND SUGGESTED LEAD OUTCOME IMPROVEMENT GROUPS**

**ABERDEEN PROSPERS**

| **Primary Drivers** | **Secondary Drivers** | **Lead Outcome Improvement Group** |
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| **Investment in infrastructure** | | |
| We will regenerate our city centre to become a vibrant and attractive place to live, work and invest in | Develop a plan to incentivise bringing underused space above shops and long term empty retail units into residential use | **Aberdeen Prospers Group** |
| We will unlock development potential and connectivity to international markets | Improve access to/ around Aberdeen International Airport | **Aberdeen Prospers Group** |
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| We will develop infrastructure for commuter, visitor and freight transportation | Submit a City Region Deal to the UK and Scottish Governments to fast track development of infrastructure | **Aberdeen Prospers Group** |
|
| We will improve deployment of low carbon transport in the city and urban areas, through active travel networks | Work with European and National Funding programmes to improve renewable energy infrastructure | **Aberdeen Prospers Group/**  **Sustainable City Group** |
|
| Secure significant improvements in the city’s green/active travel (walking, cycling) network |
| We will modernise our utilities infrastructure to support the economic growth ambitions | 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 industries | **Aberdeen Prospers Group/**  **Locality Partnerships** |
|
| We will provide business and public sector organisations with a level playing field in current and next generation information and communications technology | 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. | **Aberdeen Prospers Group** |
| We will ensure availability of land and premises to support business growth | Ensure that there is land and  infrastructure available to support and grow decommissioning | **Aberdeen Prospers Group** |
| Ensure businesses have access to a variety of immediately available and affordable premises and new use of existing brownfield |
| We will enable Aberdeen to realise the development opportunities in the City Centre Masterplan and beyond | Prioritise development of those transport and other intervention areas in the Aberdeen City Centre Masterplan that deliver the biggest economic impact | **Aberdeen Prospers Group** |
|
| **Innovation** | | |
| We will provide research and design infrastructure to support development of advanced technologies and innovation in other sectors | Strengthen the interaction between research and business by developing an Oil and Gas Energy and Learning Teaching Centre of Expertise | **Aberdeen Prospers Group** |
| 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, agriculture, health and life sciences | Develop the existing Biopharmaceutical Hub that would provide R&D infrastructure for creation and commercialisation of products | **Aberdeen Prospers Group** |
| Develop an Agri Food and Innovation Hub that provides R&D infrastructure and expertise for regional primary producers, processors and manufacturers |
| We will maximise the potential of hydrogen, energy from waste and other renewables technologies to develop a medium-long term demand for the transferable skills in the oil and gas sector | Reduce emissions and promote alternative energy technologies through regional collaboration | **Aberdeen Prospers Group** |
| Vehicle replacement programme |
| Deliver the supply chain development activities in the Renewables/Hydrogen Action Plan and its focus on developing these emerging fuel cell technologies |
| We will provide business and innovation support to entrepreneurs/ business start-ups and increase the diversity of funding options through an increase in accessibility of international investment | Provide access to finance through the SE Innovation Support, Business Angel Venture Capital and/ or Scottish Local Authorities Loan Fund in Aberdeen City | **Aberdeen Prospers Group** |
| **Inclusive Economic Growth** | | |
| We will develop the people and skills necessary to deliver economic development and, as a result, support diversification of businesses and economy | Delivery of Business Gateway to provide business start-up and development support, that is available to all businesses | **Aberdeen Prospers Group** |
| Construct an Economic Footprint for the CPP and develop an action plan based on Key findings and recommendations |
| Support implementation of key actions from the emerging/ existing industry-led sector strategies for oil and gas, food and drink, tourism and life sciences |
| We will ensure that the North East of Scotland is a great place to be – as a visitor, worker, entrepreneur or resident | Develop iconic tourism attractions to capitalise on non-business tourism and leisure markets and stimulate diverse culture and creative offerings | **Aberdeen Prospers Group** |
| We will significantly improve the city through regeneration of our communities and ensuring a vibrant economy | Develop and implement Locality Plans for those communities experiencing socio economic disadvantage | **Locality Partnerships** |
| We will invest in our workforce, particularly young people, develop our future workforce and ensure all benefit from economic activity | Implement Developing the Young Workforce to strengthen vocational skills attainment levels and encourage apprenticeships | **Aberdeen Prospers Group/**  **Integrated Children’s Services Board** |
| 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 |
| We will ensure there is access for all employers to qualified labour | Address skills shortages in key sectors including public services and health sectors as identified in the Regional Skills Strategy | **Aberdeen Prospers Group/** |
| 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 |
| Deliver £2.2m ESF Employability Pipeline Project to increase economic activity through training and work experience |
| 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 | Consider viability of expanding Places for People, a joint venture model to deliver ‘private rented sector’ homes regionally | **Aberdeen Prospers Group/**  **Sustainable City Group** |
| Internationalisation |  |  |
| We will improve the attractiveness for international trade and investment | Support the development of our harbour | **Aberdeen Prospers Group** |
| Support the promotion and marketing of the place with Visit Aberdeenshire |
| Develop the £330m new Aberdeen Exhibition and Conference Centre to anchor existing international events and compete for new events |
| We will improve multi-modal access to Aberdeen | Work with Aberdeen International Airport  in supporting its development plans | **Aberdeen Prospers Group** |
| 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 | **Aberdeen Prospers Group** |
| 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 | Promote the ‘investor readiness’ of the region to international institutional investors/sovereign wealth funds | **Aberdeen Prospers Group** |
| We will attract the best possible range of incoming exhibitions and events and showcase the city’s internationally recognised sports, arts and culture offer | Deliver a £30m refurbishment of Aberdeen Art Gallery in 2017 | **Aberdeen Prospers Group** |

**CHILDREN ARE THE FUTURE**

| **Primary Drivers** | **Secondary Drivers** | **Lead Outcome Improvement Group** |
| --- | --- | --- |
| **Children have the best start in life** | | |
| We will expand and improve access to affordable childcare across the city | The expansion of early learning and child care; and out of school care | **Integrated Children’s Services Board** |
| Ensuring continued quality of childcare provision |
| Workforce development and expansion within early learning and childcare services |
| We will expand supports for young Looked After Children and their families | Expansion of Me2 programme to support Looked After Children 2 year olds | **Integrated Children’s Services Board** |
| We will improve health supports and outcomes for families, children and young people | Alignment of policy and planning developments in line with the Healthfit 2020; ChildHealth 2020; and Health and Wellbeing local delivery plans. | **Integrated Children’s Services Board** |
| **Children are safe and responsible** | | |
| We will ensure that children and young people are safe at home | Implementation of the Reclaiming Social Work | **Integrated Children’s Services Board** |
| We will improve multi agency support for vulnerable children and young people | Implementation of Getting it Right For Every Child in line with the requirements of the Children and Young People (Scotland) Act 2014 including but not limited to GIRFEC Operational Guidance and training for the 3rd sector | **Integrated Children’s Services Board** |
| We will ensure all children and young people are supported to be responsible and contributing citizens | Improvements in early intervention supports for offenders/victims and parents | **Integrated Children’s Services Board/**  **Resilient, Included, Supported Group** |
| **Children are respected, included and achieving** | | |
| We will implement a city wide strategy to promote participation of children and young people and children’s rights, in partnership with other services within and beyond the council, including Unicef UK | Implement relevant aspects of the Children and Young People’s Rights and Participation Strategy | **Integrated Children’s Services Board** |
| Promote Youth Democracy and Political Literacy, in accordance with ICS Participation Strategy |
| We will ensure that all children are supported to live and be educated in their local community | All young people with Additional Support Needs are educated in their local community in line with ‘Aberdeen City Inclusion Review’ recommendations | **Integrated Children’s Services Board** |
| We will close the outcome gap for all children and young people | Partnership working to evaluate and deliver targeted support to schools and their local communities | **Integrated Children’s Services Board** |
| We will maximise the employment, education and training opportunities for all school leavers | Engage partners to expand and improve provision of post school learning and employment opportunities for young people | **Integrated Children’s Services Board** |

**PEOPLE ARE RESILIENT, INCLUDED AND SUPPORTED WHEN NEEDED**

| **Primary Drivers** | **Secondary Drivers** | **Lead Outcome Improvement Group** |
| --- | --- | --- |
| **People and communities are protected from harm** | | |
| We will develop systems and approaches that raise awareness of harm | Work together across the CPP to understand and proactively respond to available intelligence to identify those with increased likelihood of requiring support, by using business intelligence | **Resilient, Included, Supported Group** |
| Promote awareness that adult support and protection is a shared responsibility and strengthen user involvement in our activities |
|  | Promote awareness amongst partners of those at risk of drug related deaths and opportunities for signposting to treatment and support services |  |
| We will respond robustly and proportionately to concerns about the wellbeing and vulnerability of individuals and their risk of harm | Work with and support all agencies, by developing policies and protocols, to ensure that they are aware of their responsibilities and are seen to respond in an appropriate and timely manner | **Resilient, Included, Supported Group** |
| Actively drive cultural change and challenge myths, stereotypes and unacceptable behaviours and situations in a positive and proactive way, so that we advance equality and reduce harm, harassment and abuse towards those individuals at risk/ potential risk. |
| We will seek to reduce the risk of harm by increasing individual and community resilience to vulnerability | Intensive family intervention support to families with complex and multiple needs through the provision of a Priority Families Service | **Resilient, Included, Supported Group** |
| Raise awareness of factors that can improve personal and community resilience, health and wellbeing |
|  | Work in partnership to strengthen resilience and capacity of people who are at risk of homelessness to maintain stable living arrangements |  |
| **People are supported to live as independently as possible** | | |
| We will empower citizens to feel they have real and meaningful choice and control over their own lives | People are enabled to direct their own care and support as far as is reasonably practicable | **Resilient, Included, Supported Group** |
| Develop self-management options/resources e.g. education, information, peer support, person centred staff and services, technology and carer support |
|  | People have a voice in key decisions and issues affecting them at a local level |  |
| We will promote health and wellbeing in all policies by Community Planning Partners to maximise contribution toward prevention of ill health and reduction in health inequalities | Agree and develop a systematic approach and framework with community planning partners to integrate the improvement of health and wellbeing of our local population into all policy decisions | **Resilient, Included, Supported Group** |

**EMPOWERED, RESILIENT AND SUSTAINABLE COMMUNITIES**

| **Primary Drivers** | **Secondary Drivers** | **Lead Outcome Improvement Group** |
| --- | --- | --- |
| **People friendly city** |  |  |
| We will be a city whose built environment is fit for keeping an ageing population safe and healthy and puts the child at the centre of design | Streets are designed with older people in mind to ensure ‘walkability‘ of local neighbourhoods, particularly with regards to the provision of seating facilities to break up the pedestrian journey | **Sustainable City Group/**  **Integrated Children’s Services Board/**  **Resilient, Included, Supported Group** |
| Build a child friendly city to ensure that the best interests of the child is a primary consideration |
| Ensure that all areas of the City and everyone in our communities have access to opportunities to participate in a range of health and fitness activities |
| Sustainable food provision in Aberdeen, tackling food poverty, developing community food skills and knowledge and delivering sustainable food provision |
| We will create an attractive, welcoming environment in partnership with our communities | Creating a new place based community on a 3000 unit housing development, which includes a Learning Hub to deliver education, social and health, sports and leisure facilities for all ages | **Sustainable City Group** |
| Encourage communities to get involved in improving their local environment through friends of parks groups and environmental walkabouts |
| **Safe and resilient communities** | | |
| We will develop community and business resilience awareness as well as enhancing ability to respond | Raise awareness of Community Resilience across a range of community groups | **Sustainable City Group** |
| Assist Communities and Businesses to develop and maintain effective Resilience Plans |
| We will maintain resilient and effective Category 1 and Category 2 Responders (as defined by Civil Contingencies Act 2004) | Maintain resilience within and between Category 1 responders through partnership working and continuous assessment | **Sustainable City Group/** |
| Develop and maintain single and multi-agency emergency plans and arrangements based on national, regional and local risk assessments |
| Coordinated multi-sector response to adverse weather conditions through Community Action Days |
| We will prevent and reduce the incidence of crime, disorder and antisocial behaviour and tackle the underlying causes of such behaviour to ensure that Aberdeen is a place where people are, and feel, safe | Proactively investigate youth annoyance and antisocial behaviour | **Resilient, Included, Supported Group/**  **Integrated Children’s Services Board** |
| Educating Young People involved in youth annoyance to actively reduce the number of wilful fires in Aberdeen City |
| Promote fire safety in the home amongst the elderly and young alike |
| Develop a safe culture around alcohol consumption and its effect on the City and residents |
| Raise public awareness around the issue and impact of Domestic Abuse to affect an increase in reporting and a reduction in incidences |
| Develop enhanced partnership working to prevent and reduce crime of all types and the subsequent fear/perception of crime across Aberdeen City |

**CREATING A DIGITAL PLACE**

| **Primary Drivers** | **Secondary Drivers** | **Lead Outcome Improvement Group** |
| --- | --- | --- |
| **Digital connectivity** | | |
| We will ensure businesses, citizens, the public and third sectors have access to the ultrafast fibre broadband | Provide citizens and visitors with the opportunity to connect easily from their homes or other locations | **Digital Place Group** |
| Ensure that businesses can prosper through better connectivity |
| We will ensure businesses, citizens, the public and third sectors have access to quality Wi-Fi and wireless connections | Citizens and visitors need good connections to enhance their experience of city | **Digital Place Group** |
| Businesses and public sector providers rely on wireless connections to provide services. |
| Public sector needs a means to capture data to deliver high quality services and protect its citizens |
| **Data** |  |  |
| We will share data across public sector partners in order to deliver services and protect citizens | Ensure that there are common standards across public sectors organisation | **Digital Place Group** |
| Provide a secure shared data platform for use by all partners and businesses |
| We will use data to enable evidence based business and policy decisions | Build data analytics capability within the community planning partnership to exploit city data platform | **Digital Place Group** |
| **Digital innovation** | | |
| Grow a digital economy to support both public sector challenges and private enterprise. | Grow a substantive digital economy within the city | **Digital Place Group** |
| Establish the right environment to exploit digital opportunities |
| Support community capacity building through the use of technology | Enable citizens to be supported in their own homes through telecare | **Digital Place Group** |
| Develop a state of the art dashboard to provide community with information on assets, alerts, groups and networks |
| Develop applications that can be used to help those most in need |
| **Digital skills and education** | | |
| All employees, managers, elected officials, and management boards of our organisations will have the skills | Need to ensure that all public sector employees have the right skills to work in a modern business environment | **Digital Place Group** |
| Students and school leavers are provided with access to digital skills, and the means to raise their digital literacy | All public sector partners will develop opportunities for placement for students in ICT, Data Science and related disciplines and encourage skills transfer | **Digital Place Group** |
| Our citizens will have access to learning opportunities to develop their digital skills, digital literacy, and data literacy | We will work with the 3rd sector to plan a comprehensive range of adult training | **Digital Place Group** |

**APPENDIX 6**

**MAPPING OF STATUTORY COMMUNITY PLANNING PARTNERS (COMMUNITY EMPOWERMENT ACT 2015 - SCHEDULE 1) AGAINST CURRENT REPRESENTATION**

|  |  |  |
| --- | --- | --- |
| **Statutory Partner** | **Current**  **Representation** | **Strategic**  **Group** |
| The Board of Management of a Regional College designated | Neil Cowie, North East College | Management Group |
| The Chief Constable of the Police Service of Scotland | Campbell Thomson | Board |
| Kate Stephen | Management Group |
| The Health Board | Malcolm Wright, CEO, NHS Grampian | Board |
| Susan Webb, NHS Grampian (Director of Public Health) | Board |
| Jillian Evans (Public Health) | Management Group  (not formalised) |
| Highlands and Islands Enterprise | n/a |  |
| Historic Environment Scotland | None |  |
| Integration Joint Board | Councillor Len Ironside | Board |
| A National Park authority whose area includes the whole or part of the area of the local authority | n/a |  |
| A regional strategic body specified in schedule 2A to the Further and Higher Education (Scotland) Act 2005 which is situated in the area | n/a |  |
| Scottish Enterprise | David Rennie/  Jamie Bell | Management Group |
| The Scottish Environment Protection Agency | None |  |
| The Scottish Fire and Rescue Service | Duncan Smith | Board |
| Ally Birkett | Management Group |
| Scottish Natural Heritage | None |  |
| The Scottish Sports Council | None |  |
| The Skills Development Scotland | Gordon MacDougall | Board |
| A Regional Transport Partnership | None |  |
| Visit Scotland | None |  |
| **Non Statutory Partner** |  |  |
| ACVO | Kenneth Simpson | Board |
| Joyce Duncan | Management Group |
| Civic Forum | Johnathan Smith | Board |

**APPENDIX 7**

**NOMINATIONS FROM CURRENT CPA PARTNERS**

**CPA Board**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Jenny Laing  Gordon Graham  Stephen Flynn  Yvonne Allan  Angela Scott | Chair of Community Planning Aberdeen and Leader of Aberdeen City Council  Elected member  Elected member  Elected member  Chair of Community Planning Aberdeen Management Group and Chief Executive of Aberdeen City Council |
| North East College | Ken Milroy | Regional Chair |
| Police Scotland | Campbell Thomson | Chief Superintendent |
| NHS Grampian | Malcolm Wright  Susan Webb | Chief Executive  Director of Public Health |
| Scottish Enterprise | *Virtual membership* |  |
| Health and Social Care Integration Joint Board | Len Ironside | Chair of IJB and Elected Member |
| Scottish Fire and Rescue Service | Duncan Smith | Local Senior Officer |
| Skills Development Scotland | Gordon MacDougall | Head of Operations, North East Region |
| ACVO / VSA | Kenneth Simpson | Chair of ACVO and Chief Executive of VSA |
| Civic Forum | Jonathan Smith | Chair of Civic Forum |

**CPA Management Group**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Angela Scott  Richard Sweetnam  Gayle Gorman  Simon Haston  Derek McGowan  Helen Shanks | Chair of Community Planning Aberdeen Management Group and Chief Executive of Aberdeen City Council  Proposed Chair of Aberdeen Prospers Group and Head of Economic Development  Chair of Integrated Children’s Services and Director of Education and Children’s Services  Proposed Chair of Digital City Group and Head of IT and Transformation  Proposed Chair of Sustainable City Group and Head of Communities and Housing  Chair of Alcohol and Drugs Partnership and Head of Inclusion |
| North East College | Neil Cowie | Vice Principal – Business Services |
| Police Scotland | Kate Stephen | Super Intendent |
| NHS Grampian | Chris Littlejohn  Jillian Evans | Proposed Chair of Community Engagement Group and Depute Director of Public Health  Head of Health Intelligence |
| Scottish Enterprise | Jamie Bell | Stakeholder & Partnership Manager |
| Health and Social Care Integration Joint Board | Judith Proctor | Proposed Chair of Resilient, Included and Supported Group and Chief Officer of Health and Social Care IJB |
| Scottish Fire and Rescue Service | Ally Birkett | Group Manager |
| Skills Development Scotland | Gordon MacDougall | Head of Operations, North East Region |
| ACVO | Joyce Duncan | Chief Executive of ACVO |
| Civic Forum | Lavina Massie / Jonathan Smith | Vice-Chair, Chair of Civic Forum |

**Aberdeen Prospers Group**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Richard Sweetnam | Proposed Chair of Aberdeen Prospers Group and Head of Economic Development |
| North East College | Duncan Abernethy | Head of Business and Community Development |
| Police Scotland | *Virtual membership* |  |
| NHS Grampian | TBC |  |
| Scottish Enterprise | Jamie Bell | Stakeholder & Partnership Manager |
| Health and Social Care Integration Joint Board | *Virtual membership* |  |
| Scottish Fire and Rescue Service | *Virtual membership* |  |
| Skills Development Scotland | Nicola Graham | Team Leader |
| ACVO | Joyce Duncan | Chief Exec ACVO |
| Civic Forum | Lavina Massie / Jonathan Smith | Vice-Chair, Chair of Civic Forum |

**Digital City Group**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Simon Haston | Proposed Chair of Digital City Group and Head of IT and Transformation |
| North East College | *Virtual membership* |  |
| Police Scotland | Kevin Wallace | Chief Inspector |
| NHS Grampian | TBC |  |
| Scottish Enterprise | *Virtual membership* |  |
| Health and Social Care Integration Joint Board | Julie Somers |  |
| Scottish Fire and Rescue Service | *Virtual membership* |  |
| Skills Development Scotland | *Virtual membership* |  |
| ACVO | Joyce Duncan | Chief Exec ACVO |
| Civic Forum | *Virtual membership* |  |

**Sustainable City Group**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Derek McGowan | Proposed Chair of Sustainable City Group and Head of Communities and Housing |
| North East College | TBC |  |
| Police Scotland | TBC |  |
| NHS Grampian | TBC |  |
| Scottish Enterprise | *Virtual membership* |  |
| Health and Social Care Integration Joint Board | *Virtual membership* |  |
| Scottish Fire and Rescue Service | Darren Riddell | Station Manager |
| Skills Development Scotland | *Virtual membership* |  |
| Civic Forum | *Virtual membership* |  |

**Integrated Children’s Services**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Gayle Gorman | Chair of Integrated Children’s Services and Director of Education and Children’s Services |
| North East College | Joan Thorne | Director of Curriculum (Service Industries) |
| Police Scotland | Kate Stephen  Kevin Wallace | Superintendent  Chief Inspector |
| NHS Grampian | Lorraine Curry |  |
| Scottish Enterprise | *Virtual membership* |  |
| Health and Social Care Integration Joint Board | Heather McRae | Acting Chair of Healthy and Active Outcome Group |
| Scottish Fire and Rescue Service | *Virtual membership* |  |
| Skills Development Scotland | Nicola Graham | Team Leader |
| ACVO | Joyce Duncan  Maggie Hepburn | Chief Exec ACVO |
| Civic Forum | *Virtual membership* |  |

**Resilient, Included and Supported Group**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Derek McGowan | Head of Communities and Housing |
| North East College | *Virtual membership* |  |
| Police Scotland | Kevin Wallace | Chief Inspector |
| NHS Grampian | TBC |  |
| Scottish Enterprise | *Virtual membership* |  |
| Health and Social Care Integration Joint Board | Judith Proctor  Gail Woodcock  Tom Cowan  Head of Locality TBC | Proposed Chair of Resilient, Included and Supported Group and Chief Officer of Health and Social Care IJB |
| Scottish Fire and Rescue Service | Gordon Riddel | Station Manager |
| Skills Development Scotland | *Virtual membership* |  |
| ACVO | Jane Russell | Partnership Manager |
| Civic Forum | Norma Grant |  |

**Community Engagement Group**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Derek McGowan | Head of Communities and Housing |
| North East College | *Virtual membership* |  |
| Police Scotland | Jason Carrigan | Inspector |
| NHS Grampian | Chris Littlejohn | Proposed Chair of Community Engagement Group and Depute Director of Public Health |
| Scottish Enterprise | *Virtual membership* |  |
| Health and Social Care Integration Joint Board | Gail Woodcock  Head of Locality TBC |  |
| Scottish Fire and Rescue Service | *Virtual membership* |  |
| Skills Development Scotland | *Virtual membership* |  |
| ACVO | Jane Russell | Partnership Manager |
| Civic Forum | Jonathan Smith | Chair of Civic Forum |

**Community Justice Group**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Derek McGowan | Head of Communities and Housing |
| North East College | *Virtual membership* |  |
| Police Scotland | Kate Stephen | Superintendent |
| NHS Grampian | TBC |  |
| Scottish Enterprise | *Virtual membership* |  |
| Health and Social Care Integration Joint Board | Val Vertigans  Lead SW Officer TBC |  |
| Scottish Fire and Rescue Service | Ally Birkett | Group Manger |
| Skills Development Scotland | Nicola Graham |  |
| ACVO | Joyce Duncan /  Susan Morrison | Chief Executive of ACVO  Partnership Officer |
| Civic Forum | Faith-Jason-Robertson-Foy / David Henderson | Representative of Civic Forum |
| Scottish Courts & Tribunals Service | TBC |  |
| Crown Office & Procurator Fiscal Service | TBC |  |
| Scottish Prison Service | TBC |  |

**Alcohol and Drugs Partnership**

| **Organisation** | **Name** | **Designation** |
| --- | --- | --- |
| Aberdeen City Council | Helen Shanks | Chair of ADP from January 2017 and Head of Inclusion |
| North East College | *Virtual members* |  |
| Police Scotland | Kate Stephen | Superintendent |
| NHS Grampian | Chris Littlejohn  Alan Gray  Tara Shivaji | Proposed Chair of Community Engagement Group and Depute Director of Public Health  Director of Finance and current Chair of ADP  Public Health Consultant |
| Scottish Enterprise | *Virtual members* |  |
| Health and Social Care Integration Joint Board | Judith Proctor  Alex Stephen  Linda Smith | Chief Officer  Director of Finance & Business  Public Health Lead |
| Scottish Fire and Rescue Service | Gordon Riddel | Station Manager |
| Skills Development Scotland | *Virtual members* |  |
| ACVO | Joyce Duncan | Chief Executive of ACVO |
| Civic Forum | Aileen Davidson | Representative of Civic Forum and Regeneration Matters |

**APPENDIX 8**

**Locality Board Membership**

Local Police

Locality Manager

Health/G.P.

Local

Business

Head-teacher

**Communities**

Elected members within locality

Community Councils

Community representatives

**At least 50%**

**At most 50%**

**Public services**

Voluntary organisations

Community projects

Community Centres

Pupils/ young people